

Central Coast Council

Ordinary Council Meeting

ATTACHMENTS PROVIDED UNDER SEPARATE COVER

Tuesday 22 February 2022

Central Coast Council Attachments Provided Under Separate Cover to the Ordinary Council Meeting To be held in the Council Chamber,

2 Hely Street, Wyong on Tuesday 22 February 2022 Commencing at 6:30pm

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1.2	Confirmation o	f Minutes of Previous Meeting
	Attachment 1:	MINUTES - Council Meeting - 8 February 20224
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David Farmer	Chief Executive Officer
Brian Bell	Director Community and Recreation Services (Acting)
Boris Bolgoff	Director Infrastructure Services
Natalia Cowley	Director Corporate Affairs and Chief Financial Officer
Jamie Loader	Director Water and Sewer
David Milliken	Director Environment and Planning (Acting)

Notes

The Administrator, Rik Hart, declared the meeting open at 6:33pm and advised in accordance with the Code of Meeting Practice that the meeting was being recorded.

The Administrator acknowledged the traditional custodians of the land on which the meeting was being held, and paid respect to Elders past, present and emerging.

The Administrator updated the meeting on recent activities of Council.

There was no Open Forum held as no requests to speak were received.

Minutes of the Ordinary Council Meeting of Council 8 February 2022 contd

1.1	Disclosure	of Interest
1.1	Disclosure	or milling

Time commenced: 6:39pm

Moved: Rik Hart

11/22 Resolved

That Council note the report on Disclosures of Interest and the fact that no disclosures were made.

1.2 Confirmation of Minutes of Previous Meeting

Time commenced: 6:40pm

Moved: Rik Hart

12/22 Resolved

That Council confirm the minutes of the Ordinary Meeting of Council held on 25 January 2022 and the Extraordinary Council Meeting held on 3 February 2022.

1.3 Notice of Intention to Deal with Matters in Confidential Session

Time commenced: 6:40pm

Moved: Rik Hart

13/22 Resolved

That Council note that no matters have been tabled to deal with in a closed session.

2.1 Central Coast Airport Masterplan - Community Engagement Report

Time commenced: 6:40pm

Moved: Rik Hart

14/22 Resolved

- 1 That Council note the positive feedback of 75 percent support for the Central Coast Airport Masterplan received during the consultation period.
- 2 That Council authorise Council staff to proceed to Gateway 1 and 2 of the Central Coast Airport Development Framework which includes undertaking an RFI

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Minutes of the Ordinary Council Meeting of Council 8 February 2022 contd

(Request for information) from the general aviation industry and other interested parties to determine the Central Coast Airport's future demand requirements.

2.2	Chain Valle	y Colliery/Delta	Coal Community	/ Funding Program	2021
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Time commenced: 6:44pm

Moved: Rik Hart

- 15/22 Resolved
- 1 That Council allocate \$53,251.02 (inclusive of GST where applicable) from the 2021 Chain Valley Colliery Community Funding Program as outlined in the following report and Attachment 1.
- 2 That Council decline applications for the reasons indicated in Attachment 1, and the applicants be advised and where relevant, directed to alternate funding sources.

2.3 Community Support Grant Program - October and November 2021

Time commenced: 6:46pm

Moved: Rik Hart

- 16/22 Resolved
- 1 That Council allocate \$31,025.32 (inclusive of GST where applicable) from the 2021/22 grants budget to the Community Support Grant program, as outlined in the following report and Attachment 1.
- 2 That Council decline applications for the reasons indicated in Attachment 1, and the applicants be advised and where relevant, directed to alternate funding sources.

2.4 Minutes of Advisory Group and Committee meetings held in November and December 2021

Time commenced: 6:46pm

Moved: Rik Hart

17/22 Resolved

That Council note the minutes of Advisory Group and Committee meetings held in

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Minutes of the Ordinary Council Meeting of Council 8 February 2022 contd

November and December 2021.

2.5 Minutes of the Coastal Open Space System Committee meeting held 13 December 2021

Time commenced: 6:47pm

Mr Leif Arnebark addressed the meeting at 6:47pm

Moved: Rik Hart

18/22 Resolved

- 1 That Council note the minutes of the Coastal Open Space System (COSS) Committee meeting held 13 December 2021.
- 2 That Council send a follow up letter to the Minister advising of the significant community concerns regarding the clearing of land (public and private) and request that if the legislation isn't going to be changed, that regulatory control of deferred matters zoned land be given back to Council as opposed to DPIE and LLS.
- 3 That Council note the COSS Committee's rejection of any mountain biking trails being established in COSS land or being identified for inclusion in COSS land as part of the Central Coast Mountain Biking Plan that was reported to Council at the Ordinary Meeting on 14 December 2021.
- 4 That Council write to the Minister noting concerns about lots that were left off the list for potential land transfer to NPWS and request that further consideration be given to private land, not just public land. Furthermore, representations should be made to local members requesting support of this.

The Meeting closed at 6:55pm.

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Central Coast Council

OPERATIONAL PLAN2021-22

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Quarter 2 Business Report October to December)

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About this Report

The information contained in this report details Council's performance against the Operational Plan 2021-2022 and covers the period from 1 October 2021 to 31 December 2021 as required under subsection 404(5) of the *Local Government Act 1993*.

Included in this report is the Quarterly Budget Review Statement that shows a revised estimate of income and expenditure from the Responsible Accounting Officer of Council as required under clause 203 of the *Local Government (General) Regulations 2005*. The Quarter Two (Q2) budget review statement covers the period from 1 October 2021 to 31 December 2021 and presents a summary of Council's financial position at the end of the quarter.

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

Quarterly Reporting Periods are as follows:

- Quarter 1 (Q1) 1 July 2021 to 30 September 2021
- Quarter 2 (Q2) 1 October 2021 to 31 December 2021
- Quarter 3 (Q3) 1 January 2022 to 31 March 2022
- Quarter 4 (Q4) 1 April 2022 to 30 June 2022

Operational Plan 2021-2022 Performance

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

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

- Belonging
- Smart
- Green
- Responsible
- Liveable

The Operational Plan 2021-2022 (year 4 of the Delivery Program) is aligned to the five CSP Themes, detailing the actions Council will take (through projects, plans and actions) to deliver *One – Central Coast*. This report provides an update on Council's progress against the Operational Plan 2021-2022.

Performance Summary

Council's progress in delivering the actions, measure and projects against the Operational Plan for 2021-2022 are assessed and measured using the following status definitions:

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

The category of *On Hold* refers to actions that due a change in priorities or prolonged delays are not progressing but will likely recommence in the near future. The category of *Closed* refers to actions that are not progressing due to a change in priorities. The table below is a summary of progress on the actions, measures and projects.

Theme:	Belonging	Smart	Green	Responsible	Liveable	Total
Completed	0	1	0	2	2	5
On Track	5	2	6	21	10	44
Delayed	1	0	0	4		12
Not Commenced	0	0	0		0	1
On Hold	0	0	1			3
Closed	0	1	0	0	0	1
Total	6	4	7	29	20	66

Q2 2021-2022 Business Report

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

Completed	On Track	Delayed	Not Commenced	On hold	Closed
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0	5	1	0	0	0

6 Actions / Indicators

Operational Plan 2021-22 Performance

Delivery Program	Action / Indicator	Target / Timeline	Responsible Unit	Status	Comment
Provide beach lifeguard services to patrolled beaches from September to April each year	2122_OP_082: Council to safely patrol 15 beach locations and beach safety, education and messaging programs provided (in partnership with Surf Life Saving Central Coast)	30 April 2022	Leisure, Beach Safety and Community Facilities	Ĩ	Beach lifeguard patrols in operation across 15 beach sites, keeping the regions residents and tourists safe. Safe swim messaging completed via Council's social media and website
Efficient delivery of community facilities that meets the community needs	2122_OP_090: Delivery of high- quality exhibitions and programs at Gosford Regional Art Gallery that attracts 155,000 visitors per year	30 June 2022	Community and Culture	Ĩ	Gallery programs continue to be impacted by COVID-19. The Venue re-opened in October 2021. Year to date visitation is 20,961. Visitation in December is 10% lower than 2020 and 40% lower than 2019. However, the Gosford Art Prize, which was delayed, received a record 951 entries and the resulting exhibition was very well received. A reduced program of art classes was offered for term 4, with no children's afterschool classes and only 9 weekly adult classes.
	2122_OP_091: Delivery of 195 cultural productions, events and performances at Laycock Street Community Theatre	30 June 2022	Community and Culture	đ	COVID-19 is still affecting commercialism of the business, with seats capped to 320 capacity for November and December. Total shows cancelled 18, Total shows postponed 19, Total performances held 19, Total rehearsals 8. Two season performances achieved year to date.
Increase positive community attitudes and	2122_OP_107: Implement relevant actions from the Central Coast	Four projects delivered	Community and Culture	đ	Virtual Reality (VR) Project: Oculus Headsets procured for VR project. Evaluation questions built into end of

Q2 2021-2022 Business Report

Delivery Program	Action / Indicator	Target / Timeline	Responsible Unit	Status	Comment
behaviours towards people with disability	Disability Inclusion Action Plan				VR scenes for data collation on behaviour change. International Day of People With Disability (IDPWD):
					Celebrated with the launch of Councils new Disability Inclusion Action Plan (2021- 2025) in a promotional video campaign showcasing Beach Access Program as a delivered action in readiness for summer holiday season. Released video story on Council YouTube channel profiling the Access and Inclusion Reference Group. Promoted new DIAP at Disability Interagency. Accessible Central Coast. Brochure developed. Accessible Sports Resource Active Education Roadshow: Hard copies of booklet forwarded to Sports Central Coast for distribution to local clubs. Partnered with Open Space and Recreation on Priority Populations Project to increase participation in sport across three target populations including People with Disability (PWD). Consultation on survey being developed by Sports Central Coast to ensure it is accessible and questions engage PWD to increase response rate.
Provide a premier venue for sports and entertainment on the Central Coast community	2122_OP_144: Conduct survey of respondents that are either satisfied or very satisfied with Central Coast Stadium	67%	Economic Development and Property	C	Awaiting outcome from the Tender for Management rights to deliver survey.
Improved management of companion animals throughout the Central Coast	2122_OP_197: Develop a Responsible Pet Ownership Policy for the Central Coast	By 30 June 2022	Environmental Compliance and Systems	Ć	The Draft Responsible Dog Ownership Policy is due to go to Council in February 2022 for adoption.

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

- P1 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
 - linking industry with Universities, TAFE and other training providersD4 Support businesses and local leaders to mentor young people in
 - D4 Support businesses and local leaders to mentor young people in skills development through traineeships, apprenticeships and volunteering



Completed	On Track	Delayed	Not Commenced	On hold	Closed
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1	2	0	0	0	1

4 Actions / Indicators

Operational Plan 2021-22 Performance

Delivery Program	Action / Indicator	Target / Timeline	Responsible Unit	Status	Comment
Create opportunities to expand tourism	2122_OP_130: Destination Management Plan (DMP) - Implement revised Strategic Priorities and Supporting Actions from 2018-2021 DMP	100% of actions delivered by 31 December 2021	Communications, Marketing and Customer Engagement	\bigcirc	Nine actions completed from the 2018-2021, with two rolled over into the Destination Management Plan 2022-2025.
	2122_OP_131: Develop 2022-2025 Destination Management Plan	By 31 December 2021	Communications, Marketing and Customer Engagement	đ	Draft Destination Management Plan 2022- 2025 has been placed on public exhibition for community feedback until 22 December 2021. The final Plan is scheduled to be presented at the 22 February 2022 Council meeting for adoption.
	2122_OP_132: Tourism Opportunity Plan - Implement Revised Year 2 Actions from 2019- 2024 Tourism Opportunity Plan	90% of actions completed by 30 June 2022	Communications, Marketing and Customer Engagement	\bigotimes	Due to the financial situation and reduced budget this action will not be delivered. Implementation will be considered in future years.
Grow tourism and profitability of the Holiday Parks	2122_OP_153: Implement business strategy plan focussing on the future requirements of the business (pending approval from Council)	30 June 2022	Economic Development and Property	đ	Business Plan strategy has been reviewed and we will require amendments as COVID has impacted a lot of the information that had originally been reported during its development period.

Green



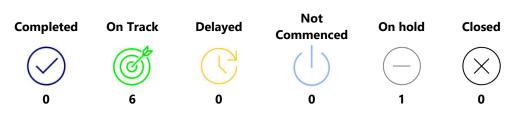
ENVIRONMENTAL RESOURCES FOR THE FUTURE

- **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 noncompliance 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



7 Actions / Indicators

Operational Plan 2021-22 Performance

Delivery Program	Action / Indicator	Target / Timeline	Responsible Unit	Status	Comment
Reducing Council's energy cost, improve energy productivity and reduce Council's greenhouse gas emissions	2122_OP_071: Review emissions reduction targets in alignment with IPCC recommendations	Revision of targets to Council by 30 June 2021 Draft emissions Reduction Pathway approved by 30 June 2022	Facilities, Assets and Energy Management	$\overline{}$	Council Officers have recently finalised a 10-year Power Purchase Agreement (PPA) which has resulted in significant financial savings to Council. The PPA enables future transition to 100% renewables, however the current targets will not be achieved, and new target dates will need to be assigned.
Regular operation wrack and algae collection (and other equipment under contract) in near-shore zones of Tuggerah Lakes	2122_OP_97: Removal of 5,000m3 of floating wrack and macro algae from the Tuggerah Lakes Estuary annually	By 30 June 2022	Environmental Management	Ć	1,868 cubic metres of wrack and macro algae have been collected as at the end of December 2021.
Implementation of Council's Biodiversity Strategy	2122_OP_98: Deliver priority actions (1.2.1, 1.4.2 and 2.3.1) of the Central Coast Council Biodiversity Strategy	By 30 June 2022	Environmental Management	Ĩ	1.2.1: Procured the services of contractors to undertake bush regeneration and rehabilitation within priority bushland reserves and coastal ecosystems. Approximately 50% of annual program complete. 1.4.2: Established Biodiversity Stewardship Agreement on reserves in Glenning Valley awaiting credit transfer and payment. Approximately 75% complete. 2.3.1: Policy for land acquisition in draft. Approximately 70% complete.

Q2 2021-2022 Business Report

Delivery Program	Action / Indicator	Target / Timeline	Responsible Unit	Status	Comment
Complete Flood Studies and Floodplain Risk Management Plans in consultation with the community.	 2122_OP_99: Complete the following flood studies: Northern Lakes Floodplain Risk Management Plan (FRMP) Wallarah Creek Floodplain Risk Management Plan (FRMP) Davistown and Empire Bay Floodplain Risk Management Plan (FRMP) Woy Woy Peninsula Floodplain Risk Management Plan (FRMP) 	By 30 June 2022	Environmental Management	Ĩ	Northern Lakes FRMSP: Complete. Wallarah Creek FRMSP: Complete and adopted by Council. Davistown Empire Bay FRMSP: 95% complete. Draft FRMSP has been completed by consultants and staff now reviewing. Woy Woy FRMSP: Draft report received and reviewed by staff. Consultants are now working through the comments. Options for Floodplain Risk Pan in progress.
Provide a reliable, safe, cost effective and environmentally responsible domestic waste collection to the Central Coast region	2122_OP_178: Percentage of domestic waste bins collected on scheduled date	>99%	Waste and Resource Recovery	Ć	99.93% of domestic waste collection services completed on the scheduled day during the quarter.
Expand the diversion of domestic waste from landfill through increased resource recovery resulting in environmentally responsible waste collection services	2122_OP_179: Percentage of domestic solid waste diverted from landfill	>40%	Waste and Resource Recovery	Ĩ	Council continued to implement a wide range of waste avoidance and resource recovery initiatives resulting in a year-to-date diversion rate of 41%.
An Environmental Management System (EMS) for Central Coast Council that is consistent with AS/NZ ISO 14001:2016	2122_OP_198: Implement Phase 3 of the EMS Project	By 30 June 2022	Environmental Compliance and Systems	Ø	Significant progress has been made to deliver Phase 3 milestones including the review and associated amendment of the Environmental Compliance Register.

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

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- 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

29 Actions / Indicators						
Completed	On Track	Delayed	Not Commenced	On	hold	Closed
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2	21	4	1		1	0
Operational Plan	2021-22 Perfor	mance				
Delivery Program	Action / Indicator	Target / Timeline	Responsible Unit	Status	Comment	
Region wide improvement to road pavement condition to ensure long term sustainability of the road network and to support economic growth	2122_OP_006: Kilometres of road pavement to be renewed each year	10 km	Roads and Drainage Infrastructure	đ	the financi Council ren kilometres road paven road renew remains or meet the c	newed 6.3 of existing ment. The val program n track to
	2122_OP_007: Kilometres of road resurfacing to be renewed each year	26 km	Roads and Drainage Infrastructure	đ	the financi Council res kilometres road paver road renew remains or meet the c	of existing nent. The val program n track to
Region wide improvements to bus stop infrastructure to improve access to public transport and ensure legislative compliance	2122_OP_008: Number of bus stops upgraded to meet Disability Discrimination Act compliance each year	45 bus stops	Roads and Drainage Infrastructure	Ć	the financi Council up bus stops. program re track to me	graded 21 The bus stop emains on eet the target by 30
Expansion and upgrade of the drainage network across the Central Coast to reduce flooding, improve stormwater management, and maintain accessibility around the Central Coast	2122_OP_011: Kilometres of drainage infrastructure constructed each year	4.1 km	Roads and Drainage Infrastructure	Ĩ	the financi Council co kilometres infrastructu drainage c program re track to me	nstructed 1.52 of drainage ure. The apital works emains on eet the target by 30
Capital expenditure projects are	2122_OP_017: Percentage of road and drainage capital works	90%	Roads and Drainage Infrastructure	Ć	at 90% of 1	benditure was the adopted asing as of 14 2021 and

29 Actions / Indicators

Q2 2021-2022 Business Report

Delivery Program	Action / Indicator	Target / Timeline	Responsible Unit	Status	Comment
completed as planned	projects completed within scope and budget				remains on track for completion at years end.
Support Councillors in effective decision making and promote transparency and	2122_OP_054: Percentage of Council resolutions actioned within agreed timeframes	90% of actions in agreed timeframes	Governance and Risk	Ć	Currently over 95%
accountability	2122_OP_056: Percentage of Council matter considered in confidential session	<5% of matters considered in confidential every year	Governance and Risk	Ć	Q2 was <5%
Ensure compliance with the statutory requirement and promote transparency and accountability	2122_OP_060: Number of non- compliances with legislative compliance requirements each year	Zero	Governance and Risk	Ć	Nil recorded in Q2.
	2122_OP_061: Number deemed refusals for Formal GIPA applications due to missed deadlines	Zero	Governance and Risk	Ć	Nil recorded in Q2
To provide independent assurance to the CEO and Audit, Risk and Improvement Committee (ARIC) on the effectiveness of management controls and to make recommendations on ways to mitigate identified risk exposures	2122_OP_063: Reporting to ARIC at each meeting in line with Internal Audit and ARIC Charter obligations	30 June 2022	Governance and Risk	Ć	Continuous improvements to ARIC reporting based on ongoing feedback from members.
Meet legislative and business requirements	2122_OP_072: Complete Council's Integrated Planning and Reporting (IP&R) requirements (in line with the Office of Local Government	30 June 2022	Strategic Planning	Ĩ	IP&R activities are underway with quarterly reporting for Q2 commenced, the Annual Report for 2020-21 has been adopted by Council, the Draft Delivery Program 2022- 2025, Draft Revised Community Strategic

Delivery Program	Action / Indicator	Target / Timeline	Responsible Unit	Status	Comment
	direction), including at a minimum development of the Delivery Program (2022-23 to 2024-25) incl. Operational Plan 2022-23, quarterly reporting against the Operational Plan 2021-22 and development of the Annual Report 2020-21				Plan and Draft Resourcing Strategy have been released for public exhibition from 22 December to 22 January 2022.
Comprehensive Local Environment Plan	2122_OP_073: Complete Central Coast Housing Strategy (Phase 1)	30 June 2022	Strategic Planning	đ	Draft discussion paper and background paper completed, with community engagement to be undertaken during February 2022.
	2122_OP_074: Report the draft Central Coast Employment Land Audit and Strategy to Council for exhibition	30 June 2022	Strategic Planning	Ć	Draft Employment Land Strategy being prepared with the draft to be reported to Council for exhibition in June 2022 and public exhibition to be undertaken July- August 2022.
	2122_OP_077: Commence phase 2 of the Environmental Lands Review (Deferred Lands non Council owned)	30 June 2022	Strategic Planning	đ	Consultant appointed and working on Phase 2 of the Environmental Lands Review. Draft Land Use plan to be completed by April 2022 and Planning Proposal to be publicly exhibited by July 2022.
Provide a clear approach to the planning and development of key growth regions	2122_OP_075: Report the draft Lake Munmorah Structure Plan for endorsement	30 June 2022	Strategic Planning	Ć	Revisions to the Draft Lake Munmorah Structure Plan have been completed. Further consultation to be undertaken with the Darkinjung LALC before seeking Council endorsement.
	2122_OP_079: Prepare Character Statements for northern part of LGA	30 June 2022	Strategic Planning	Ć	Engagement with the local community of the Toukley local planning area underway via an online survey. The survey closes February 2022 and will follow

Delivery Program	Action / Indicator	Target / Timeline	Responsible Unit	Status	Comment
					with community focus groups.
	2122_OP_080: Exhibit the draft Greater Warnervale Area Structure Plan	30 June 2022	Strategic Planning	đ	The Draft Greater Warnervale Structure Plan is currently being finalised, with the preliminary outcomes for the Masterplan for the Warnervale Education Precinct and Airport being considered.
Enable sustainable urban development that values energy efficiency, heritage, local character, the environment, transport, safety and liveability.	2122_OP_078: Complete development of a Street Design Manual	30 June 2022	Strategic Planning	Ø	Draft document currently being finalised with internal review to be undertaken in February 2022. External stakeholder engagement continues with State Government.
Integrated approach to the funding of infrastructure to meet the needs of the Central Coast population	2122_OP_076: Undertake a review to consolidate the Central Coast S7.11 Contribution Plan	30 June 2022	Strategic Planning	đ	The repeal of the former Gosford City Council plans was completed December 2021. The revised northern districts plan is currently being prepared, with a draft planned for June 2022.
Define what matters for customers and deliver an improved customer experience	2122_OP_124: Implement Customer Experience Change program	Revised program in place with 3 key actions delivered by 30 June 2022	Communications, Marketing and Customer Engagement	Ø	Results presented and distributed to Executive Leadership Team for review and determination of next steps.
	2122_OP_128: Answer calls to the Contact Centre within 4 minutes	90% compliance quarterly	Communications, Marketing and Customer Engagement	C	Q2 - 76% calls answered in less than 4 minutes. Longer call waits due to training staff on new property and ratings system, and new call centre staff and reopening of all Customer Service Centres including new location at The Entrance Visitor Information Centre.

Delivery Program	Action / Indicator	Target / Timeline	Responsible Unit	Status	Comment
Provide a positive customer experience	2122_OP_127: Respond to customer non- urgent enquiries within 5 business days	100% Unit compliance quarterly	Communications, Marketing and Customer Engagement	C	Average tracked response rate of 71% within 5 days for Q2.
Ensure complaints are being addressed and feedback is being actioned against service levels	2122_OP_129: Resolve customer complaints and compliments within the specified timeframes	95% compliance quarterly	Communications, Marketing and Customer Engagement	C	Improved average of 81% of all complaints completed within time frames for Q2.
Increased utilisation of parking station	2122_OP_146: Implement pricing strategy for Gosford City Car Park (GCCP) subject to COVID- 19 Restrictions	By 30 June 2022	Economic Development and Property	\bigcirc	The GCCP Pricing Strategy was implemented and completed as part of the Fees and Charges 2021- 22.
Better visibility of parking availability in Gosford	2122_OP_145: Implement online customer payment portal at Gosford City Car Park (GCCP)	By 30 June 2022	Economic Development and Property	\bigcirc	Vendor is awaiting advice from a third party payment provider in order to progress the development of the online portal.
	2122_OP_147: Integrate the available spaces at the Gosford City Car Park (GCCP) into the adopted parking app	By 30 June 2022	Economic Development and Property	Ċ	Vendor for GCCP will be in contact with the OneGov Service and Digital Innovations Team during Q3 to progress the integration of the available parking data to the NSW Government Park and Pay app.
	2122_OP_148: Integrate the available spaces at the Terrigal Wilson Rd Car Park into the adopted parking app	By 30 June 2022	Economic Development and Property	\bigcirc	Available space at the Wilson Road Car Park is now on the NSW Government Park and Pay app.
Optimise the usage of the Baker Street Car Park for visitors to the Gosford City Centre	2122_OP_149: Maintain average occupancy rates for business hours - Monday to Friday	60%	Economic Development and Property	C	Due to COVID-19 utilisation rates remain low, with average occupancy of 20.86% for Q2.

Delivery Program	Action / Indicator	Target / Timeline	Responsible Unit	Status	Comment
Ensure short term burial capacity is not compromised	2122_OP_150: Maintain minimum (10 years) capacity for burial sites across each operational cemetery	Noraville: 600 Jilliby: 160 Wamberal: 300 Point Clare: 610 (to be reviewed annually by 30 June 2022)	Economic Development and Property	Ć	There were no significant changes to the expected site uptake during this quarter. Site capacity will be reviewed at year end.

Liveable



RELIABLE PUBLIC TRANSPORT AND CONNECTIONS

- J1 Create adequate, reliable and accessible train services and facilities
- to accommodate current and future passengers
- J2 Address commuter parking, drop-off zones, access and movement around transport hubs to support and increase use of public transport
- 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
- Repair and maintain wharves, jetties, boat ramps and ocean baths to increase ease of access and enjoyment of natural waterways and foreshores

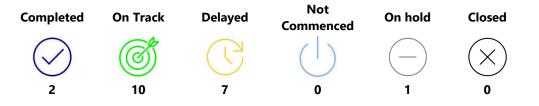


HEALTHY LIFESTYLES FOR A GROWING COMMUNITY

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

20 Actions / Indicators



Operational Plan 2021-22 Performance

Delivery Program	Action / Indicator	Target / Timeline	Responsible Unit	Status	Comment
Expansion and upgrade of the shared path and footpath network to improve public safety and provide access to city centres, transport hubs, commercial precincts and other priority areas	2122_OP_010: Kilometres of shared path and footpath constructed each year	6.5 km	Roads and Drainage Infrastructure	Ĩ	During the first half of the financial year Council constructed 1.46 kilometres of shared path and footpath. The pathway capital works program remains on track to meet the corporate target by 30 June 2022.
Efficient delivery of community facilities that meets the community needs	2122_OP_083: Delivery of a high- quality leisure facility and programs at Gosford Olympic Pool that attracts 185,000 visitors per year	30 June 2022	Leisure, Beach Safety and Community Facilities	C	Gosford Olympic Pool has been operating since 27 September under COVID- 19 restrictions. During Q2, 43,364 people attended, with a year to date attendance of 44,748.
	2122_OP_084: Delivery of a high- quality leisure facility and programs at Peninsula Leisure Centre that attracts 400,000 visitors per year	30 June 2022	Leisure, Beach Safety and Community Facilities	C	Peninsula Leisure Centre has been operating since 11 October under COVID- 19 restrictions. During Q2, 71,688 people attended, with a year to date attendance of 71,688.
	2122_OP_085: Delivery of a high- quality leisure facility and programs at Niagara Park Stadium that	30 June 2022	Leisure, Beach Safety and Community Facilities	C	Niagara Park Stadium has been operating since 25 October under COVID-19 restrictions. During Q2, 16,835 people attended, with a year to date attendance of 16,835.

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Delivery Program	Action / Indicator	Target / Timeline	Responsible Unit	Status	Comment
	attracts 100,000 visitors per year				
	2122_OP_086: Delivery of a high- quality leisure facility and programs at Lake Haven Recreation Centre that attracts 100,000 visitors per year	30 June 2022	Leisure, Beach Safety and Community Facilities	C	Lake Haven Recreation Centre has been operating since 11 October under COVID-19 restrictions. During Q2, 14,597 people attended, with a year to date attendance of 14,597.
	2122_OP_087: Delivery of a high- quality leisure facility and programs at Toukley Aquatic Centre that attracts 100,000 visitors per year	30 June 2022	Leisure, Beach Safety and Community Facilities	C	Toukley Aquatic Centre has been operating since 11 October under COVID-19 restrictions. During Q2, 22,027 people attended, with a year to date Attendance of 22,027.
	2122_OP_088: Delivery of a high- quality leisure facility and programs at Wyong Olympic Pool that attracts 30,000 visitors per year	30 June 2022	Leisure, Beach Safety and Community Facilities	C	Wyong Olympic Pool has been operating since 27 September under COVID- 19 restrictions. During Q2, 8,051 people attended, with a year to date attendance of 8,351.
	2122_OP_089: Complete business plans for each of the six leisure facilities, ensuring financial sustainability and best practice operating	30 June 2022	Leisure, Beach Safety and Community Facilities	Ċ	Development of new business plans has commenced for each facility with research and competitor analysis completed.
	2122_OP_092: Manage and administer the bookings of community halls and facilities, facilitating 12,000 annual bookings for the community	30 June 2022	Leisure, Beach Safety and Community Facilities	Ĩ	All community halls and facilities reopened for regular user groups in October. Year to date bookings for community facilities and halls: 11,030 Year to date bookings for sports fields / multi- purpose courts: 8,891 Year to date bookings for parks / reserves / beaches: 9,139
	2122_OP_093:	30 June 2022	Leisure, Beach Safety and	đ	100% leases / licences have commenced due diligence process within one week of

Delivery Program	Action / Indicator	Target / Timeline	Responsible Unit	Status	Comment
	100% of all community leases and licences commencing a due diligence process within a week of the original request		Community Facilities		request. Several new leases / licences are on hold subject to new Plans of Management being developed and adopted.
	2122_OP_094: A minimum of six- monthly inspections completed for 100% of community facilities operating under a lease, licence or hired agreement	30 June 2022	Leisure, Beach Safety and Community Facilities	Ĩ	100% target on track. 120 site inspections undertaken by Community Facilities Team in Q2.
	2122_OP_095: Undertake a review of the future planning of community facilities across the region, and any possible rationalisation	30 June 2022	Leisure, Beach Safety and Community Facilities	\oslash	SWOT analysis completed of each community facility, and internal review of facilities complete.
Provision of 8 education and care services for children aged 6 weeks to 6 years	2122_OP_204: Number of vulnerable children who receive inclusive opportunities to maximise their learning, development and wellbeing	70 children	Libraries and Education	đ	Year to date there are 47 children enrolled in our services who meet the requirements of vulnerable children.
	2122_OP_212: Number of families receiving education and care services	490	Libraries and Education	Ć	There have been 478 families receiving Education and Care, with a total of 636 children who have received care since July 2021.
Education and care operate in a financially responsible manner	2122_OP_206: Investigate and apply for external grant funding opportunities	30 June 2022	Libraries and Education	Ċ	Received \$165,181 for Stronger Communities Fund and awaiting formal written notification of the outcome of the applications for Department of Education Community Grants program.
Provide technology that	2122_OP_207:	85,000 sessions	Libraries and Education	đ	20% of our annual target now achieved with year to

Delivery Program	Action / Indicator	Target / Timeline	Responsible Unit	Status	Comment
meets the community's needs	Number of public internet and Wi-Fi usage				date total of 17,218. If there are no further interruptions to service, achievement of this target remains possible.
Provide programs that addresses identified needs and interests of the community and increases lifelong learning opportunities	2122_OP_208: Average number of activity sessions implemented per library per week that cater for all ages and stages delivered	2	Libraries and Education	$\overline{}$	COVID-19 restrictions have impacted our ability to deliver in branch programming. Planned to resume in next quarter.
	2122_OP_209: Number of outreach sessions delivered to the community outside of library buildings	80	Libraries and Education	\bigcirc	Year to date outreach sessions have delivered 141 programs, surpassing the target. This has been achieved through the introduction and adaptation to online formats for programs. Programs will continue to be delivered for the remainder of the year.
Loans for print and resources are maintained	2122_OP_210: Number of annual library loans	1,000,000 Ioans	Libraries and Education	đ	Year to date there are 563,600 loans. On track to meet or exceed annual target.
Provide facilities that meet the needs of the community	2122_OP_211: Number of visitations at library branches	530,000 visitations	Libraries and Education	C	COVID-19 restrictions have impacted visitations to libraries, with only 12% of this target reached. As only 6 months remain to the end of the financial year, achievement of visitation target will be a challenge.

Financial Overview

This financial overview reports on Central Coast Council's performance as measured against its Operational Plan for 2021-2022 and covers the period from 1 October 2021 to 31 December 2021 (Q2).

Note that there may be some small rounding differences throughout this report as whole dollars are rounded to the nearest \$0.1M.

1.1 Operating Result

The year to date (YTD) operating result (excluding capital grants and contributions) is showing a favourable variance of \$13.1M, consisting of an actual surplus of \$165.2M compared to a budget surplus of \$152.1M.

The year to date (YTD) operating result (including capital grants and contributions) is showing a favourable variance of \$12.4M, consisting of an actual surplus of \$186.9M compared to a budget surplus of \$174.5M.

Financial Performance 2021-2022	YTD Actual \$'000	YTD Budget \$'000	YTD Variance \$'000	YTD Variance %	Original Budget \$'000	Adopted Budget \$'000	Proposed Q2 Full year Annual Budget \$'000
Income (excluding capital income)	412,258	409,497	2,761	0.7%	573,325	567,903	569,870
Expenses	247,096	257,426	10,329	4.0%	566,282	564,809	563,598
Net Operating Result (excluding capital income)	165,162	152,071	13,090	8.6%	7,043	3,094	6,272
Income from capital grants and contributions	21,762	22,468	(706)	(3.1%)	42,890	67,675	62,445
Net Operating Result (including capital income)	186,923	174,539	12,384	7.1%	49,933	70,769	68,717

The above table is prepared in accordance with the *Local Government Code of Accounting Practice and Financial Reporting* which requires Council to recognise the full year rates and annual charges for waste management when levied in July each year. In the table below rates and annual charges income have been amortised over the 12 month period to provide a consistent income spread over the year and a clearer year-to-date position.

Financial Performance 2021-2022	YTD Actual \$'000	YTD Budget \$'000	YTD Variance \$'000	YTD Variance %	Original Budget \$'000	Adopted Budget \$'000	Proposed Q2 Full year Annual Budget \$'000
Income (excluding capital income)	412,258	409,497	2,761	0.7%	573,325	567,903	569,870
Less Rates and Annual Charges Amortisation (January – June 2022)	(139,186)	(139,186)	-	-	-	-	-
Expenses	247,096	257,426	10,329	4.0%	566,282	564,809	563,598
Net Operating Result (excluding capital income)	25,976	12,885	13,090	(126.9%)	7,043	3,094	6,272
Income from capital grants and contributions	21,762	22,468	(706)	(3.1%)	42,890	67,675	62,445
Net Operating Result (including capital income)	47,738	35,353	12,384	35.0%	49,933	70,769	68,717

The YTD variances are explained in Section 2.2 Operating Result of this report.

1.2 Financial Position

Council has taken and continues to take a number of actions to address its serious financial situation and to ensure its ongoing financial sustainability and is currently tracking in a satisfactory way in relation to its 2021-2022 budget. Although impacted by COVID19 closures and restrictions during the first half of 2021-2022, Council is still budgeting for a surplus this financial year.

The proposed adjustments, summarised below to Council's 2021-2022 operating and capital budgets, have been included in this Q2 budget review to further maintain Council's financial position.

Summary of proposed Q2 budget amendments

Budget adjustments proposed to be adopted as part of the Q2 budget review include the items below, noting that favourable impacts are shown as positive amounts and unfavourable impacts are shown as bracketed amounts.

Increase of \$2.0M in operating income

- \$2.7M additional sewer annual charges income resulting from IPART's Clarification Notice No 1 of 2021. Council brought a clerical error in the 2019 Determination to IPART's attention and IPART issued amendments to correct the error resulting in additional income.
- \$0.7M additional funding for Natural Disaster operating projects (offset by additional expenditure)
- \$0.5M additional income from water availability charges residential \$0.5M and non-residential \$20k.
- o \$0.5M additional income from trade waste non-compliant user charges in December 2021.
- \$0.4M additional income from restoration works and works to be undertaken on State roads (partially offset by additional expenses).
- \$0.2M increase in Waste Management annual charges.
- o (\$0.3M) reduction in forecast Property Development and Projects revenue in 2021-2022.
- (\$1.1M) unfavourable reduction in forecast Holiday Park and Camping Ground income (partially offset by reduced expenses).
- (\$1.5M) unfavourable reduction in water usage income water demand has been lower in Q2 due to higher rainfall (YTD demand is down approx 1.8% compared to the previous year).

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Decrease of (\$5.2M) in capital income

- (\$2.1M) reduction in capital grant income due to changes in project delivery timeframes for the following water and sewer projects :
 - Infrastructure reinforcement works Gosford CBD
 - Mardi Water Treatment Plant Upgrade
 - Warnervale Town Centre works.
- o (\$2.1M) reduction in s7.11 developer contribution forecast income.
- (\$1.0M) reduction in s64 developer contribution forecast income.

Reduction of \$1.2M in operational expenditure

- \$1.8M reduction in Information and Technology contract and consultant costs, operating lease expense, communication costs (mobiles), software licenses and postage costs in 2021-2022.
- \$0.4M reduction in Holiday Parks contract commission payments as a result of reduced income forecasts.
- \$0.2M reduction in EPA Waste Levy payments due to lower waste tonnages being received at Council's waste management facilities.
- (\$0.3M) increase in green waste processing costs due to green waste volumes at Council's waste management facilities.
- (\$0.3M) unfavourable reduction in internal tipping income that impacts recoveries in operating expenditure.
- (\$0.7M) additional expense for Natural Disaster operating projects (offset by additional income)

The proposed Q2 adjustments will improve the Q1 approved operating surplus (excluding capital grants and contributions) of \$3.1M to an operating surplus (excluding capital grants and contributions) of \$6.3M.

Section 3.2 Proposed Operating Budget Amendments provides a detailed listing of proposed Q1 budget adjustments.

1.3 Capital Works

Council's capital works program adopted as part of the 2021-2022 Operational Plan totalled \$175.0M.

Actual Q2 YTD capital expenditure is \$42.3M against the Q2 YTD budget of \$53.6M. A decrease of \$12.3M is proposed as part of this Q2 review.

For further details on the capital works program adjustments please refer to Section 3.3 Proposed Capital Budget Amendments.

1.4 Developer Contributions

The following section provides an update of Council's Developer Contributions levied under the *Environment Planning and Assessment Act 1979* (EPA) and the *Local Government Act 1993* (LGA) from 1 July 2021 to 31 December 2021.

Contribution Type	Year to Date (YTD) Budget	7.4 Planning Agreement YTD Income	Developer Contribution Income	Total YTD Income	Variance to YTD Budget
	\$'000	\$'000	\$'000	\$'000	\$'000 + = Favourable - = Unfavourable
s7.4 and s7.11 income (excluding drainage) - General Fund	5,997	-	3,562	3,562	(2,435)
s7.4 and s7.11 Drainage Income	824	-	515	515	(309)
s7.12 income	684	-	1,429	1,429	745
Total EPA Developer Contributions	7,505	-	5,506	5,506	(1,999)
s64 Water Income - Water Fund	1,713	-	1,056	1,056	(657)
s64 Sewer Income - Sewer Fund	1,242	-	738	738	(504)
Total LGA Developer Contributions	2,955	-	1,794	1,794	(1,161)
Total Non-Cash Contributions	55	-	12	12	(43)
Total	10,515	-	7,312	7,312	(3.203)

Summary of Cash Contributions

A proposed budget reduction of \$2.1M is included in this Q2 budget review for s7.11 and s7.12 contributions and a \$1.0M reduction in s64 water and sewer developer contributions, where actual income received is trending below budget forecasts. It is difficult to forecast development activity and as the contributions are capital income, they do not impact the operating result of Council.

Non-Cash Contributions

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

Restricted Asset Developer Contributions

Council currently has a restricted asset totalling \$185.2M, which represents the developer contributions received with interest income that has not yet been spent as at 31 December 2021. The movements from 1 July 2021 to 30 December 2021 are as follows:

Contribution Type	Opening Restricted Asset Value 1 July 2021	YTD Income	YTD Expenditure	YTD Interest Allocation	Current Restricted Asset Value 31 December 2021
	\$'000	\$'000	\$'000	\$'000	\$'000
s7.11 General Fund	99,614	3,562	(327)	439	103,288
s7.11 Drainage Fund	34,655	515	-	131	35,301
s7.12 Contributions	17,678	1,429	(91)	77	19,093
Total EPA Developer Contributions	151,947	5,506	(418)	647	157,682
7.4 Planning Agreement Total	5,630			21	5,651
s64 Water Fund	1,666	1,057	(209)	75	2,589
s64 Sewer Fund	19,510	738	(1,104)	103	19,247
s64 Total	21,176	1,795	(1,313)	178	21,836
Total	178,753	7,301	(1,731)	846	185,169

Developer Credits – Non-Cash Contributions

Council's current unfunded liabilities (non cash contributions) total \$5.8M as at 31 December 2021. This includes s7.11 credits totalling \$5.3M and s64 credits totalling \$0.5M.

A summary of the movement in non-cash contributions from 1 July 2021 to 31 December 2021 is provided below.

Summary of Developer Credits					
	\$'000				
Opening Balance 1 July 2021	5,793				
Contributed Assets	62				
Non Cash Contributions Utilised	(12)				
Indexation	44				
Refunds	(50)				
Closing Balance as at 31 December 2021	5,837				

Quarterly Budget Review

2.1 Responsible Accounting Officer's Statement

Report by Responsible Accounting Officer

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

It is my opinion that the Quarterly Budget Review Statement for Central Coast Council for the quarter ended 31 December 2021 indicates that Council's projected financial position at 30 June 2022 will be satisfactory at year end, having regard to the projected estimates of income and expenditure (noting a continuing review of operational revenue for any additional income streams, operational expenditure for further savings, continued rigour around capital expenditure and the sale of underperforming assets) and the original budgeted income and expenditure.

Natalia Cowley Responsible Accounting Officer 4 February 2022

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2.2 **Operating Result**

The year to date (YTD) operating result (excluding capital grants and contributions) is showing a favourable variance of \$13.1M, consisting of an actual surplus of \$165.2M compared to a budget surplus of \$152.1M.

The year to date (YTD) operating result (including capital grants and contributions) is showing a favourable variance of \$12.4M, consisting of an actual surplus of \$186.9M compared to a budget surplus of \$174.5M.

Council's focus continues to be on reducing expenditure, raising additional income, monitoring cash flow, through monthly cashflow forecasts and ensuring more sustainable cash preservation. Council's Long Term Financial Plan (LTFP) provides a model of future income and expenditure to give greater insights as to the trends affecting Council's financial future. The LTFP is a multi-faceted approach to address liquidity sustainability aimed at ensuring the longer-term financial sustainability of Council operations.

The budget below is the original budget adopted by Council in June 2021, plus Q1 adopted budget changes and is <u>before</u> proposed Q2 budget adjustments outlined in *Section 3.2 Proposed Operating Budget Amendments*.

Financial Performance 2021-2022	YTD Actual	YTD Budget	YTD Variance	YTD Variance	Adopted Budget
	\$′000	\$'000	\$′000	%	\$′000
Income (excluding capital income)	412,258	409,497	2,761	0.7%	567,903
Expenses	247,096	257,426	10,329	4.0%	564,809
Net Operating Result (excluding capital income)	165,162	152,071	13,090	8.6%	3,094
Income from capital grants and contributions	21,762	22,468	(706)	(3.1%)	67,675
Net Operating Result (including capital income)	186,923	174,539	12,384	7.1%	70,769

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

Income Analysis

YTD Income (excluding capital income) as at 31 December 2021 is favourable to budget by \$2.8M (or 0.7% of YTD budget).

YTD Income (including capital income) as at 31 December 2021 is favourable to budget by \$2.1M (or 0.5%) of YTD budget.

Income from Continuing Operations 2021-2022	YTD Actual	YTD Budget	YTD Variance	YTD Variance	Adopted Budget
	\$′000	\$′000	\$′000	%	\$'000
Rates and Annual Charges	321,876	319,741	2,135	0.7%	362,210
User Charges and Fees	66,559	67,113	(554)	(0.8%)	141,332
Interest and Investment Revenue	2,558	2,171	387	17.8%	4,442
Other Revenue	5,489	5,181	308	5.9%	10,123
Operating Grants and Contributions	12,111	11,796	314	2.7%	42,176
Other Income	3,665	3,494	170	4.9%	7,620
Net Gains from Disposal of Assets	-	-	-		-
Income from Continuing Operations (exc. capital income)	412,258	409,497	2,761	0.7%	567,903
Capital Grants and Contributions	21,762	22,468	(706)	(3.1%)	67,675
Income from Continuing Operations (inc. capital income)	434,020	431,965	2,055	0.5%	635,578

Income variations compared to YTD budgets are detailed below:

- **Rates and Annual Charges** the favourable YTD operating income variance of \$2.1M (or 0.7% of YTD budget) relates to the following:
 - \$1.6M favourable variance in Sewer Service Availability charges due to additional revenue associated with IPART Clarification Notice No 1 of 2021. Council brought a clerical error in the 2019 Determination to IPART's attention and IPART issued amendments to correct the error resulting in additional income in 2021-2022.
 - \$0.3M minor favourable variance in Domestic Waste annual charges.
 - \$0.3M minor favourable variance in Water Supply annual charges.

A favourable budget adjustment of \$3.5M is proposed in this Q2 budget review to recognise Council the additional sewer annual charges revenue from the IPART clarification notice, additional water annual charges and domestic waste annual charges.

- User Charges and Fees the unfavourable YTD operating income variance of \$0.6M (or 0.8% of YTD budget) relates to the following areas of the business:
 - (\$1.1M) unfavourable variance in water user charges as water demand has been down during Q2 due to high rainfall (YTD demand is down approx 1.8% compared to previous year).
 - (\$0.4M) unfavourable Holiday Park income due to COVID restrictions. This is expected to correct and improve now that COVID restrictions have eased.
 - o (\$0.3M) unfavourable variance in Childcare income.
 - (\$0.2M) unfavourable variance in sports ground fees as 50% fee relief adjustments were processed for winter sports due to the impact COVID
 - \$0.7M favourable variance in Trade Waste user charges as a result of one-off penalty charges issued in December 2021.
 - \$0.3M favourable timing variance in sewer usage charges.
 - \$0.2M favourable variance in property certificate income (sec 603 and sec 10.7 fees).
 - 5 \$0.2M favourable variance in Leisure and Pool income.

A proposed net budget decrease of (\$2.0M) is included in this Q2 budget review for the permanent variations to user charges and fees income; including increases in trade waste income, additional income from the RMS for works undertaken by Council on State roads and Environmental Management flood information certificate income. Proposed decreases are included for Water usage

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income, Holiday Parks, increase waste volume rebates, child care fees, parking station income and theatre income that have been impacted by COVID. Reductions in income have been addressed by reducing expenses in those business areas.

Interest and Investment Revenue – the favourable YTD operating income variance of \$0.4M (or 17.8% of YTD budget) relates to the following items:

- \$0.2M favourable variance in interest on overdue rates and charges.
- \$0.2M favourable variance in interest on investments.

No budget adjustments are proposed in the Q2 review for this income category and will continue to be closely monitored.

Please refer to section 2.4 Cash and Investments for further information on Council's cash management outcomes.

Other Revenue – the favourable YTD operating income variance of \$0.3M (or 5.9% of YTD budget) relates to the following areas of the business:

- \$0.1M favourable variance in sale of scrap metal at Council's Waste Management facilities.
- \$0.1M favourable variance in fine income.
- \$0.1M favourable variance in recovery of repair costs and miscellaneous income in Water and Sewer.

A proposed net budget decrease of (\$0.3M) is included in this Q2 budget review for the permanent variations to income; including a reduction in property development and project income in 2021-2022.

- **Grants and Contributions provided for Operating Purposes** the favourable YTD operating income variance of \$0.3M (or 2.7% of YTD budget) relates to the following areas of the business:
 - \$0.2M minor favourable variance in Environmental program grant income.
 - \$0.1M minor favourable variance in employee motor vehicle contributions.

A proposed net budget increase of \$0.8M is included in this Q2 budget review for additional funding to be received for Natural Disaster remediation works. This income is offset by additional operating expenditure to complete these works.

• **Other Income** - the favourable YTD operating income variance of \$0.2M (or 4.9% of YTD budget) relates to a minor variance in community facility hire income. This category records property rental, lease and hire income and is a new category on the Income Statement in accordance with the *Local Government Code of Accounting Practice and Financial Reporting*.

No material budget adjustments have been proposed in this income category as part of this Q2 budget review.

 Grants and Contributions Provided for Capital Purposes – the unfavourable YTD capital income variance of (\$0.7M) (or 3.1% of YTD budget) relates to favourable variances in capital grants of \$2.4M offset by an unfavourable variance in capital contributions of (\$3.1M). The capital grants variation relates to the timing of infrastructure projects across the organisation.

A proposed unfavourable budget adjustment of (\$2.1M) is included in this Q2 budget review, due to changes in project delivery timeframes for the following water and sewer projects :

- o Infrastructure reinforcement works Gosford CBD
- o Mardi Water Treatment Plant Upgrade
- Warnervale Town Centre works.

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The unfavourable variance of (\$3.1M) in developer contributions is made up of (\$1.1M) s64 Water and Sewer contributions and (\$2.0M) s7.11 contributions.

Developer contributions are difficult to predict as contributions received are based on external development activity. A (\$1.0M) reduction in s64 developer contribution and a (\$2.1M) reduction in s7.11 contribution income are proposed in this Q2 review for 2021-2022. As this is capital income there is no impact on Council's operating result.

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

Expenditure Analysis

Operating expenditure as at 31 December 2021 is favourable to budget by \$10.3M (or 4.0% of YTD budget). This is due to targeted reductions in spending and ongoing actions to ensure Council's future financial sustainability in line with Council's adopted Long Term Financial Plan.

Expenses from Continuing Operations 2021-2022	YTD Actual	YTD Budget	YTD Variance	YTD Variance	Adopted Budget
	\$'000	\$'000	\$'000	%	\$'000
Employee Benefits and On-costs	82,424	84,065	1,641	2.0%	172,593
Borrowing Costs	5,954	5,970	16	0.3%	12,689
Materials and Services (1)	68,072	76,354	8,282	10.8%	171,794
Depreciation and Amortisation	72,865	73,129	264	0.4%	170,021
Other Expenses	17,782	17,908	126	0.7%	37,712
Net Losses from Disposal of Assets	-	-	-	-	-
Expenses from Continuing Operations	247,096	257,426	10,329	4.0%	564,809
(1) Includes internal income and internal expe	enses				

(1) Includes internal income and internal expenses

Operating expenditure variations compared to YTD budgets are detailed below:

• **Employee Costs** – the favourable YTD operating expenditure variance of \$1.6M (or 2.0% of YTD budget) in employee costs relates to a favourable year to date position of \$2.8M in salaries and wages costs, primarily due to positions that have been vacant in the first half of the year and a \$0.4M favourable variance in other employee expenses such as superannuation, payroll tax and medical costs.

Employee costs recovered from capital projects are currently unfavourable (\$1.5M) primarily due to Council's time and attendance system (Kronos) being unavailable during December. Kronos was impacted by a ransomware attack that affected clients worldwide and left its cloud-based services unavailable which impacted Council's ability to charge time to capital projects. Kronos was restored in the last week of January and remediation works will be undertaken to allocate the appropriate hours (costs) to capital projects undertaken during the outage period. The impact on Q2 results is estimated to be a temporary (\$1.2M) unfavourable impact to Council's operating result and understatement of capital expense which will be remediated during the third quarter.

A budget increase in Employee Costs of \$0.1M is proposed in this Q2 review to undertake the additional works for RMS on State roads. This additional expense will be funded by additional RMS user charges income.

• **Borrowing Costs** – currently on track, with a minor timing variance of \$16k (or 0.3% of YTD budget). No budget adjustments are proposed in this expenditure category in this Q2 budget review.

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- Materials and Services the \$8.3M YTD favourable operating expenditure variance (or 10.8% of YTD budget) is due to restraint on spending while maintaining delivery of essential services. Expenditure in this category includes material purchases, contract expenses, consultants, electricity costs, insurances, plant hire, holiday park commissions and IT costs. The YTD savings include:
 - \$3.4M favourable variance in materials purchased.
 - \$2.7M favourable variance in other expenses including insurance premiums, promotions and events, IT costs, employee training, professional development and uniform costs and Misc. expenses including stationery, postage, printing, subscriptions, memberships, licences, valuation fees.
 - \$1.8M favourable in contract, labour hire, external plant and consultant costs.

A proposed net budget decrease of \$1.0M in Materials and Services costs is included in the Q2 budget review. Proposed decreases are included for information and technology, holiday park expenses, events and placemaking, theatre expenses, commercial property costs and parking stations. In most of these instances the reductions are to offset reduced income forecasts in 2021-2022.

Proposed increases are included for Natural disaster remediation works, green waste processing costs and volume rebates at Council's waste management facilities, external audit fees and for works undertaken on State Roads on behalf of the RMS. In most of these instances the increases are offset by additional income. Continued scrutiny of all expenditure within the Materials and Services category will continue.

- Depreciation and Amortisation there is a \$0.3M YTD favourable year to date variance (or 0.4% of YTD budget) in depreciation and amortisation expense. Depreciation and amortisation expenses are currently on track across all asset categories. Budget allowance has been included in Q4 for capital projects completed during 2021-2022 that will be capitalised prior to 30 June 2022. No budget adjustments are proposed in this expenditure category in this Q2 budget review.
- **Other Expenses** currently on track, with a minor variance of \$0.1M (or 0.7% of YTD budget). Expenditure in this category includes contributions paid to State Government Agencies, The Art House and Community Grant programs.

A proposed net budget reduction of \$0.3M in Other Expenses is included as part of this Q2 budget review and include a reduction in EPA Waste Levy and CALM Levy payments for Holiday Parks to offset forecast shortfalls in income in 2021-2022. Continued scrutiny of all expenditure within Other Expenses will continue.

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

By Fund

The year to date (YTD) operating result (excluding capital grants and contributions) is \$165.2M and is attributed to each Fund as follows:

Operating result (excluding capital grants and contributions)	YTD Actual	YTD Budget	YTD Variance	YTD Variance	Adopted Budget
contributions)	\$'000	\$'000	\$'000	%	\$′000
General Fund	124,721	115,248	9,473	8.2%	13,514
Water Fund	(2,357)	(2,513)	156	6.2%	(5,980)
Sewer Fund	2,148	(407)	2,554	628.1%	(6,738)
Drainage Fund	(1,675)	(2,147)	473	22.0%	(6,101)
Domestic Waste Fund	42,325	41,891	434	1.0%	8,399
Total	165,162	152,071	13,090	8.6%	3,094

The above table is prepared in accordance with the *Local Government Code of Accounting Practice and Financial Reporting* which requires Council to recognise the full year rates and annual charges for waste management when levied in July each year.

General Fund

The year to date net operating surplus result before capital income for General Fund is \$124.7M compared to a year to date budget surplus of \$115.2M resulting in a favourable variance of \$9.5M. The most significant year to date variances relate to:

- Materials and Services (including internal items) are favourable \$6.8M due to continued rigorous review of discretionary spending in the first half of the year.
- Employee costs are favourable \$1.7M due to positions that have been vacant in the first half of the year.
- Depreciation expense is favourable by \$0.3M for Council's IT Platform.
- Operating Grants ad Contributions are favourable by \$0.3M, which is an actual compared to budget timing difference and not additional income.
- Other Revenue is favourable \$0.3M due to sale of scrap metal at Council's Waste Management facilities, fine income and Community Facility Hire Income.
- User Charges and Fees are unfavourable (\$0.4M) mainly due to COVID restrictions impacting business areas such as Holiday Parks.

Water Fund

The year to date net operating result before capital income for Water Fund is a deficit of \$2.3M compared to a year to date budget deficit of \$2.5M resulting in a favourable variance of \$0.2M. The most significant variances relate to:

- Materials and Services (including internal items) are favourable \$0.7M due to continued rigorous review of discretionary spending in the first half of the year.
- Water Supply annual charges have a minor favourable timing variance of \$0.3M.
- Employee costs are favourable \$0.2M due to positions that have been vacant in the first half of the year.

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• Water user charges unfavourable by \$1.1M as water demand has been low in Q2 due to high rainfall levels (YTD demand is down approx 1.8% compared to previous year).

Sewer Fund

The year to date net operating result before capital income for Sewer Fund is a surplus of \$2.1M compared to a year to date budget deficit of \$0.4M resulting in a favourable variance of \$2.6M. The most significant variances relate to:

- Annual Charges favourable by \$1.6M mostly due to additional revenue associated with an IPART Clarification Notice No. 1 of 2021. The additional income will be recognised in this Q2 budget review.
- Trade Waste user charges favourable 0.7M as a result of one-off penalty charges issued in December 2021 and will be recognised in this Q2 budget review.
- Sewer usage charges have a minor favourable timing variance of \$0.3M.
- Materials and Services (including internal items) are favourable \$0.3M due to continued rigorous review of discretionary spending in the first half of the year.
- Employee costs are unfavourable (\$0.3M) in sewer maintenance and systems operations and will continue to be closely monitored.

Drainage Fund

The year to date net operating result before capital income for Drainage Fund is a deficit of \$1.7M compared to a year to date budget deficit of \$2.2M resulting in a favourable variance of \$0.5M. The most significant variance relate to:

• Materials and Services (including internal items) are favourable \$0.4M due to continued rigorous review of discretionary spending in the first half of the year.

Domestic Waste Fund

The year to date net operating result before capital income for Domestic Waste Fund is a surplus of \$42.3M compared to a year to date budget surplus of \$41.9M resulting in a favourable variance of \$0.4M. The most significant variances relate to:

- Annual charges have a minor favourable timing variance of \$0.3M.
- Materials and Services (including internal items) are favourable \$0.1M.

2.3 Capital Expenditure

Capital expenditure as at 31 December 2021 is under budget by \$11.3M or 21% of YTD budget.

Council department	Original Budget	Adopted changes YTD	Proposed changes for Q2	Proposed Full Year budget	Actuals YTD- Dec 2021	Budget YTD - Dec 2021	YTD Actuals / Budget
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Community and Recreation Services	13,981	834	(59)	14,756	3,524	4,274	82.5%
Infrastructure Services	66,390	3,328	(1,538)	68,179	20,539	25,364	81.0%
Water and Sewer	65,358	(3,332)	(10,027)	51,999	13,762	16,417	83.8%
Environment and Planning	1,693	160	551	2,404	447	744	60.1%
Corporate Affairs	27,619	(3,281)	(1,261)	23,076	4,066	6,798	59.8%
TOTAL	175,040	(2,291)	(12,333)	160,415	42,338	53,597	79%

The proposed Q2 budget adjustment is a decrease of \$12.3M, resulting in a revised 2021-2022 full year capital works program of \$160.4M.

Significant changes to the capital works program include:

Reductions:

- Sewer Infrastructure Reinforcements Gosford CBD \$4.5M this is a multi-year project that is rephased due to resourcing issues impacting contracts to market
- Plant and Equipment \$1.6M reduction to align with purchasing activities
- Water Treatment Plant Major Upgrade Mardi \$1.7M rephased to reflect tender evaluation outcomes as main component is delayed approximately 6 months
- Magenta Shared Pathway \$1.6M this project has been delayed due to environmental approvals and requires partial deferral to 2022-23

Increases:

- Sewer Reactive and Program planning \$2.8M reactive program requires additional budget due to the uncertain nature of emergency failing assets
- Asphalt Resurfacing Program \$1.3M increase in scope to add five additional projects to the program
- Sewer Pump Station Upgrade Clarke Rd Noraville \$1.0M increase to align with program timing

Details of proposed capex adjustments for 2021-2022 can be found at *Section 3.3 Proposed Capital Budget Adjustments*.

Council has not purchased any assets for the quarter ended 31 December 2021 that are not already included in the current budget.

Stronger Communities Fund

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

Council received \$10M of funding under the Stronger Communities Fund, including \$1.0M that was allocated in grants of between \$10,000 and \$50,000 to incorporated not-for-profit community groups, for projects that build more vibrant, sustainable and inclusive local communities.

Q2 2021-2022 Business Report

Project	Funding from Stronger Communities Grants \$'000	Actual Spend	Balance Remaining
	÷ 000	\$'000	\$'000
Completed Projects		1051	
Austin Butler Oval and Woy Woy Tennis Amenities Redevelopment	900	1,354	-
Children's Services - Playground Renovation/Upgrade - Umina	68	68	-
Children's Services - Playground Renovation/Upgrade - Niagara Park	55	70	-
Peninsula Leisure Centre – Starting Blocks and Electronic Timing System	135	181	-
Alan Davidson Oval Drainage and Irrigation System Installation	349	299	-
Terrigal CBD Traffic Flow Improvements	2,209	2,507	-
Avoca Beach Foreshore Protection Works Stage 1	2,808	2,864	-
Elfin Hill Road Foreshore Stabilisation	470	535	-
Augmentation of San Remo BMX facility	640	804	-
Community Grant Program	1,000	1,064	-
Total Completed Projects	8,633	9,746	-
Projects In Progress			
Disability Matters	800	398	402
Access and Inclusion Upgrades to Community Facilities	580	577	3
Total Projects In Progress	1,380	975	405
Total Stronger Communities Fund Projects	10,013	10,721	405

Council has completed the majority of the projects funded under this grant program.

2.4 Cash and Investments

Cash flows during the quarter were managed through maturities and investments in new term deposits, floating rate notes and cash at call account, investments for the quarter recorded an increase of \$47.3M, and Council's transaction account recorded net cash inflow of \$4.1M.

Council's transactional bank accounts are reconciled daily whilst cash management and investment holdings are reconciled monthly. All accounts have been fully reconciled as of 31 December 2021.

Balances as of 31 December 2021 are shown below.

Cash and Investment Balances as at 31 December 2021	\$'000
Total cash on Hand (Transactional)	29,514
Cash at Call – Cash Management	30,214
Investments in Term Deposits and Floating Rate Notes	527,513
Total Investment Portfolio	557,727
Closing Cash and Investments	587,241

Council's Portfolio is held in separate funds by purpose and is summarised as follows:

Fund	General Fund	Water Fund	Sewer Fund	Drainage Fund	Domestic Waste Fund
	\$′000	\$′000	\$'000	\$′000	\$'000
External Restricted Funds	182,785	6,995	21,936	36,782	93,257
Internal Restricted Funds	88,699	1,026	877	55	-
Total Restricted Funds	271,484	8,021	22,813	36,837	93,257
Unrestricted Funds	70,177	(9,548)	116,422	(36,260)	14,038
Total by Fund	341,661	(1,527)	139,235	577	107,295

Council is managing the previously reported negative unrestricted funds balance, as part of Council's Business Recovery Plan. The negative unrestricted balance is currently \$45.8M, made up of unrestricted fund deficits in the Water and Drainage Funds, as per the table above.

The unrestricted funds balances across the 5 Funds above will fluctuate during the year as rates revenue and property sale settlements occur. In the interim, the unrestricted funds deficit of \$45.8M is proposed to be funded through the General Fund's available unrestricted cash balance of \$70.2M at 31 December 2021.

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

Council's investments (comprised of deposit accounts, floating rate notes and term deposits) continue to be conservatively managed to ensure that value is added to the fixed interest portfolio. The value of investment securities and call deposit accounts *excluding* transactional accounts, of 31 December 2021 was \$557.7M. YTD returns were 0.87%, which is above the YTD BBSW benchmark of 0.53%. Total net return for the quarter ending December 2021 was \$1.2M consisting of interest earnings.

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The investment portfolio is concentrated in AA above (11.54%), A (33.58%) and BBB (54.88%). The investments in AA are of a higher credit rating and BBB represented the best returns at the time of investment within Policy guidelines. Financial institutions issuing fixed income investments and bonds are considered investment grade (IG) if its Long-Term credit rating is BBB or higher by Standard and Poor (S&P).

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

Breakdown of the investment portfolio by investment class as of 31 December 2021:

Investment Class	Balances as at 31 December 2021 \$'000
Cash at Call	30,214
Term Deposits and Floating Rate Notes	527,513
Closing Investment Portfolio	557,727
YTD Returns	2,352
YTD Returns %	0.87%
Benchmark BBSW	0.53%

Cash Flow Statement

Central Coast Council

Statement of Cash Flows

for the Quarter ended 31 December 2021

\$'000	Actual Q2 2021-22
Cash flows from operating activities	
Receipts	
Rates and Annual Charges	86,124
User Charges and Fees	36,855
Interest and Investment Income	597
Grants and contributions	17,238
Bonds& Deposit Amount Received	171
Other Revenues	34,305
Payments.	
Employee Benefits and On cost	-42,483
Materials and Contracts	-31,045
Borrowing Costs	-3,252
Bonds& Deposit Amount Paid	-878
Other expenses	-42,134
Net cash provided (or used in) operating activities	55,498
Cash flaure from Investing activities	
Cash flows from Investing activities	
Receipts Sale of Investment Securities	56 750
Sale of infrastructure, Property, Plant and Equipment	56,750 28,407
Payments	
Purchase of Investment Securities	-104,000
Purchase of Infrastructure, Property, Plant and Equipment	-24,467
Net cash provided (or used in) Investing activities	-43,310
Cash flows from Financing activities	
<u>Receipts</u>	
Proceeds from borrowing and advances	0
Payments	
Repayment of borrowing and advances	-8,048
Net cash provided (or used in) Financing activities	-8,048
Net increase/(decrease) in cash and cash equivalents	4,140
Plus: cash and cash equivalents – beginning of period	25,374
Cash and cash equivalents – end of the Period	29,514
plus: Investments on hand – end of Period	557,727
Total cash, cash equivalents and investments	587,241

Q2 2021-2022 Business Report

2.5 Contracts and Other Expenses

Major Contracts

The following significant contracts were entered during Q2:

Contractor	Contract Detail and Purpose	Contract Value	Commencement Date	End Date	Budgeted (Y/N)
Airmaster Australia Pty Ltd	Refurbishment of the Peninsula Leisure Centre HVAC, Hot Water and Pool Heating Systems	\$3,656,842	5/10/2021	30/06/2022	Y
Fenworx Pty Ltd T/as Newpave Asphalt	TfNSW Resurfacing Program 2021-2022 (LGP213-2)	\$2,393,226	27/10/2021	30/06/2022	Y
Artcraft Proprietary Limited	Road and Traffic Signage - Associated Hardware and Roadside Products (LGP414) - Schedule of Rates	\$1,750,000	1/12/2021	30/11/2024	Y
Society of Companion Animal Rescuers Inc. (SOCARES)	Animal Care Facility Management	\$1,309,234	1/10/2021	30/09/2024	Y
Insituform Pacific Pty Ltd	Everglades Drainage - Stage 5B - Pipe Cleaning - CCIP Lining	\$1,233,169	10/11/2021	29/04/2022	Y
GCM Enviro Pty Ltd	Supply and Delivery of one Waste Compactor (LGP419)	\$1,158,200	16/12/2021	31/05/2022	Y
Westbury Constructions Pty Ltd	Construction of New Amenities Building - Lemongrove Netball Courts, Ettalong Beach	\$1,009,987	19/10/2021	8/03/2022	Y
Kerroc Constructions Pty Ltd	Trunk Main Interconnection and PRV, Kariong	\$1,003,867	8/12/2021	8/12/2022	Y
Central Coast Hino Pty Ltd	Supply and Delivery of five Cab Chassis Trucks (NPN04-13)	\$794,369	7/12/2021	31/05/2022	Y
Rosmech Sales and Service Pty Ltd	Supply and Delivery of two Street Sweeper Trucks (LGP NPN1.15-2)	\$732,062	15/11/2021	1/05/2022	Y
Liebherr Australia Pty Ltd	Supply and Delivery of one Traxcavator (LGP419)	\$703,702	17/12/2021	28/02/2022	Y
The Rix Group	North Avoca Retaining Wall - North Avoca Paths Package - Elgata Avenue, North Avoca	\$596,298	8/12/2021	1/03/2022	Y
Rimini Street Inc.	Oracle Support - DTA, Rimini Street	\$582,245	15/11/2021	30/06/2023	Y
Ezypave	Shared Path Construction, Stage 1 - Malinya Road, Davistown	\$576,547	28/10/2021	1/08/2023	Y

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Contractor	Contract Detail and Purpose	Contract Value	Commencement Date	End Date	Budgeted (Y/N)
A Space Australia Pty Ltd	A Space Australia Pty Ltd - Design and Construction of Playspace Upgrades 2021-2022 (LGP308-3)	\$478,040	22/12/2021	30/06/2022	Y
Fenworx Pty Ltd	Road Safety Improvements - Skid Asphalt, Wisemans Ferry Road (LGP213-2)	\$438,841	22/12/2021	17/01/2022	Y
Gilbert and Roach Pty Ltd	Supply and Delivery of two Jetter Trucks (NPN04-13)	\$422,120	6/12/2021	31/05/2022	Y
Komatsu Australia Pty Ltd	Supply and Delivery of one 20 Tonne Excavator (LGP419)	\$346,480	22/12/2021	1/05/2022	Y
Fenworx Pty Ltd Trading as Newpave Asphalt	Asphalt Deep Lift and Overlay, Davistown Road	\$329,149	13/12/2021	24/12/2021	Y
CJD Equipment	Supply and Delivery of one Loader (LGP419)	\$328,750	16/12/2021	30/05/2022	Y
Inquik Bridging Systems Pty Ltd	Design, Supply and Installation of Modular/Semi Modular Bridge Components and Piling System - Fowler Road, Tuggerah (LGP420)	\$303,851	19/10/2021	30/12/2021	Y
Norton Rose Fulbright Australia	Legal and Negotiation Service for Land Acquisition Conveyancing - Ocean Beach and Rawson Road Intersection Upgrade, Woy Woy (Panel Arrangement CPA/2105) (Schedule of Rates)	\$300,000	26/11/2021	30/06/2022	Y
ANA Asphalts	Emergency Remediation Works - Main Road, Toukley (segments 4033-4035) (LGP213-2)	\$242,000	6/10/2021	31/12/2021	Y
Form Construction Group	Cabin Upgrades, Norah Head Holiday Park	\$221,301	21/12/2021	28/02/2022	Y
DGL Manufacturing Pty Ltd	Supply of Alchlor to Toukley, Wyong South and Bateau Bay Treatment Plants (Schedule of Rates)	\$200,000	21/11/2021	20/11/2023	Y
Moduplay Group Pty Ltd	Moduplay Group Pty Ltd - Design and Construction of Playspace Upgrades 2021-2022 (LGP308-3)	\$182,206	22/12/2021	30/06/2022	Y
Larsen and Toubro Infotech Limited	ePlanning Portal Integration, Phase 2	\$151,420	30/11/2021	31/05/2022	Y

Contractor	Contract Detail and Purpose	Contract Value	Commencement Date	End Date	Budgeted (Y/N)
Demonz Media Pty Ltd	Website Content Management System Upgrade	\$150,000	2/12/2021	2/12/2023	Y

2.6 Consultancy and Legal Expenses

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

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

Operating Expense	YTD Actual \$'000	Budgeted Yes/No
Consultants	2,715	Yes
Legal Fees	214	Yes

Financial Schedules and Proposed Adjustments

3.1 Income and Expense Budget Review Statement

The table below outlines the impact of the proposed operating budget amendments and the projected year end result for the 2021-2022 financial year.

C	Consolidated Operating Statement December 2021 YEAR TO DATE FULL YEAR													
	YEAR TO DATE FULL YEAR													
	Actuals	Adopted Budget	Variance	Last Year YTD Actuals	Last Year Actual	Proposed Changes	Year End Forecast							
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000					
Operating Income		a solution of	a din balance		Stands"	and the second		1.5.1.5.1.5.1.5.1.5.						
Rates and Annual Charges	321,876	319,741	2,135	290,962	331,384	361,871	339	3,450	365,661					
User Charges and Fees	66,559	67,113		68,680		140,269		(1,967)	139,365					
Interest and Investment Revenue	2,558	2,171	387	2,534		4,442	0	(.,==.,/	4,442					
Other Revenue	5,489	5,181	308	3,743	2010/07/2010/07	9,196	927	(291)	9.831					
Grants and Contributions	12,111	11,796	314	17,054		49,491	(7,315)	798	42,974					
Other Income	3,665	3,494	23/252	4.038	8.214	8.056	(436)	(23)	7.598					
Gain on Disposal	-	-	-	922	2,609	-	-	(/	.,					
Total Income attributable to Operations	412,258	409,497	2,761	387,934	541,985	573,325	(5,422)	1,967	569,870					
Operating Expenses														
Employee Costs	82,424	84.065	1,641	105.053	222.617	175.833	(3,239)	110	172,703					
Borrowing Costs	5,954	5,970	1.24.550.551	6,903	16,414	17,471	(4,782)	아이오	12,689					
Materials and Services	68.072	76,354	10000	76.079		156,680	15.114	(1,032)	170,762					
Depreciation and Amortisation	72,865	73,129		79,235		177,106	(7.085)	(1,002)	170.021					
Other Expenses	17,782	17,908		18,160		39,192	(1,481)	(290)	37.422					
Loss on Disposal	-	-		206	9,660	-	-	-						
Total Expenses attributable to Operations	247,096	257,426	10,329	285,637	612,674	566,282	(1,473)	(1,211)	563,598					
Operating Result after Overheads and before Capital	165.162	152.071	13.090	102.297	(70,689)	7,043	(3,949)	3,178	6.272					
Amounts	105,102	132,071	13,030	102,237	(70,009)	7,043	(3,345)	3,170	0,272					
Capital Grants	14,275	11,883		12,905	36,893	8,445	37,199	(2,110)	43,534					
Capital Contributions	7,487	10,586		8,698	46,810	34,445		(3,120)	18,911					
Grants and Contributions Capital Receive	21,762	22,468	(706)	21,603	83,703	42,890	24,785	(5,230)	62,445					
Net Operating Result	186,923	174,539	12,384	123,900	13,014	49,933	20,836	(2,052)	68,717					
(A) To														

This table forms part of Central Coast Council's quarterly budget review for the quarter ended 31 December 2021 and should be read in conjunction with sections 2.1 to 2.6 of this report.

Q2 2021-2022 Business Report

3.2 Proposed Operating Statement Budget Amendments

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

Proposed Operating Statement Budget Amendments	Impact by Major Account Category							
	Capital Revenue	Operating Revenue	Operating Expense	Operating Movement				
	+ve Incr. (-ve) Decr. \$'000	+ve Incr. (-ve) Decr. \$'000	+ve Incr. (-ve) Decr. \$'000	Excluding Capital \$'000				
Original budget	42,890	573,325	566,282	7,043				
Council approved adjustments during Q1	-	67	67	-				
Q1 Review approved budget adjustments	24,785	(5,489)	(1,540)	(3,949)				
Q1 Full Year revised annual budget	67,675	567,903	564,809	3,094				
Proposed Adjustments Q2 Budget Review								
Rates and Annual Charges Water and Sewer Executive - \$2.7M additional sewer annual charges resulting from IPART's Clarification Notice No 1 of 2021. Council brought a clerical error in the 2019 Determination to IPART's attention and IPART issued amendments to correct the error resulting in additional income. Water and Sewer Executive - \$0.5M additional income from water availability charges - residential \$0.5M and non-residential \$20k. Waste and Resource Recovery Management - \$0.2M favourable increase in Waste Management annual charges.		3,450		3,450				
User Charges and Fees Water and Sewer Executive - \$0.5M additional income from trade waste non-compliant user charges in December 2021. Roads Construction and Maintenance - \$0.4M additional income from restoration works and works to be undertaken on State roads (partially offset by additional expenses referred to below). Environmental Management - \$0.1M additional income from Flood Information Certificates, which are tracking above budget. Community and Recreation Services - \$0.1M reduction in theatre income due to COVID closures and restrictions		(1,967)		(1,967)				

Q2 2021-2022 Business Report

Proposed Operating Statement Budget Amendments	Imp	act by Major A	Account Categ	ory
	Capital Revenue	Operating Revenue	Operating Expense	Operating Movement
	+ve Incr. (-ve) Decr. \$'000	+ve Incr. (-ve) Decr. \$'000	+ve Incr. (-ve) Decr. \$'000	Excluding Capital \$'000
 (offset by a reduced expenses referred to below). Economic Development and Property Parking Station - \$0.1M unfavourable reduction in Parking Station fees due to COVID and people working from home (offset by a reduced expenses referred to below). Libraries and Education - \$0.1M reduction in Child Care fees and library income (offset by additional operating contribution income referred to below). Waste and Resource Recovery Management - \$0.1M unfavourable increase in volume rebates payable. Economic Development and Property Holiday Parks - \$1.1M unfavourable reduction in forecast Holiday Park and Camping Ground income (partially offset by reduced expenses referred to below). Water and Sewer Executive - \$1.5M unfavourable reduction in water usage income - water demand has been lower in Q2 due to higher rainfall (YTD demand is down approx 1.8% compared to the previous year). 				
Other Revenue Property Development and Projects - \$0.3M reduction in revenue forecast to be received in 2021-2022.		(291)		(291)
Operating Grants and Contributions Roads and Drainage Infrastructure - \$0.7M additional funding for Natural Disaster operating projects (offset by additional expenditure referred to below). Libraries and Education - \$0.1M increase in Child Care operating contributions.		798		798
Other Income Economic Development and Property - \$23k unfavourable decrease in property rental income due to impacts of COVID.		(23)		(23)
Employee Costs Roads Construction and Maintenance - \$0.1M increase in employee costs for works to be undertaken on State roads.			110	(110)

Proposed Operating Statement Budget Amendments	Imp	act by Major A	Account Catego	ory	
	Capital Revenue	Operating Revenue	Operating Expense	Operating Movemen	
	+ve Incr.	+ve Incr.	+ve Incr.	Excluding	
	(-ve) Decr. \$'000	(-ve) Decr. \$'000	(-ve) Decr. \$'000	Capital \$'000	
Materials and Services (including internal revenues and expenses)					
Information and Technology - \$1.8M favourable reduction in contract and consultant costs, operating lease expense,					
communication costs (mobiles), software licenses and postage costs in 2021-2022.					
Economic Development and Property Holiday Parks - \$0.4M favourable reduction in contract commission payments as a result of reduced income forecasts.					
Community and Recreation Services - \$0.1M favourable reduction in Events and Placemaking expenses.					
Community and Recreation Services - \$0.1M favourable reduction in Theatre expenses due to COVID closures and restrictions.					
Economic Development and Property Commercial Property - \$0.1M favourable reduction in commercial property					
expenses.					
Economic Development and Property Parking Station - \$0.1M favourable reduction in Parking Station expenses due to COVID and people working from home.			(1,032)	1,03	
Finance - \$0.1M increase external audit fees.					
Roads and Drainage Construction and Maintenance - net \$0.1M additional expense due to workorders received from RMS on State roads and road safety projects.					
Waste and Resource Recovery Management - \$0.3M unfavourable increase in green waste processing costs due to green waste volumes at Council's waste management facilities.					
Waste and Resource Recovery Management - \$0.3M unfavourable reduction in internal tipping income that impacts recoveries in operating expenditure.					
Roads and Drainage Infrastructure - \$0.7M additional expense for Natural Disaster operating projects.					
Other Expenses					
Waste and Resource Recovery Management - \$0.2M favourable reduction in EPA Waste Levy payments due to lower					
waste tonnages being received at Council's waste management facilities.					
Economic Development and Property Holiday Parks - \$0.1M reduction in compulsory CALM Levy payments for			(290)	29	
Holiday Parks as a result of reduced income forecasts.			()		

Proposed Operating Statement Budget Amendments	Imp	act by Major	Account Categ	ory
	Capital Revenue	Operating Revenue	Operating Expense	Operating Movement
	+ve Incr. (-ve) Decr. \$'000	+ve Incr. (-ve) Decr. \$'000	+ve Incr. (-ve) Decr. \$'000	Excluding Capital \$'000
Capital Grants and Contributions Capital Grants - \$2.1M decrease in capital grant income forecast for Water and Sewer due to changes in project delivery timeframes. \$1.3M reduction Infrastructure reinforcement works Gosford CBD \$0.4M Mardi Water Treatment Plant Upgrade \$0.4M Warnervale Town Centre works Developer Contributions - \$3.1M decrease in expected developer contribution income \$2.1M in s7.11 contribution income \$1.0M in s64 developer contribution income	(5,230)			-
Q2 proposed budget adjustments	(5,230)	1,967	(1,211)	3,178
Q2 proposed Full Year annual budget	62,445	569,870	563,598	6,272

NB: This table forms part of Central Coast Council's quarterly budget review for the quarter ended 31 December 2021 and should be read in conjunction with sections 2.1 to 2.6 of this report.

3.3 Proposed Capital Budget Amendments

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

Project Number	Project Description	Unit	Approved Full Year Budget \$'000	Proposed change \$'000	Proposed Full Year Budget \$'000	. Reason for change	Grants	Contributions	Restrictions	General Revenue
Budget r	eallocation between projects									
25329	Sewer Pump Station Renewal - Bayside Dr Green Point (GP03)	Water and Sewer	1,014	(420)	594	Initial plan was to deliver 2 stations				(420)
25330	Sewer Pump Station Renewal - Mulhall St Wagstaffe (HB04)	Water and Sewer	-	660	660	together. Will now be delivered individually				660
24525	Pearl Beach Lagoon Coastal Zone Management Plan actions	Environmental Management	-	1	1					1
24591	Stormwater Gross Pollutant Trap Upgrades (Lake Macquarie Catchment) - Gwandalan (design only)	Environmental Management	70	(1)	69	Projects complete with minor variances to budget				(1)
25502	GPT Upgrade McKellar Rd Blue Haven - ERF	Environmental Management	10	(7)	2	Project completed with savings				(7)
25503	GPT Upgrade Olney Cres Blue Haven - ERF	Environmental Management	139	7	146	Additional budget required to complete works				7
26054	Leisure and Pools - POS and CRM system renewal	Leisure, Beach Safety and Community Facilities	195	(46)	149	Reallocate to UV disinfection system project				(46)
NEW	Peninsular Leisure Centre Pool Hall UV Disinfection System replacement	Leisure, Beach Safety and Community Facilities	-	46	46	New priority project				46
26011	Quality Learning Environment Grant 2021-22	Libraries and Education	62	(20)	42	Allocation to Yard Renewal Wyong	(20)			-
26266	Little Coast Kids Wyong - Yard Renewal	Libraries and Education	70	20	90	Additional budget required to complete works	20			-

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Project Number	Project Description	Unit	Approved Full Year Budget \$'000	Proposed change \$'000	Proposed Full Year Budget \$'000	. Reason for change	Grants	Contributions	Restrictions	General Revenue
26281	Woy Woy Swimming Enclosure	Open Space and Recreation	30	10	40	Dealle anti-a				10
26072	Renewal Program - Cricket Wickets - Emergency Works	Open Space and Recreation	25	(10)	15	Reallocation				(10)
25772	IMT infrastructure refresh	Information Technology	798	(30)	768	Reduced due to vendor availability				(30)
26045	Archive Solution	Information Technology	100	30	130	Scope increased to include Oracle eBus				30
Total budg	get reallocations	1	2,513	239	2,752		-	-	-	239

25243	Water Supply Tanks and Dam Access Point Installations	Environmental Management	-	15	15	New fully grant funded project	15	-
25764	Escarpment Stabilisation - Greenhaven, Homan, Castle	Environmental Management	588	270	858	Additional budget is required as tender submissions were higher than expected		270
26364	Bradys Gully Holgate Fire Trail	Environmental Management	-	60	60	New project to renew existing fire trail. Identified as a high risk location in the Central Coast Bush Fire Risk Management Plan		60
26365	Lions Park Long Jetty GPT - trash rack replacement	Environmental Management	-	80	80	Replacement of rusted trash rack which has failed		80
26366	Upgrade to Emergency Operation Centre - Charmhaven	Environmental Management	-	126	126	Fully grant funded project to upgrade EOC to current standards including generator, mobile satellite and equipment	126	-
NEW	Wyong Town Centre Decorative Lighting	Community and Culture	-	25	25	Project being brought forward from 2022-23 to be delivered this year		25
NEW	The Entrance Town Centre - Waterfront Synthetic turf upgrade	Community and Culture	-	27	27	Project being brought forward from 2022-23 to be delivered this year		27

Project Number	Project Description	Unit	Approved Full Year Budget \$'000	Proposed change \$'000	Proposed Full Year Budget \$'000	. Reason for change	Grants	Contributions	Restrictions	General Revenue
NEW	Gosford Town Centre Roundabout upgrades	Community and Culture	-	52	52	Project being brought forward from 2022-23 to be delivered this year				52
NEW	Cultural website construction	Community and Culture	-	60	60	Savings in total capital program to be redirected for this priority project. Identified through recent consultation.				60
NEW	Toukley Town Centre bin upgrades	Community and Culture	-	66	66	Project being brought forward from 2022-23 to be delivered this year				66
25420	Terrigal bin hutch upgrades	Community and Culture	-	150	150	Project being brought forward from 2022-23 to be delivered this year				150
26057	Gosford Pool - Indoor Pool Hall - Roof replacement	Facilities Asset Management	170	55	225	Increase in scope to include replacement of solar heating system in conjunction with roof replacement				55
NEW	Woy Woy waste management facility amenities building	Facilities Asset Management	-	120	120	Replacement of amenities building roof, which is leaking and causing damage				120
NEW	Charmhaven Depot - Replace Roller doors building E	Facilities Asset Management	-	21	21	New project for required works				21
NEW	Woy Woy Depot - Workshop Floor Renewal	Facilities Asset Management	-	27	27	New project for required works				27
NEW	Wyong Admin Building - Replace BMS software system	Facilities Asset Management	-	39	39	New project for required works				39
NEW	Erina Depot - replace gantry crane hoist building E	Facilities Asset Management	-	69	69	New project for required works				69
NEW	Erinat depot - Replace Gantry Crane Hoist Building G	Facilities Asset Management	-	143	143	New project for required works				143

Project Number	Project Description	Unit	Approved Full Year Budget \$'000	Proposed change \$'000	Proposed Full Year Budget \$'000	. Reason for change	Grants	Contributions	Restrictions	General Revenue
NEW	Charmhaven Depot - Renew workshop office fit out building E	Facilities Asset Management	-	10	10	New project for required works				10
22713	Consolidated property and rating system	Information Technology	1,200	175	1,375	Additional budget to accommodate an approved 9 week extension to the project				175
26010	Avoca Lifeguard Tower Stand - Observation Tower	Leisure, Beach Safety and Community Facilities	100	100	200	Additional budget required due to complexities of cantilever design				100
NEW	Norah Head Community Hall - preliminary investigation works for construction of new building	Leisure, Beach Safety and Community Facilities	-	40	40	Preliminary costs to allow design and construction in future years				40
26360	Toukley Library Roof Replacement	Libraries and Education	-	85	85	New project to replace existing roof with colourbond				85
26361	LED lighting Toukley Library	Libraries and Education	-	14	14	Replacement of existing lighting with LED energy efficient sustainable lighting				14
26362	Toukley Library Fencing	Libraries and Education	-	8	8	New fencing required due to anti- social behaviour				8

Project Number	Project Description	Unit	Approved Full Year Budget \$'000	Proposed change \$'000	Proposed Full Year Budget \$'000	. Reason for change	Grants	Contributions	Restrictions	General Revenue
26363	Umina Library Annexe	Libraries and Education	-	63	63	New project to replace existing annexe with colourbond				63
22570	Replace rubber Soft fall at various places	Open Space and Recreation	100	65	165	Increase in scope to include replacement of soft fall at additional sites to reduce risks				65
25236	Local Playspace Upgrade - Hylton Moore Oval	Open Space and Recreation	105	5	110	Additional budget required				5
26094	Library Van acquisition and fit out	Plant and Fleet	-	118	118	New fully grant funded project	118			-
24696	Kala Ave and Walu Ave - Road Upgrade	Roads and Drainage	248	200	448	Additional budget requested to enable completion of required drainage works.				200
24733	Peats Ridge Rd - Traffic Safety Improvements	Roads and Drainage	-	1	1	This project was completed in 2020- 21 with additional budget allocated to address minor defects and corrective actions.				1
24758	Woy Woy Town Centre - Wharf Upgrade	Roads and Drainage	150	20	170	This project has been completed with over-expenditure to address minor defects and corrective actions.				20

Project Number	Project Description	Unit	Approved Full Year Budget \$'000	Proposed change \$'000	Proposed Full Year Budget \$'000	. Reason for change	Grants	Contributions	Restrictions	General Revenue
24766	Davistown Rd - Drainage Upgrade	Roads and Drainage	235	150	385	This project requires additional budget due to poor subgrade conditions				150
24771	Kala Ave and Walu Ave - Drainage Upgrade	Roads and Drainage	298	200	498	This project requires additional budget to partially bring forward 2022-23 scope of works to realise construction efficiencies.				200
24776	Murrawal Rd - Drainage Upgrade	Roads and Drainage	424	250	674	This project requires additional budget to enable completion of required drainage works.				250
24948	Woy Woy Rd - Traffic Safety Improvements	Roads and Drainage	-	2	2	This project was completed in 2020- 21 with additional budget allocated to address minor defects and corrective actions.				2
25320	Umina Beach Surfclub Carpark - Shared Path Construction	Roads and Drainage	7	4	11	This project was completed in 2020- 21 with additional budget allocated to address minor defects and corrective actions.				4
25815	Alison Rd - Raised Intersection	Roads and Drainage	170	170	340	This project requires additional budget due to an increase in material costs.				170
25943	Pacific Highway, Lake Munmorah - Shared path construction	Roads and Drainage	80	20	100	This project requires additional budget due to rectification of safety concerns.				20

Project Number	Project Description	Unit	Approved Full Year Budget \$'000	Proposed change \$'000	Proposed Full Year Budget \$'000	. Reason for change	Grants	Contributions	Restrictions	General Revenue
26019	Pile Rd - Road Upgrade with Drainage, Kerb and Pavement Works	Roads and Drainage	472	150	622	This project requires additional budget to allow commencement of watermain construction.				150
26118	Asphalt Resurfacing Program	Roads and Drainage	2,333	1,250	3,583	Increase in scope to add five additional projects to the program				1,250
26120	Tramway Rd, View St and Elgata Ave - Road Upgrade with Drainage, Kerb and Gutter, Footpath and Pavement Works	Roads and Drainage	645	200	845	This project requires additional budget due to material costs and tender outcomes.				200
26122	Hue Hue Rd - Pavement Renewal and Road Resurfacing	Roads and Drainage	606	40	646	This project has been completed but requires additional budget due to poor subgrade conditions.				40
26151	Central Coast Hwy, Gosford - Shared Pathway Construction	Roads and Drainage	250	50	300	This project remains on track for completion in 2021-22 with additional budget required due to increase in material costs.				50
19252	Woy Woy Waste Facility South Cell Bulk Excavation	Waste and Resource Recovery M'ment	-	200	200	Excavation of sandstone and clay to generate operational materials and offset development costs of next landfill cell site			200	-
23702	Cell 4.4 at Buttonderry Waste Management Facility	Waste and Resource Recovery M'ment	6,964	110	7,074	Increase to allow for the construction of high litter fencing to mitigate impact of litter on neighbouring properties, and meet EPA requirements				110

Project Number	Project Description	Unit	Approved Full Year Budget \$'000	Proposed change \$'000	Proposed Full Year Budget \$'000	. Reason for change	Grants	Contributions	Restrictions	General Revenue
23702	Cell 4.4 Buttonderry Waste Management Facility	Waste and Resource Recovery M'ment	6,964	229	7,194	Increase in scope to add upgrade of access roads			229	0
23707	Public litter bin hutch renewal	Waste and Resource Recovery M'ment	-	80	80	Renewal of public litter bins in high profile areas such as town centres				80
25520	Buttonderry Waste Management Facility Scrap Metal area	Waste and Resource Recovery M'ment	-	230	230	Construction of slab to facilitate scrap metal storage and maximise scrap metal income			230	-
NEW	Cell 4.5 Buttonderry Waste Management Facility	Waste and Resource Recovery M'ment	-	100	100	Refine existing concept design			100	-
NEW	Refurbishment of Tarpomatic	Waste and Resource Recovery M'ment	-	60	60	Refurbishment of spooled tarp attachment, used daily to cover cell.			60	-
16396	Water Pumping Station Kiosk Replacement - Brooke Ave Killarney Vale	Water and Sewer	250	145	395	Rephased to align with the contractors program and cost schedule.				145
16695	Sewer Pump Station Upgrade - Clarke Rd Noraville (TO06)	Water and Sewer	3,675	984	4,659	Budget adjustments to align with revised program				984

Project Number	Project Description	Unit	Approved Full Year Budget \$'000	Proposed change \$'000	Proposed Full Year Budget \$'000	. Reason for change	Grants	Contributions	Restrictions	General Revenue
18390	Reservoir Valve Replacement - Tuggerah 1 Kangy Angy	Water and Sewer	56	3	60	Project completed with minor overrun				3
22260	Water Pump Station Refurbishment - The Rampart Umina Heights	Water and Sewer	90	29	119	Increase due to market feedback obtained through quotation.				29
22670	Upgrade SCADA boosters at various water pump stations	Water and Sewer	24	21	45	Project accelerated so additional budget is required.				21
23782	Sewer Reactive and Program Planning - Region Wide	Water and Sewer	2,210	2,750	4,960	This is a reactive program. Budget increase due to the uncertain nature of emergency failing assets.				2,750
24260	Sewer Pump Station Civil Remediation - Daley Ave Daleys point (DP3)	Water and Sewer	407	131	538	Additional design work for environmental considerations				131
24579	30-124 - Sewer Pump Station - Minor Asset Renewal/Replace Programs	Water and Sewer	670	139	809	Additional critical pumps have been identified for replacement.				139
24645	20-136 - Water Reservoir - Minor Asset Renewal/Replace Programs	Water and Sewer	255	65	320	Additional works have been identified at key sites.				65
25331	Sewer Pump Station Renewal - Brisbane Water Dr Koolewong (WG08)	Water and Sewer	308	115	423	Program ahead of schedule				115
26269	Sewer Vac System Refurb - Davistown and St Huberts Island	Water and Sewer	2,550	510	3,060	Budget adjustment required based on initial tender assessment				510

Project Number	Project Description	Unit	Approved Full Year Budget \$'000	Proposed change \$'000	Proposed Full Year Budget \$'000	. Reason for change	Grants	Contributions	Restrictions	General Revenue
Total incre	eases in capital works budget		32,606	10,698	43,304		259	-	819	9,620
Decrease	s to capital works budget									
20775	Sewer Pump Station Upgrade - Cowper Rd Umina Beach	Water and Sewer	1,199	(684)	515	Savings identified during design and tender phase				(684)
22679	Sewer Rising Main Upgrade - Bungary Road Norah Head (TO08A)	Water and Sewer	859	(340)	519	Budget rephased to align with refined scope.				(340)
26270	Water Catchment Picnic Area and Visitor Centre - Mangrove Creek Dam	Water and Sewer	315	(226)	89	Overestimated original budget allocation				(226)
20823	Water Pump Station Refurbishment - Central Coast Hwy Forresters Beach	Water and Sewer	264	(141)	123	Project complete with savings				(141)
22683	Sewer Pump Station Pump Replacement - McDonagh Rd Tacoma (WS29)	Water and Sewer	302	(137)	165	Scope reduced to detailed design only				(137)
22632	Sewer Hydraulic Model Development - Region Wide	Water and Sewer	225	(45)	180	Reduction due to resourcing				(45)
22667	Rising Main Meter and Pit Replacement - Mooney Dam	Water and Sewer	157	(157)	-	Project combined with 22407 for delivery efficiency				(157)
25930	Plant and Fleet Equipment Acquisitions	Plant and Fleet	930	(432)	498	Reduction to align with activities				(432)
25931	Plant and Fleet Vehicle Acquisitions	Plant and Fleet	8,382	(1,606)	6,776	Reduction to align with activities				(1,606)
25944	Racecourse Road, Gosford Stage 2 – Shared path construction	Roads and Drainage	1,460	(550)	910	This project is on track for completion with savings due to design efficiencies.	(550)			-

Project Number	Project Description	Unit	Approved Full Year Budget \$'000	Proposed change \$'000	Proposed Full Year Budget \$'000	. Reason for change	Grants	Contributions	Restrictions	General Revenue
25554	Louisiana Rd - Drainage Upgrade	Roads and Drainage	2,285	(600)	1,685	This project has been delayed due to wet weather but remains on track for completion with savings due to the reuse and recycling of excavated road materials.	(600)			-
Total decr	eases to capital works budget		16,377	(4,918)	11,459		(1,150)	-	-	(3,768)
Duciente	ennelled deferred on continuing	:- 2022 22								
Projects o	cancelled, deferred or continuing	in 2022-23								
24215	Gosford Regional Library and Innovation Hub	Libraries and Education	1,613	(433)	1,180	Rephasing due to delayed expected commencement of construction. Will continue in 2022-23	(433)			-
26000	Gosford Town Centre - Kerb Upgrades	Community and Culture	60	(60)	-	Budget to be transferred to 2022-23 projects that will now be delivered this financial year				(60)
26052	Wyong Town Centre - seating upgrade	Community and Culture	56	(56)	-	Budget to be transferred to 2022-23 projects that will now be delivered this financial year				(56)
26001	Ettalong Town Centre - Kerb Ramp Upgrades Stage 3	Community and Culture	54	(54)	-	Budget to be transferred to 2022-23 projects that will now be delivered this financial year				(54)
26002	Woy Woy Town Centre - Kerb Ramp Upgrades Stage 2	Community and Culture	48	(48)	-	Budget to be transferred to 2022-23 projects that will now be delivered this financial year				(48)
26005	Umina Town Centre - Kerb Ramp Upgrades Stage 1	Community and Culture	36	(36)	-	Budget to be transferred to 2022-23 projects that will now be delivered this financial year				(36)
26049	Gosford Regional Art Gallery - replace exterior fence	Community and Culture	36	(36)	-	Budget to be transferred to 2022-23 projects that will now be delivered this financial year				(36)
26006	Budgewoi Town Centre - Kerb Ramp Upgrade Stage 3	Community and Culture	30	(30)	-	Budget to be transferred to 2022-23 projects that will now be delivered this financial year				(30)
26008	Wyong Town Centre - Kerb Ramp Upgrade Stage 1	Community and Culture	30	(30)	-	Budget to be transferred to 2022-23 projects that will now be delivered this financial year				(30)

Project Number	Project Description	Unit	Approved Full Year Budget \$'000	Proposed change \$'000	Proposed Full Year Budget \$'000	. Reason for change	Grants	Contributions	Restrictions	General Revenue
25999	Memorial Park The Entrance - Boat ramp tree seating	Community and Culture	45	(18)	27	Budget to be transferred to 2022-23 projects that will now be delivered this financial year				(18)
26009	Toukley Town Centre - Kerb Ramp Upgrade Stage 2	Community and Culture	18	(18)	-	Budget to be transferred to 2022-23 projects that will now be delivered this financial year				(18)
20757	Sewer Infrastructure Reinforcements - Gosford CBD	Water and Sewer	7,964	(4,534)	3,430	Project re-phased due to resourcing issues impacting contracts to market				(4,534)
20799	Water Treatment Plant Major Upgrade - Mardi	Water and Sewer	3,247	(1,724)	1,523	Rephased to reflect tender evaluation outcomes as main component is delayed by approx. 6 months due to funding				(1,724)
24642	20-112-2 - Annual Water Main Renewal Program	Water and Sewer	6,140	(1,039)	5,101	Delays due to wet weather and impacts of COVID				(1,039)
25707	Water Infrastructure - Warnervale Town Centre	Water and Sewer	1,165	(1,030)	136	Program delayed as the works are dependant on developers progress.				(1,030)
24578	30-112-RF1 - Critical Sewer Main Rehabilitation - Reticulation Sy	Water and Sewer	9,200	(974)	8,226	Delays due to wet weather and impacts of COVID				(974)
25334	Water Trunk Main Renewal - Davistown Rd Saratoga	Water and Sewer	877	(877)	-	This project has been placed on hold awaiting external agencies delivery timelines and requirements				(877)
22693	Sewer Pump Station Renewal - Crystal St Forresters Beach (FB1)	Water and Sewer	911	(851)	60	Rephased due late decision to separate from transport NSW's scope to focus on EPA commitments				(851)
25325	Sewer Rising Main Replacement - Maitland Bay Dr Ettalong Beach (E	Water and Sewer	575	(575)	-	This project has been placed on hold awaiting external agencies delivery timelines and requirements				(575)
15809	Sewerage System Low Pressure Installation - South Tacoma	Water and Sewer	844	(555)	289	Adjustment required to align with revised project program				(555)
23779	Sewer Rising Main Partial Replacement - Mannering Park (MP08)	Water and Sewer	837	(420)	416	Delays due to impact of COVID on program				(420)

Project Number	Project Description	Unit	Approved Full Year Budget \$'000	Proposed change \$'000	Proposed Full Year Budget \$'000	. Reason for change	Grants	Contributions	Restrictions	General Revenue
24646	Water and Sewer Infrastructure - Warnervale Town Centre	Water and Sewer	811	(348)	462	Program delayed as the works are dependant on developers progress.				(348)
	Waniervale Town Centre	Sewei				dependant on developers progress.				
20794	Water Infrastructure Reinforcements - Gosford CBD	Water and Sewer	2,902	(237)	2,666	Delays due to impact of COVID on program				(237)
16277	Sewer Pump Station Upgrade - Cadonia Rd Tuggerawong (TO19)	Water and Sewer	787	(119)	668	Delays due to impact of COVID on program				(119)
25335	Water Trunk Main Renewal - Avoca Lagoon	Water and Sewer	123	(41)	82	budget rephased due to COVID impacts on program.				(41)
20804	Mangrove Mountain - Mangrove Creek Dam - Upgrade Fire Trails	Water and Sewer	500	(38)	462	This project delayed due to contractor availability and status of external RFS funding.				(38)
22407	Water Pump Station Capacity Upgrade - Mooney Mooney Dam Somersby	Water and Sewer	80	(33)	47	Delays due to impact of COVID on program				(33)
24643	20-118-1 - Annual Water Meter Replacement Program - Region Wide	Water and Sewer	405	(23)	381	Delays due to wet weather during December and impact of COVID on contractors workforce.				(23)
22633	Water Treatment Laboratory Sampling and Testing Database - Region	Water and Sewer	330	(10)	320	Project had a delayed start, with the first milestone shifting from December 2020 to March 2021.				(10)
24708	Magenta - Shared Pathway Construction	Roads and Drainage	1,870	(1,550)	320	This project has been delayed due to environmental approvals and requires partial deferral into 2022- 23.		(1,550)		-
25816	Old Maitland Rd - Shoulder Widening	Roads and Drainage	1,975	(1,000)	975	This project has been delayed due to design changes and contractor availability and requires partial deferral into 2022-23.	(1,000)			-
25597	Little Wobby Wharf - Replacement	Roads and Drainage	825	(600)	225	This project has been delayed due to extended consultation and associated design delays and requires partial deferral into 2022- 23.	(600)			-

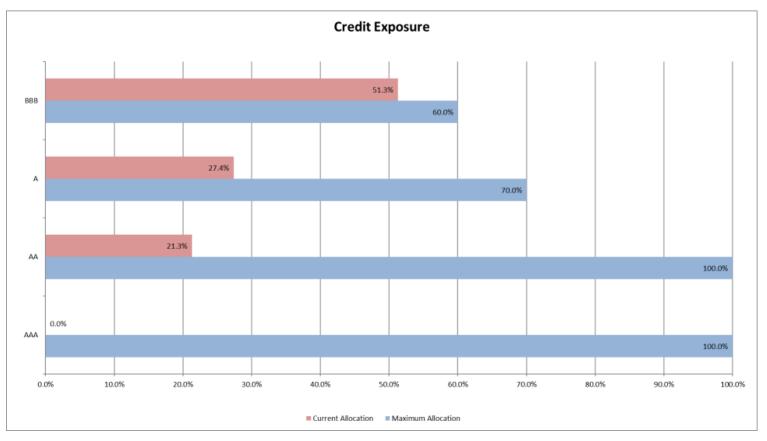
No. b basic programme Basic A1 AA 29-Mar (2000) 199-Mar (2000) 19			Central Coast Cou Summary of Inves		t 31-January-202	2		
Name informOpen betweet worksA IA BayD	Financial Institution	Type of Investment			Maturity Date			
Name of the intermA (of)A (of) <td>CASH AT CALL:</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>	CASH AT CALL:							
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Arr IndoAr OatAr OatBitsDatyU.S.U.S.OatsThe Gan ArdFFA11 Dec.202U.S.D.001.9%3.1%The Gan ArdFA11 Dec.202U.S.D.001.9%3.1%Monter Manual GrapostanImn DecatA-20.002.9%0.00.001.9%1.5%Dati of ConstantA-20.002.9%0.00.001.9%0.00.001.9%0.00.00NIN Trausor, GrapostantImn DecatA-20.002.9%0.00.001.9%0.00.001.9%0.00.00NIN Trausor, GrapostantTem DecatA-1A0.4%	Macquarie Bank	At Call	A-1	А	Daily	6,089,198	1.09%	0.30%
Tank Gale 19.22.091 29.1% TERM EDDATA FLANTOR ANT ENDES A DADIE Interface 10.000.000 1.7% 3.1% Microsoft Single Concentes Tem Depent A.1 A. 2.5%e-0218 5.000.000 6.9% BEDV-D25% Microsoft Single Concentes Ende A.1 A. 2.5%e-0218 5.000.000 6.9% BEDV-D25% 5.0% 7.0% 2.0% 7.0% 2.0% 7.0% 2.0% 7.0%	Commonwealth Bank of Australia	Business On-line Saver	A-1+	AA	Daily	1,000	0.00%	0.00%
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Ten BaselTen BayolPAAC-20-2022SU00001.9783.978Bird Gramshinder GramshingTen BayolA1AAC-20-2023SU00001.978C2005Bird Gramshing GramshingBondsA1AAC-20-2023SU00001.978C2005Bird Gramshing GramshingBondsA1AAS-30-2023SU00001.978C1005Bird GramshingTen BogartA.2B18H-3-2015SU00001.978C1015Marin GramshingTen BogartA.2B18H-3-2015SU00000.978C1015Marin Marin MarinTen BogartA.2B18C-40-2022SU00000.978C1015Marin MarinPatri DelamberA1AH-3-2012SU00000.978C1015Marin MarinPatri DelamberA1AC-40-2022SU00000.978C1015Stard GramshiniPatri DelamberA1AC-40-2022SU00000.978C1015Stard GramshiniPatri DelamberA1AC-40-2022SU0000C1015C1015Stard GramshiniPatri DelamberA1AC-40-2022SU0000C1015C1015Stard GramshiniPatri DelamberA1AC-40-2022SU0000C1015C1015Stard GramshiniPatri DelamberA1AC-40-2022SU0000C1015C1015Stard GramshiniPatri DelamberA1AC-40-2022SU0000C1015<	Total Cash At Call					16,222,990	2.91%	
Ten BaselTen BayolPAAC-20-2022SU00001.9783.978Bird Gramshinder GramshingTen BayolA1AAC-20-2023SU00001.978C2005Bird Gramshing GramshingBondsA1AAC-20-2023SU00001.978C2005Bird Gramshing GramshingBondsA1AAS-30-2023SU00001.978C1005Bird GramshingTen BogartA.2B18H-3-2015SU00001.978C1015Marin GramshingTen BogartA.2B18H-3-2015SU00000.978C1015Marin Marin MarinTen BogartA.2B18C-40-2022SU00000.978C1015Marin MarinPatri DelamberA1AH-3-2012SU00000.978C1015Marin MarinPatri DelamberA1AC-40-2022SU00000.978C1015Stard GramshiniPatri DelamberA1AC-40-2022SU00000.978C1015Stard GramshiniPatri DelamberA1AC-40-2022SU0000C1015C1015Stard GramshiniPatri DelamberA1AC-40-2022SU0000C1015C1015Stard GramshiniPatri DelamberA1AC-40-2022SU0000C1015C1015Stard GramshiniPatri DelamberA1AC-40-2022SU0000C1015C1015Stard GramshiniPatri DelamberA1AC-40-2022SU0000C1015<	TERM DEPOSITS, FLOATING RATE NOTES & BONDS	:						
Jam of GenerationAndAndShep-Dial19940.19940.20941.19940.20941.19940.20941.1994 <t< td=""><td>Rabo Bank</td><td>Term Deposit</td><td>P-1</td><td>Α</td><td>12-Dec-2022</td><td>10,000,000</td><td>1.79%</td><td>3.18%</td></t<>	Rabo Bank	Term Deposit	P-1	Α	12-Dec-2022	10,000,000	1.79%	3.18%
Jan of ConservationImage of Conservation	Westpac Banking Corporation	Term Deposit	A-1+	AA	27-Nov-2023	5,000,000	0.90%	BBSW + 0.93%
Not Ani Ani Start Councer Start C	Bank of Queensland	Term Deposit	A-2	BBB	26-Sep-2024	10,000,000	1.79%	2.00%
Note / name/ based / dames / dame	NSW Treasury Corporation		A-1+	AA			0.36%	1.25%
Natural Austria Bark Tem Depuel A 1+ AA 14 Jun 2021 1000000 173% 1195 Add Inited Tem Depuel A 2 BBB 14 Jun 2022 500000 501% 164% Gine Contral/and Park Peating Rels Mete A 1 A 064-00-203 847/10 147% 084% Cine Contral/and Park Peating Rels Mete A 2 BBB 300-4022 20201 0.25% 107% 085% Bark of Conne Austria Peating Rels Mete A 2 BBB 300-4022 22012 0.25%						15,959,868	2.86%	3.00%
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Auswide Bank Floating Rate Note A3 BBB 22.Mar-2024 12.017.075 2.16% 0.62% QPCU LTD 14 QBANK Floating Rate Note A3 BBB 22.Mar-2024 4.484.289 0.80% 0.77% UBS Australia Limited Floating Rate Note A A 30-Jul-2025 5.048.100 0.91% 0.94% Bendigo and Adelaide Bank Floating Rate Note A.2 BBB 0.2-Dec-2025 9.947.700 1.78% 0.00% Macquare Bank Floating Rate Note A.2 BBB 0.2-Dec-2025 9.947.700 1.78% 0.00% Macquare Bank Floating Rate Note A.2 BBB 0.2-Dec-2025 9.947.700 1.78% 0.04% Credit Urion Australia Floating Rate Note A.2 BBB 0.2-Dec-2025 9.933.697 1.78% 0.04% Credit Urion Australia Floating Rate Note A.2 BBB 0.2-Dec-2025 9.933.697 1.78% 0.68% AMP limited Ferm Deposit A.2 BBB 0.2-Meg-2022 10.00.000 </td <td>Bendigo and Adelaide Bank</td> <td>Floating Rate Note</td> <td>A-2</td> <td>BBB</td> <td>02-Dec-2025</td> <td>9,947,700</td> <td>1.78%</td> <td></td>	Bendigo and Adelaide Bank	Floating Rate Note	A-2	BBB	02-Dec-2025	9,947,700	1.78%	
OPCULTD t/a QBANK Floating Rate Note A3 BBB 22-Mar-2024 4.484.289 0.80% 0.77% UBS Australia Limited Floating Rate Note A A 30-Jul-2025 5.048,100 0.91% 0.94% Bendigo and Adelaide Bank Floating Rate Note A-2 BBB 02-Dec-2025 9.947,700 1.78% 0.00% Macquarie Bank Floating Rate Note A-1 A 09-Dec-2025 9.933,697 1.78% 0.49% Credit Union Australia Floating Rate Note A-2 BBB 22-Apr-2026 10.925,278 1.96% 0.68% AMP limited Term Deposit A-2 BBB 21-Apr-2022 5.000,000 9.90% 0.55% Members Equity Bank Term Deposit A-1 A 03-May-2022 8.098,000 1.45% 0.30% NSW Tressury Corporation Term Deposit A-1+ AA 03-Jun-2022 8.0700 0.14% 0.33% Nethoers Equity Bank Term Deposit A2 BBB 09-Jun-2022 5.0000,000 <	UBS Australia Limited	Floating Rate Note	A	Α	26-Feb-2026	11,919,054	2.14%	0.51%
UBS Australia Limited Floating Rate Note A A 30-Jul-2025 5,048,100 0.91% 0.94% Bendigo and Adelaide Bank Floating Rate Note A-2 BBB 02-Dec-2025 9,947,700 1.78% 0.00% Macquarie Bank Floating Rate Note A-1 A 09-Dec-2025 9,933,697 1.78% 0.49% Credit Union Australia Floating Rate Note A2 BBB 22-Apr-2026 10.925,278 1.96% 0.68% AMP limited Term Deposit A-2 BBB 11-Feb-2022 5,000,000 0.90% 0.55% Members Equity Bank Term Deposit A-1 AA 03-May-2022 8,098,000 1.45% 0.30% NSW Treasury Corporation Term Deposit A-1 AA 03-May-2022 8,098,000 0.14% 0.33% Nethoral Sequity Bank Term Deposit A-1 AA 03-Jun-2022 5,000,000 0.90% 0.50% Members Equity Bank Term Deposit A2 BBB 09-Jun-2022 5,000,000 <td< td=""><td>Auswide Bank</td><td>Floating Rate Note</td><td>A3</td><td>BBB</td><td>22-Mar-2024</td><td>12,017,076</td><td>2.16%</td><td>0.62%</td></td<>	Auswide Bank	Floating Rate Note	A3	BBB	22-Mar-2024	12,017,076	2.16%	0.62%
Bendigo and Adelaide Bank Floating Rate Note A-2 BBB 0.2-Dec-2025 9,947,700 1.78% 0.00% Macquarie Bank Floating Rate Note A-1 A 09-Dec-2025 9,933,697 1.78% 0.49% Credit Union Australia Floating Rate Note A2 BBB 22-Apr-2026 10,925,278 1.96% 0.68% AMP limited Term Deposit A-2 BBB 11-Feb-2022 5,000,000 0.90% 0.55% Members Equity Bank Term Deposit A-1 AA 03-May-2022 8098,000 1.45% 0.30% NSW Treasury Corporation Term Deposit A-1+ AA 03-Jun-2022 807,000 0.90% 0.50% National Australia Bank Term Deposit A2 BBB 09-Jun-2022 5,000,000 0.90% 0.50% Members Equity Bank Term Deposit A2 BBB 09-Jun-2022 5,000,000 0.90% 0.50% MyState Bank Floating Rate Note P-2 BBB 16-Jun-2025 9,448,115 1.7	QPCU LTD t/a QBANK	-	A3	BBB	22-Mar-2024		0.80%	
Macquarie Bank Floating Rate Note A.1 A 09-Dec-2025 9.933.697 1.78% 0.49% Credit Union Australia Floating Rate Note A2 BBB 22-Apr-2026 10.925.278 1.96% 0.68% AMP limited Term Deposit A-2 BBB 11-Feb-2022 5,000.000 0.90% 0.55% Members Equity Bank Term Deposit A2 BBB 20-May-2022 10,000.000 1.79% 0.50% NSW Treasury Corporation Term Deposit A1+ AA 03-Jun-2022 807,000 0.14% 0.30% National Australia Bank Term Deposit A2 BBB 09-Jun-2022 5,000,000 0.90% 0.50% Members Equity Bank Term Deposit A2 BBB 09-Jun-2022 5,000,000 0.90% 0.50% MyState Bank Floating Rate Note P-2 BBB 16-Jun-2025 9,488,115 1.70% 0.66% Members Equity Bank Term Deposit A2 BBB 0.9-Jun-2022 5,000,000 0.90%	UBS Australia Limited	Floating Rate Note	A	Α	30-Jul-2025	5,048,100	0.91%	
Credit Union Australia Floating Rate Note A2 BBB 22-Apr-2026 10.925,278 1.96% 0.68% AMP limited Term Deposit A-2 BBB 11-Feb-2022 5.000.000 0.90% 0.55% Members Equity Bank Term Deposit A2 BBB 20-May-2022 10,000.000 1.79% 0.50% NSW Treasury Corporation Term Deposit A1+ AA 03-May-2022 807.000 0.14% 0.30% National Australia Bank Term Deposit A1+ AA 03-Jun-2022 807.000 0.90% 0.50% Members Equity Bank Term Deposit A2 BBB 09-Jun-2022 5.000.000 0.90% 0.50% Members Equity Bank Term Deposit A2 BBB 09-Jun-2022 5.000.000 0.90% 0.50% MyState Bank Floating Rate Note P-2 BBB 16-Jun-2025 9.488,115 1.70% 0.66% Members Equity Bank Term Deposit A2 BBB 0.91-Ju-2022 5.000.000 0.90%	Bendigo and Adelaide Bank	Floating Rate Note	A-2	BBB	02-Dec-2025	9,947,700	1.78%	0.00%
APP limited Term Deposit A-2 BBB 11-Feb-2022 5,000,000 0.90% 0.55% Members Equity Bank Term Deposit A-2 BBB 20-May-2022 10,000,000 1.79% 0.50% NSW Treasury Corporation Term Deposit A-1+ AA 03-May-2022 807,000 0.14% 0.30% National Australia Bank Term Deposit A-1+ AA 03-Jun-2022 807,000 0.90% 0.55% Members Equity Bank Term Deposit A2 BBB 09-May-2022 5,000,000 0.90% 0.55% Members Equity Bank Term Deposit A2 BBB 09-Jun-2022 5,000,000 0.90% 0.55% MyState Bank Floeting Rate Note P-2 BBB 16-Jun-2025 9,488,115 1.70% 0.66% Members Equity Bank Term Deposit A2 BBB 30-Jun-2022 5,000,000 0.90% 0.50% Members Equity Bank Term Deposit A2 BBB 18-Jun-2026 9,466,700 1.78% 0.	Macquarie Bank	Floating Rate Note	A-1	A	09-Dec-2025	9,933,697	1.78%	0.49%
Members Equity Bank Term Deposit A2 BBB 20-May-2022 10,000,000 1.79% 0.50% NSW Treasury Corporation Term Deposit A.1+ AA 03-May-2022 8,098,000 1.45% 0.30% National Australia Bank Term Deposit A.1+ AA 03-Jun-2022 807,000 0.14% 0.33% Members Equity Bank Term Deposit A2 BBB 09-Jun-2022 5,000,000 0.90% 0.50% Members Equity Bank Term Deposit A2 BBB 09-Jun-2022 5,000,000 0.90% 0.50% MyState Bank Floating Rate Note P-2 BBB 16-Jun-2025 9,488,115 1.70% 0.66% Members Equity Bank Term Deposit A2 BBB 30-Jun-2022 5,000,000 0.90% 0.50% Mersbers Equity Bank Term Deposit A2 BBB 30-Jun-2025 9,486,700 1.78% 0.00% Bank of Queensland Term Deposit A-2 BBB 08-Jul-2026 5,000,000 0.90%	Credit Union Australia	Floating Rate Note	A2	BBB	22-Apr-2026	10,925,278	1.96%	0.68%
NSW Treasury Corporation Term Deposit A.1+ AA 03-May-2022 8,098,000 1.45% 0.30% National Australia Bank Term Deposit A.1+ AA 03-Jun-2022 807,000 0.14% 0.33% Members Equity Bank Term Deposit A2 BBB 09-Jun-2022 5,000,000 0.90% 0.50% Members Equity Bank Term Deposit A2 BBB 09-Jun-2022 5,000,000 0.90% 0.50% MyState Bank Floating Rate Note P-2 BBB 16-Jun-2025 9,488,115 1.70% 0.66% MyState Bank Term Deposit A2 BBB 30-Jun-2022 5,000,000 0.90% 0.50% Members Equity Bank Term Deposit A2 BBB 30-Jun-2022 5,000,000 0.90% 0.50% Members Equity Bank Term Deposit A2 BBB 18-Jun-2026 9,946,700 1.78% 0.00% Bank of Queensland Term Deposit A-2 BBB 08-Jul-2026 5,000,000 0.90% 0.	AMP limited	Term Deposit	A-2	BBB	11-Feb-2022	5,000,000	0.90%	0.55%
National Australia Bank Term Deposit A.1+ AA 03-Jun-2022 807.000 0.14% 0.33% Members Equity Bank Term Deposit A2 BBB 09-May-2022 5,000,000 0.90% 0.50% Members Equity Bank Term Deposit A2 BBB 09-Jun-2022 5,000,000 0.90% 0.50% MyState Bank From Deposit A2 BBB 09-Jun-2022 5,000,000 0.90% 0.50% MyState Bank Floating Rate Note P-2 BBB 16-Jun-2025 9,488,115 1.70% 0.66% Members Equity Bank Term Deposit A2 BBB 30-Jun-2022 5,000,000 0.90% 0.50% Members Equity Bank Term Deposit A2 BBB 18-Jun-2026 9,946,700 1.78% 0.00% Bank of Queensland Term Deposit A-2 BBB 08-Jul-2026 5,000,000 0.90% 0.66% Bank of Queensland Floating Rate Note A-2 BBB 18-Jun-2026 2,287,741 0.41% 0.	Members Equity Bank	Term Deposit	A2	BBB	20-May-2022	10,000,000	1.79%	0.50%
Members Equity Bank Term Deposit A2 BBB 09-May-2022 5,000,000 0.90% 0.50% Members Equity Bank Term Deposit A2 BBB 09-Jun-2022 5,000,000 0.90% 0.50% MyState Bank Floating Rate Note P-2 BBB 16-Jun-2025 9,488,115 1.70% 0.66% MyState Bank Term Deposit A2 BBB 30-Jun-2022 5,000,000 0.90% 0.50% Members Equity Bank Term Deposit A2 BBB 30-Jun-2022 5,000,000 0.90% 0.50% Bendigo and Adelaide Bank Floating Rate Note A-2 BBB 18-Jun-2026 9,946,700 1.78% 0.00% Bank of Queensland Term Deposit A-2 BBB 08-Jul-2026 5,000,000 0.90% 0.66% Bank of Queensland Floating Rate Note A-2 BBB 18-Jun-2026 2,287,741 0.41% 0.00% Bank of Queensland Floating Rate Note A-2 BBB 06-May-2026 4,963,733 0.89% <td>NSW Treasury Corporation</td> <td>Term Deposit</td> <td>A-1+</td> <td>AA</td> <td>03-May-2022</td> <td>8,098,000</td> <td>1.45%</td> <td>0.30%</td>	NSW Treasury Corporation	Term Deposit	A-1+	AA	03-May-2022	8,098,000	1.45%	0.30%
Members Equity Bank Term Deposit A2 BBB 09-Jun-2022 5,000,000 0.90% 0.50% MyState Bank Floating Rate Note P-2 BBB 16-Jun-2025 9,488,115 1.70% 0.66% Members Equity Bank Term Deposit A2 BBB 30-Jun-2022 5,000,000 0.90% 0.50% Members Equity Bank Term Deposit A2 BBB 30-Jun-2022 5,000,000 0.90% 0.50% Bendigo and Adelaide Bank Floating Rate Note A-2 BBB 18-Jun-2026 9,946,700 1.78% 0.00% Bank of Queensland Term Deposit A-2 BBB 08-Jul-2026 5,000,000 0.90% 0.66% Bank of Queensland Floating Rate Note A-2 BBB 18-Jun-2026 2,287,741 0.41% 0.00% Bank of Queensland Floating Rate Note A-2 BBB 06-May-2026 4,963,733 0.89% 0.64% Bank of Queensland Floating Rate Note A-2 BBB 22-Jul-2024 4,000,000	National Australia Bank	Term Deposit	A-1+	AA	03-Jun-2022	807,000	0.14%	0.33%
MyState Bank Floating Rate Note P-2 BBB 16-Jun-2025 9,488,115 1.70% 0.66% Members Equity Bank Term Deposit A2 BBB 30-Jun-2022 5,000,000 0.90% 0.50% Bendigo and Adelaide Bank Floating Rate Note A-2 BBB 18-Jun-2026 9,946,700 1.78% 0.00% Bank of Queensland Term Deposit A-2 BBB 08-Jul-2026 5,000,000 0.90% 0.66% Bendigo and Adelaide Bank Floating Rate Note A-2 BBB 08-Jul-2026 5,000,000 0.90% 0.66% Bendigo and Adelaide Bank Floating Rate Note A-2 BBB 18-Jun-2026 2,287,741 0.41% 0.00% Bank of Queensland Floating Rate Note A-2 BBB 06-May-2026 4,963,733 0.89% 0.64% Bank of Queensland Floating Rate Note A-2 BBB 22-Jul-2024 4,000,000 0.72% 0.40%	Members Equity Bank	Term Deposit	A2	BBB	09-May-2022	5,000,000	0.90%	0.50%
Members Equity Bank Term Deposit A2 BBB 30-Jun-2022 5,000,000 0.90% 0.50% Bendigo and Adelaide Bank Floating Rate Note A-2 BBB 18-Jun-2026 9,946,700 1.78% 0.00% Bank of Queensland Term Deposit A-2 BBB 08-Jul-2026 5,000,000 0.90% 0.60% Bendigo and Adelaide Bank Floating Rate Note A-2 BBB 08-Jul-2026 5,000,000 0.90% 0.60% Bendigo and Adelaide Bank Floating Rate Note A-2 BBB 18-Jun-2026 2,287,741 0.41% 0.00% Bank of Queensland Floating Rate Note A-2 BBB 06-May-2026 4,963,733 0.89% 0.64% Bank of Queensland Floating Rate Note A-2 BBB 22-Jul-2024 4,000,000 0.72% 0.40%	Members Equity Bank	Term Deposit	A2	BBB	09-Jun-2022	5,000,000	0.90%	0.50%
Bendigo and Adelaide Bank Floating Rate Note A-2 BBB 18-Jun-2026 9,946,700 1.78% 0.00% Bank of Queensland Term Deposit A-2 BBB 08-Jul-2026 5,000,000 0.90% 0.60% Bendigo and Adelaide Bank Floating Rate Note A-2 BBB 08-Jul-2026 5,000,000 0.90% 0.60% Bendigo and Adelaide Bank Floating Rate Note A-2 BBB 18-Jun-2026 2,287,741 0.41% 0.00% Bank of Queensland Floating Rate Note A-2 BBB 06-May-2026 4,963,733 0.89% 0.64% Bank of Queensland Floating Rate Note A-2 BBB 22-Jul-2024 4,000,000 0.72% 0.40%	MyState Bank	Floating Rate Note	P-2	BBB	16-Jun-2025	9,488,115	1.70%	0.66%
Bank of Queensland Term Deposit A-2 BBB 08-Jul-2026 5,000,000 0.90% 0.60% Bendigo and Adelaide Bank Floating Rate Note A-2 BBB 18-Jun-2026 2,287,741 0.41% 0.00% Bank of Queensland Floating Rate Note A-2 BBB 06-May-2026 4,963,733 0.89% 0.64% Bank of Queensland Floating Rate Note A-2 BBB 22-Jul-2024 4,000,000 0.72% 0.40%	Members Equity Bank	Term Deposit	A2	BBB	30-Jun-2022	5,000,000	0.90%	0.50%
Bendigo and Adelaide Bank Floating Rate Note A-2 BBB 18-Jun-2026 2,287,741 0.41% 0.00% Bank of Queensland Floating Rate Note A-2 BBB 06-May-2026 4,963,733 0.89% 0.64% Bank of Queensland Floating Rate Note A-2 BBB 22-Jul-2024 4,000,000 0.72% 0.40%	Bendigo and Adelaide Bank	Floating Rate Note	A-2	BBB	18-Jun-2026	9,946,700	1.78%	0.00%
Bendigo and Adelaide Bank Floating Rate Note A-2 BBB 18-Jun-2026 2,287,741 0.41% 0.00% Bank of Queensland Floating Rate Note A-2 BBB 06-May-2026 4,963,733 0.89% 0.64% Bank of Queensland Floating Rate Note A-2 BBB 22-Jul-2024 4,000,000 0.72% 0.40%	Bank of Queensland	Term Deposit	A-2	BBB	08-Jul-2026	5,000,000	0.90%	0.60%
Bank of Queensland Floating Rate Note A-2 BBB 06-May-2026 4,963,733 0.89% 0.64% Bank of Queensland Floating Rate Note A-2 BBB 22-Jul-2024 4,000,000 0.72% 0.40%	Bendigo and Adelaide Bank	Floating Rate Note	A-2	BBB	18-Jun-2026	2,287,741	0.41%	0.00%
Bank of Queensland Floating Rate Note A-2 BBB 22-Jul-2024 4,000,000 0.72% 0.40%	Bank of Queensland			BBB	06-May-2026		0.89%	0.64%
	Bank of Queensland	Floating Rate Note	A-2	BBB	22-Jul-2026	3,000,000	0.54%	0.58%

		Central Coast Cou Summary of Inves		t 31-January-202	2		
Financial Institution	Type of Investment	Short Term Rating	Long Term Rating	Maturity Date	Portfolio Balance \$	As a % of the total Portfolio	Interest Rate %
Bendigo and Adelaide Bank	Floating Rate Note	A-2	BBB	18-Jun-2026	2,971,422	0.53%	0.66%
Macquarie Bank	Bonds	A-1	Α	07-Aug-2024	10,051,700	1.80%	0.00%
Northern Territory Treasury Corporation	Bonds	A	AA	15-Dec-2026	4,999,986	0.90%	1.40%
Macquarie Bank	Floating Rate Note	A-1	А	07-Aug-2024	3,022,396	0.54%	0.82%
Macquarie Bank	Bonds	A-1	A	07-Aug-2024	1,907,184	0.34%	1.75%
Suncorp Bank	Bonds	A	AA	30-Jul-2024	1,001,470	0.18%	0.00%
SunCorp Bank	Floating Rate Note	A	AA	15-Sep-2026	2,870,594	0.51%	0.00%
SunCorp Bank	Bonds	A	AA	30-Jul-2024	1,502,078	0.27%	1.85%
Bendigo and Adelaide Bank	Bonds	A-2	BBB	06-Sep-2024	2,502,675	0.45%	0.00%
Bendigo and Adelaide Bank	Bonds	A-2	BBB	06-Sep-2024	1,437,316	0.26%	1.70%
Westpac Banking Corporation	Bonds	A-1+	AA	16-Aug-2024	2,837,587	0.51%	2.25%
Bendigo and Adelaide Bank	Floating Rate Note	A-2	BBB	02-Dec-2025	994,770	0.18%	0.00%
SunCorp Bank	Floating Rate Note	А	AA	24-Feb-2026	4,959,489	0.89%	0.46%
Bendigo and Adelaide Bank	Floating Rate Note	A-2	BBB	02-Dec-2025	4,442,706	0.80%	0.53%
National Australia Bank	Floating Rate Note	A-1+	AA	24-Aug-2026	6,930,646	1.24%	0.42%
Bank Of Queensland	Term Deposit	A-2	BBB	18-Feb-2022	5,000,000	0.90%	0.34%
Judo Bank	Term Deposit	Unrated	BBB	16-Mar-2022	4,000,000	0.72%	0.53%
Judo Bank	Term Deposit	Unrated	BBB	23-Mar-2022	5,000,000	0.90%	0.53%
National Australia Bank	Floating Rate Note	A-1+	AA	19-Jun-2024	5,062,183	0.91%	0.93%
Suncorp Bank	Floating Rate Note	A	AA	15-Sep-2026	9,889,595	1.77%	0.39%
MyState Bank	Floating Rate Note	P-2	BBB	22-Nov-2024	11,995,306	2.15%	0.43%
Judo Bank	Term Deposit	Unrated	BBB	12-Apr-2022	5,000,000	0.90%	0.00%
Judo Bank		Unrated	BBB		5,000,000	0.90%	0.74%
Judo Bank	Term Deposit		BBB	19-Apr-2022	5,000,000	0.90%	0.70%
	Term Deposit	Unrated		26-Apr-2022			
Bank of Queensland	Floating Rate Note	A-2	BBB	27-Oct-2026	6,982,010	1.25%	0.80%
Judo Bank	Term Deposit	Unrated	BBB	03-May-2022	5,000,000	0.90%	0.87%
Judo Bank	Term Deposit	Unrated	BBB	24-May-2022	5,000,000	0.90%	0.90%
Judo Bank	Term Deposit	Unrated	BBB	31-May-2022	5,000,000	0.90%	0.91%
Judo Bank	Term Deposit	Unrated	BBB	07-Jun-2022	5,000,000	0.90%	0.92%
Bank of Queensland	Floating Rate Note	A-2	BBB	30-Oct-2024	4,056,640	0.73%	1.10%
Bendigo and Adelaide Bank	Floating Rate Note	A-2	BBB	06-Sep-2024	6,067,904	1.09%	0.97%
Judo Bank	Term Deposit	Unrated	BBB	09-Mar-2022	5,000,000	0.90%	0.75%
Judo Bank	Term Deposit	Unrated	BBB	06-Apr-2022	5,000,000	0.90%	0.83%
Bank of Queensland	Floating Rate Note	A-2	BBB	27-Oct-2026	14,959,340	2.68%	0.80%
Commonwealth Bank of Australia	Floating Rate Note	A-1+	AA	14-Jan-2027	6,509,360	1.17%	0.70%
Suncorp Bank	Floating Rate Note	Α	AA	25-Jan-2027	12,999,884	2.33%	0.78%
Westpac Banking Corporation	Floating Rate Note	A-1+	AA	25-Jan-2027	16,014,788	2.87%	0.70%
Total Term Deposit & Bonds:					541,272,686	97.09%	
TOTAL PORTFOLIO					557,495,676	100.00%	
Current					140,155,434	25.14%	
Non-Current					417,340,241	74.86%	
TOTAL PORTFOLIO					557,495,676	100.00%	

		Jan
FUND	SOURCE	Principal Amount
		\$'000
GENERAL FUND	Developer contributions	104,4
	Developer contributions – bonus provisions	5,4
	Developer Contributions – Sec 94A Levy	19,5
	Developer contributions – VPA	2,7
	Specific purpose unexpended grants	13,0
	Self insurance claims	5,6
	Stormwater Levy	
	RMS Advance	2,1
	Holiday Parks	15,
	Cemeteries	
	Coastal Open Space	6,
	Bio Banking	
	Crown Land Business Enterprises	1,
	Crown Land Patonga Camping Ground	1,
	Other External	
	Terrigal Tourism Special Rate Levy	
	Tourism Special Rate	3,
	Gosford CBD Special Rate Levy	
	Gosford Parking Station Special Rate Levy	1,
	The Entrance Town Centre Special Rate Levy	
	Toukley Town Centre Special Rate Levy	
	Wyong Town Centre Special Rate Levy	
	TOTAL GENERAL FUND RESTRICTIONS	186,
Water FUND	Developer contributions	2,
	Developer contributions – VPA	1,
	Specific purpose unexpended grants	2,
	Self insurance claims	1,
	Other External	
	TOTAL WATER FUND RESTRICTIONS	7,
SEWER FUND	Developer contributions	19,
	Developer contributions – VPA	
	Self insurance claims	2,
	Other External	
	TOTAL SEWER FUND RESTRICTIONS	22,
DRAINAGE FUND	Developer contributions	35,
	Developer contributions – VPA	1,
	Specific purpose unexpended grants	
	Other External	
	TOTAL DRAINAGE FUND RESTRICTIONS	37,
DMESTIC WASTE FUND	Specific purpose unexpended grants	
	Domestic Waste Management	93,

	INTERNALLY RESTRICTED FUNDS	91,692
DOMESTIC WASTE FUND		0
DRAINAGE FUND		55
SEWER FUND		877
WATER FUND		1,026
GENERAL FUND		89,734

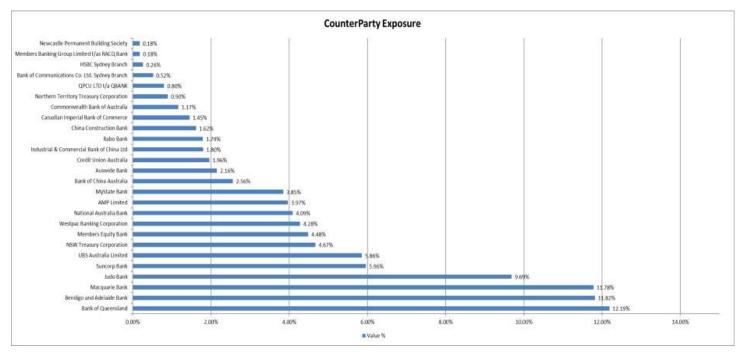
Graph 1 – Credit Exposure



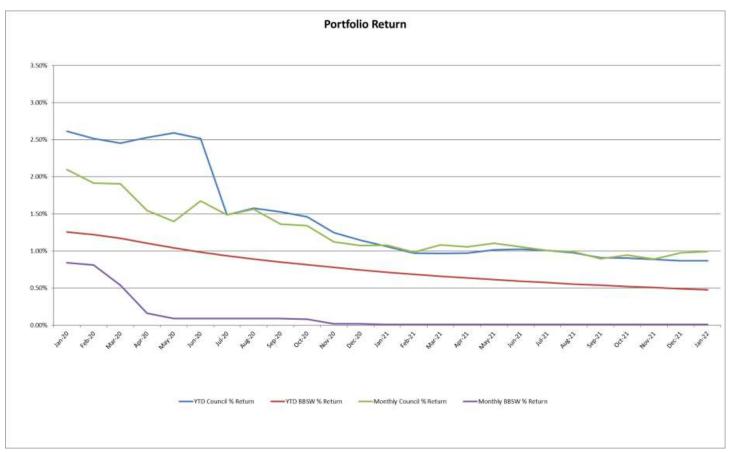
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Attachment 3

Graph 2 – Counter Party Exposure



Graph 3 – Portfolio Returns





Trading Limit Report 125 Central Coast Council As At 31 January 2022
Central C

1 Issuer Trading Limits

Issuer	Issuer Rating Group (Long Term)	Issuer Parent	Already Traded Limit For (with Issuer Group) Book or Face Value Entity Notional	Trading Limit Trading Limit Type	Trading Limit Value	Trading Limit Used (%)	Trading Limit Available (%)		Trading Limit Exceeded (%)	Trading Limit Exceeded (\$)
AMP Bank Ltd	BBB+ to BBB	-	22,131,001.17 Book	10.00 % of 558,247,989.64	55,824,798.96	40.00	60.00	33,693,798	0.00	0
ANZ Banking Group Ltd	AA+ to AA-		0.00 Book	100.00 % of 558,247,989.64	558,247,989.64	0.00	100.00	558,247,990	0.00	0
Auswide Bank Limited	BBB+ to BBB	-	12,000,000.00 Book	10.00 % of 558,247,989.64	55,824,798.96	22.00	78.00	43,824,799	0.00	0
Bank of China (Australia) Limited	A+ to A-		8,000,000.00 Book	20.00 % of 558,247,989.64	111,649,597.93	7.00	93.00	103,649,598	0.00	0
Bank of China Limited	A+ to A-		6,200,000.00 Book	20.00 % of 558,247,989.64	111,649,597.93	6.00	94.00	105,449,598	0.00	0
Bank of Communications Co. Ltd. Sydney Branch	A+ to A-		2,900,000.00 Book	20.00 % of 558,247,989.64	111,649,597.93	3.00	97.00	108,749,598	0.00	0
Bank of Melbourne	AA+ to AA-	Westpac Banking Corporation Ltd	32,749,790.40 Book	100.00 % of 558,247,989.64	558,247,989.64	6.00	94.00	525,498,199	0.00	0
Bank of Queensland Ltd	A+ to A-		93,000,000.00 Book	20.00 % of 558,247,989.64	111,649,597.93	83.00	17.00	18,649,598	0.00	0
BankSA	AA+ to AA-	Westpac Banking Corporation Ltd	32,749,790.40 Book	100.00 % of 558,247,989.64	558,247,989.64	6.00	94.00	525,498,199	0.00	0
BankWest Ltd	AA+ to AA-	Commonwealth Bank of Australia Ltd	6,501,000.00 Book	100.00 % of 558,247,989.64	558,247,989.64	1.00	99.00	551,746,990	0.00	0
Bendigo & Adelaide Bank Ltd	A+ to A-		66,190,000.00 Book	20.00 % of 558,247,989.64	111,649,597.93	59.00	41.00	45,459,598	0.00	0
Canadian Imperial Bank of Commerce	AA+ to AA-		8,000,000.00 Book	30.00 % of 558,247,989.64	167,474,396.89	5.00	95.00	159,474,397	0.00	0
China Construction Bank	A+ to A-		9,000,000.00 Book	20.00 % of 558,247,989.64	111,649,597.93	8.00	92.00	102,649,598	0.00	0
Commonwealth Bank of Australia Ltd	AA+ to AA-		6,501,000.00 Book	100.00 % of 558,247,989.64	558,247,989.64	1.00	99.00	551,746,990	0.00	0
Credit Union Australia Ltd t/as Great Southern Ban	k BBB+ to BBB	-	11,000,000.00 Book	10.00 % of 558,247,989.64	55,824,798.96	20.00	80.00	44,824,799	0.00	0
HSBC Bank Australia Ltd	A+ to A-		0.00 Book	30.00 % of 558,247,989.64	167,474,396.89	0.00	100.00	167,474,397	0.00	0
HSBC Sydney Branch	A+ to A-		1,480,000.00 Book	20.00 % of 558,247,989.64	111,649,597.93	1.00	99.00	110,169,598	0.00	0
Industrial & Commercial Bank of China Ltd	A+ to A-		10,000,000.00 Book	20.00 % of 558,247,989.64	111,649,597.93	9.00	91.00	101,649,598	0.00	0
Judo Bank	BBB+ to BBB	-	54,000,000.00 Book	10.00 % of 558,247,989.64	55,824,798.96	97.00	3.00	1,824,799	0.00	0
Macquarie Bank	A+ to A-		66,089,198.07 Book	20.00 % of 558,247,989.64	111,649,597.93	59.00	41.00	45,560,400	0.00	0
Members Banking Group Limited t/as RACQ Bank	BBB+ to BBB-	-	1,000,000.00 Book	10.00 % of 558,247,989.64	55,824,798.96	2.00	98.00	54,824,799	0.00	0
Members Equity Bank Ltd	A+ to A-	Bank of Queensland Ltd	93,000,000.00 Book	20.00 % of 558,247,989.64	111,649,597.93	83.00	17.00	18,649,598	0.00	0
MyState Bank Ltd	BBB+ to BBB-	-	21,500,000.00 Book	10.00 % of 558,247,989.64	55,824,798.96	39.00	61.00	34,324,799	0.00	0
National Australia Bank Ltd	AA+ to AA-		22,807,000.00 Book	100.00 % of 558,247,989.64	558,247,989.64	4.00	96.00	535,440,990	0.00	0
Newcastle Permanent Building Society Ltd	BBB+ to BBB+	-	1,000,000.00 Book	10.00 % of 558,247,989.64	55,824,798.96	2.00	98.00	54,824,799	0.00	0
Northern Territory Treasury Corporation	AA+ to AA-		5,000,000.00 Book	100.00 % of 558,247,989.64	558,247,989.64	1.00	99.00	553,247,990	0.00	0
NSW Treasury Corporation	AA+ to AA-		17,000,000.00 Book	100.00 % of 558,247,989.64	558,247,989.64	3.00	97.00	541,247,990	0.00	0
QPCU LTD t/a QBANK	BBB+ to BBB-	-	4,500,000.00 Book	10.00 % of 558,247,989.64	55,824,798.96	8.00	92.00	51,324,799	0.00	0
Rabobank Australia Ltd	A+ to A-		10,000,000.00 Book	30.00 % of 558,247,989.64	167,474,396.89	6.00	94.00	157,474,397	0.00	0
Rural Bank Ltd	A+ to A-	Bendigo & Adelaide Bank Ltd	66,190,000.00 Book	20.00 % of 558,247,989.64	111,649,597.93	59.00	41.00	45,459,598	0.00	0

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t Report 125 bast Council anuary 2022

1 Issuer Trading Limits

Issuer	Issuer Rating Group (Long Term)	Issuer Parent	Already Traded Limit For (with Issuer Group) Book or Face Value Entity Notional	Trading Limit	Trading Limit Type	Trading Limit Value	Trading Limit Used (%)	Trading Limit Available (%)	Trading Limit Available (Value)		Trading Limit Exceeded (\$)
St George Bank Limited	AA+ to AA-	Westpac Banking Corporation Ltd	32,749,790.40 Book	100.00	% of 558,247,989.64	558,247,989.64	6.00	94.00	525,498,199	0.00	0
Suncorp Bank	A+ to A-		33,400,000.00 Book	20.00	% of 558,247,989.64	111,649,597.93	30.00	70.00	78,249,598	0.00	0
UBS Australia Ltd	A+ to A-		32,800,000.00 Book	20.00	% of 558,247,989.64	111,649,597.93	29.00	71.00	78,849,598	0.00	0
Westpac Banking Corporation Ltd	AA+ to AA-		32,749,790.40 Book	100.00	% of 558,247,989.64	558,247,989.64	6.00	94.00	525,498,199	0.00	0
			822,188,360.84			7,982,946,251.85			7,160,757,894		0
		(Excluding Parent Group Duplicates)	558,247,989.64								

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Trading Limit Report 125 Central Coast Council As At 31 January 2022

2 Security Rating Group Trading Limits

Security Rating Group	Already Traded Limit For Face Value Book or Notional Trading Entity	Trading Limit Trading Limit Type	Trading Limit Value	Trading Limit Used (%)	Trading Limit Available (%)	Trading Limit Available (Value)	Trading Limit Exceeded (%)	Trading Limit Exceeded (\$)
AAA	0.00 Book	100.00 % of 558,247,989.64	558,247,989.64	0.00	100.00	558,247,990	0.00	0
AA+ to AA-	95,302,790.40 Book	100.00 % of 558,247,989.64	558,247,989.64	17.00	83.00	462,945,199	0.00	0
A+ to A-	255,059,198.07 Book	70.00 % of 558,247,989.64	390,773,592.75	65.00	35.00	135,714,395	0.00	0
A1+	9,755,000.00 Book	100.00 % of 558,247,989.64	558,247,989.64	2.00	98.00	548,492,990	0.00	0
A1	19,000,000.00 Book	70.00 % of 558,247,989.64	390,773,592.75	5.00	95.00	371,773,593	0.00	0
A2	42,000,000.00 Book	60.00 % of 558,247,989.64	334,948,793.78	13.00	87.00	292,948,794	0.00	0
A3	54,000,000.00 Book	60.00 % of 558,247,989.64	334,948,793.78	16.00	84.00	280,948,794	0.00	0
BBB+ to BBB-	83,131,001.17 Book	60.00 % of 558,247,989.64	334,948,793.78	25.00	75.00	251,817,793	0.00	0
	558,247,989.64		3,461,137,535.77			2,902,889,548		0
Notes								

NULES 1. In instances where long securities have a term remaining which is less than 365 days, the issuer's short term rating is used instead of the security's (presumably long term) rating.

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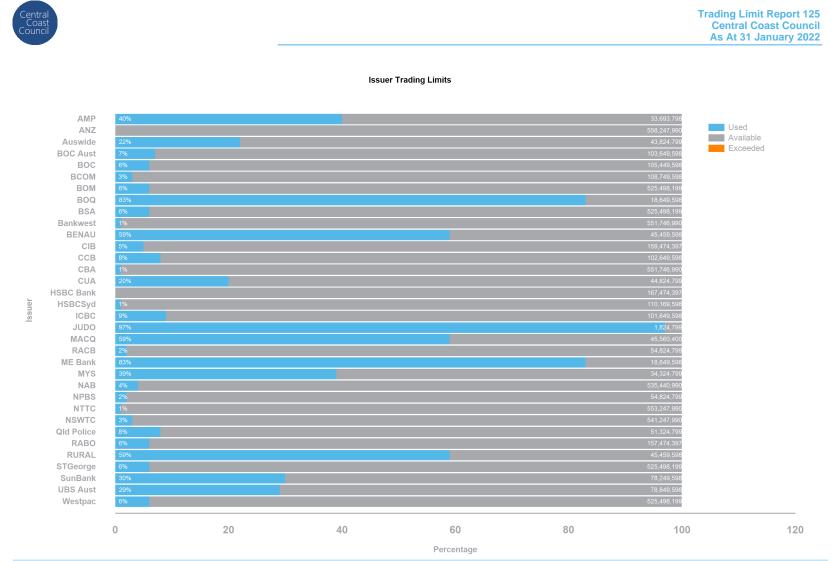


Trading Limit Report 125 Central Coast Council As At 31 January 2022

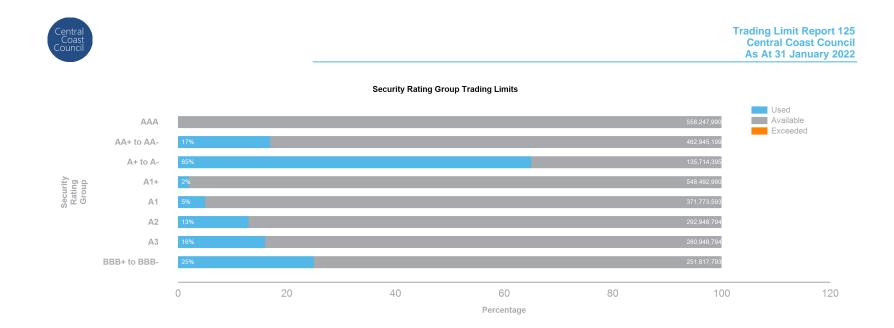
3 Term Group Trading Limits

Term Group	Already Traded Limit For Face Value Book or Notional Trading Entity	Trading Limit Trading Limit Type	Trading Limit Value	Trading Limit Used (%)	Trading Limit Available (%)	Trading Limit Available (Value)		Trading Limit Exceeded (\$)
0-1 Year	140,977,989.64 Book	100.00 % of 558,247,989.64	558,247,989.64	25.00	75.00	417,270,000	0.00	0
1-3 Year	139,770,000.00 Book	70.00 % of 558,247,989.64	390,773,592.75	36.00	64.00	251,003,593	0.00	0
3-5 Year	262,500,000.00 Book	40.00 % of 558,247,989.64	223,299,195.86	100.00	0.00	0	18.00	39,200,804
5+ Year	15,000,000.00 Book	5.00 % of 558,247,989.64	27,912,399.48	54.00	46.00	12,912,399	0.00	0
	558,247,989.64		1,200,233,177.73			681,185,992		39,200,804

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Investment Report Pack

Central Coast Council

1 January 2022 to 31 January 2022



Central Coast Council

Investment Report Pack Central Coast Council 1 January 2022 to 31 January 2022

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- 5. Portfolio Valuation As At 31 January 2022
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- 9. Realised Gains (Losses) Fixed Interest Dealing For 1 January 2022 to 31 January 2022
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1. Securities Held By Trading Book Maturing Post 31 January 2022

Latest Deal Code	Latest Deal Settlement Date Issuer	ISIN	WAL / Interim Maturity Date	Next Coupon Date	Coupon Rate/Latest Coupon Yield Frequency	Security Type	Security Rating	Face Value Notional	Current Face Value Notional	Market Value
Central Coas	ist Council				·					
LC117749	31 Jan 2022 Macquarie Bank		1 Feb 2022		0.30 Nil	At Call In	Moodys A2	6,089,198.07	6,089,198.07	6,089,198.07
LC116901	1 Jan 2022 AMP Bank Ltd		1 Feb 2022		0.55 Nil	At Call	S&P BBB	10,131,001.17	10,131,001.17	10,131,001.17
LC105387	6 Apr 2021 Commonwealth Bank of Australia Ltd		1 Feb 2022		0.00 Nil	At Call	S&P AA-	1,000.00	1,000.00	1,000.00
LC112808	9 Sep 2021 Westpac Banking Corporation Ltd		1 Feb 2022		0.00 Nil	At Call	S&P AA-	1,790.40	1,790.40	1,790.40
LC106581	12 May 2021 AMP Bank Ltd		11 Feb 2022	11 Feb 2022	0.55 Maturity	TD	S&P ST A2	5,000,000.00	5,000,000.00	5,019,890.40
LX112589	17 Sep 2021 Bank of Queensland Ltd		18 Feb 2022	18 Feb 2022	0.34 Maturity	TD	Moodys ST P-2	5,000,000.00	5,000,000.00	5,006,334.25
LX116440	16 Dec 2021 Judo Bank		9 Mar 2022	9 Mar 2022	0.75 Maturity	TD	S&P ST A3	5,000,000.00	5,000,000.00	5,004,726.05
LX112590	17 Sep 2021 Judo Bank		16 Mar 2022	16 Mar 2022	0.53 Maturity	TD	S&P ST A3	4,000,000.00	4,000,000.00	4,007,899.16
LX112847	23 Sep 2021 Judo Bank		23 Mar 2022	23 Mar 2022	0.53 Maturity	TD	S&P ST A3	5,000,000.00	5,000,000.00	5,009,438.35
LC99254	15 Dec 2020 AMP Bank Ltd	AU3FN0035283	30 Mar 2022	30 Mar 2022	1.12 Quarterly	FRN	S&P BBB	2,000,000.00	2,000,000.00	2,002,860.00
LX116441	16 Dec 2021 Judo Bank		6 Apr 2022	6 Apr 2022	0.83 Maturity	TD	S&P ST A3	5,000,000.00	5,000,000.00	5,005,230.15
LX115700	25 Nov 2021 Judo Bank		12 Apr 2022	12 Apr 2022	0.74 Maturity	TD	S&P ST A3	5,000,000.00	5,000,000.00	5,006,791.80
LX115701	25 Nov 2021 Judo Bank		19 Apr 2022	19 Apr 2022	0.76 Maturity	TD	S&P ST A3	5,000,000.00	5,000,000.00	5,006,975.35
LX115702	25 Nov 2021 Judo Bank		26 Apr 2022	26 Apr 2022	0.79 Maturity	TD	S&P ST A3	5,000,000.00	5,000,000.00	5,007,250.70
LC107572	4 May 2021 Westpac Banking Corporation Ltd		3 May 2022	3 May 2022	0.30 Maturity	TD	S&P ST A1+	8,098,000.00	8,098,000.00	8,116,104.05
LX116219	8 Dec 2021 Judo Bank		3 May 2022	3 May 2022	0.87 Maturity	TD	S&P ST A3	5,000,000.00	5,000,000.00	5,006,435.60
LX107763	9 Jun 2021 Members Equity Bank Ltd		9 May 2022	9 May 2022	0.50 Maturity	TD	S&P ST A2	5,000,000.00	5,000,000.00	5,016,164.40
LX106771	21 May 2021 Members Equity Bank Ltd		20 May 2022	20 May 2022	0.50 Maturity	TD	S&P ST A2	10,000,000.00	10,000,000.00	10,034,931.50
LX116220	8 Dec 2021 Judo Bank		24 May 2022	24 May 2022	0.90 Maturity	TD	S&P ST A3	5,000,000.00	5,000,000.00	5,006,657.55
LX116221	8 Dec 2021 Judo Bank		31 May 2022	31 May 2022	0.91 Maturity	TD	S&P ST A3	5,000,000.00	5,000,000.00	5,006,731.50
LC108589	4 Jun 2021 National Australia Bank Ltd		3 Jun 2022	3 Jun 2022	0.33 Maturity	TD	S&P ST A1+	807,000.00	807,000.00	808,758.37
LX116222	8 Dec 2021 Judo Bank		7 Jun 2022	7 Jun 2022	0.92 Maturity	TD	S&P ST A3	5,000,000.00	5,000,000.00	5,006,805.50
LX107765	9 Jun 2021 Members Equity Bank Ltd		9 Jun 2022	9 Jun 2022	0.50 Maturity	TD	S&P ST A2	5,000,000.00	5,000,000.00	5,016,164.40
LC96633	16 Jun 2020 AMP Bank Ltd		14 Jun 2022	14 Jun 2022	1.40 Annual	TD	S&P BBB	5,000,000.00	5,000,000.00	5,043,917.80
LC98637	8 Dec 2020 China Construction Bank	AU0000049520	24 Jun 2022	24 Mar 2022	0.99 Quarterly	FRN	S&P A	9,000,000.00	9,000,000.00	9,035,820.00
LX108726	1 Jul 2021 Members Equity Bank Ltd		30 Jun 2022	30 Jun 2022	0.50 Maturity	TD	S&P ST A2	5,000,000.00	5,000,000.00	5,014,657.55
LC96634	13 Dec 2017 Rabobank Australia Ltd		12 Dec 2022	12 Dec 2022	3.18 Annual	TD	Moodys Aa3	10,000,000.00	10,000,000.00	10,042,690.40
LC100672	27 Jan 2021 Industrial & Commercial Bank of China	Ltd AU3FN0053161	24 Feb 2023	24 Feb 2022	0.82 Quarterly	FRN	Moodys A1	10,000,000.00	10,000,000.00	10,058,800.00
LC103143	4 Mar 2021 Members Banking Group Limited t/as R Bank	ACQ AU3FN0053146	24 Feb 2023	24 Feb 2022	0.98 Quarterly	FRN	S&P BBB+	1,000,000.00	1,000,000.00	1,005,220.00
LC100262	12 Jan 2021 Canadian Imperial Bank of Commerce	AU3FN0054441	9 Jun 2023	9 Mar 2022	1.41 Quarterly	FRN	Fitch AA-	8,000,000.00	8,000,000.00	8,123,920.00
LC100248	12 Jan 2021 Bank of China Limited	AU3FN0055463	18 Aug 2023	18 Feb 2022	0.84 Quarterly	FRN	S&P A	3,400,000.00	3,400,000.00	3,423,494.00

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Investment Report Pack Central Coast Council 1 January 2022 to 31 January 2022

atest eal Code	Latest Deal Settlement Date Issuer	ISIN	WAL / Interim Maturity Date	Next Coupon Date	Coupon Rate/Latest Coupon Yield Frequency	Security Type	Security Rating	Face Value Notional	Current Face Value Notional	Market Value
2100250	12 Jan 2021 Bank of Communications Co. Ltd. Sydney Branch	AU3FN0056529	29 Sep 2023	29 Mar 2022	0.89 Quarterly	FloatTCD	S&P A-	2,900,000.00	2,900,000.00	2,915,747.00
2100260	12 Jan 2021 Bank of China Limited	AU3FN0057162	27 Oct 2023	27 Apr 2022	0.86 Quarterly	FloatTCD	S&P A	2,800,000.00	2,800,000.00	2,813,244.00
097432	23 Nov 2020 Bank of China (Australia) Limited	AU3FN0057337	6 Nov 2023	7 Feb 2022	0.88 Quarterly	FloatTCD	Moodys A1	8,000,000.00	8,000,000.00	8,063,520.00
097342	26 Nov 2018 Westpac Banking Corporation Ltd		27 Nov 2023	27 Feb 2022	0.93 Quarterly	FRD	S&P AA-	5,000,000.00	5,000,000.00	5,008,280.80
2103795	22 Mar 2021 Auswide Bank Limited	AU3FN0059317	22 Mar 2024	22 Mar 2022	0.67 Quarterly	FRN	Moodys Baa2	12,000,000.00	12,000,000.00	12,025,920.00
2103940	22 Mar 2021 QPCU LTD t/a QBANK	AU3FN0059416	22 Mar 2024	22 Mar 2022	0.82 Quarterly	FRN	S&P BBB-	4,500,000.00	4,500,000.00	4,488,345.00
296635	16 Jun 2020 National Australia Bank Ltd		14 Jun 2024	16 Jun 2022	1.15 Annual	TD	S&P AA-	10,000,000.00	10,000,000.00	10,072,150.7
C112880	28 Sep 2021 National Australia Bank Ltd	AU3FN0048724	19 Jun 2024	21 Mar 2022	0.99 Quarterly	FRN	S&P AA-	5,000,000.00	5,000,000.00	5,067,850.00
(109584	22 Jul 2021 Bank of Queensland Ltd		22 Jul 2024	22 Apr 2022	0.46 Quarterly	FRD	Moodys A3	4,000,000.00	4,000,000.00	4,000,356.7
2112603	20 Sep 2021 Suncorp Bank	AU3CB0265403	30 Jul 2024	30 Jul 2022	1.85 Semi Annual	Fixed	S&P A+	2,500,000.00	2,500,000.00	2,503,675.00
2111489	27 Aug 2021 Macquarie Bank	AU3CB0265593	7 Aug 2024	7 Feb 2022	1.75 Semi Annual	Fixed	S&P A+	12,000,000.00	12,000,000.00	12,065,520.00
0111488	27 Aug 2021 Macquarie Bank	AU3FN0049367	7 Aug 2024	7 Feb 2022	0.85 Quarterly	FRN	S&P A+	3,000,000.00	3,000,000.00	3,029,430.0
C112606	20 Sep 2021 Westpac Banking Corporation Ltd	AU3CB0263275	16 Aug 2024	16 Feb 2022	2.25 Semi Annual	Fixed	S&P AA-	2,800,000.00	2,800,000.00	2,872,576.0
2112605	20 Sep 2021 Bendigo & Adelaide Bank Ltd	AU3CB0266377	6 Sep 2024	6 Mar 2022	1.70 Semi Annual	Fixed	Moodys A3	9,390,000.00	9,390,000.00	9,406,244.7
2116230	10 Dec 2021 Bendigo & Adelaide Bank Ltd	AU3FN0050019	6 Sep 2024	7 Mar 2022	1.02 Quarterly	FRN	Moodys A3	6,000,000.00	6,000,000.00	6,078,000.0
096636	26 Sep 2019 Bank of Queensland Ltd		26 Sep 2024	26 Sep 2022	2.00 Annual	TD	Moodys A3	10,000,000.00	10,000,000.00	10,069,589.0
2100324	14 Jan 2021 HSBC Sydney Branch	AU3CB0267078	27 Sep 2024	27 Mar 2022	1.50 Semi Annual	Fixed	S&P A+	1,480,000.00	1,480,000.00	1,475,648.8
116228	10 Dec 2021 Bank of Queensland Ltd	AU3FN0051272	30 Oct 2024	29 Apr 2022	1.18 Quarterly	FRN	Fitch A-	4,000,000.00	4,000,000.00	4,056,640.0
114925	22 Nov 2021 MyState Bank Ltd	AU3FN0064705	22 Nov 2024	22 Feb 2022	0.65 Quarterly	FRN	Moodys Baa2	12,000,000.00	12,000,000.00	12,010,200.0
00354	14 Jan 2021 Macquarie Bank	AU3CB0270387	12 Feb 2025	12 Feb 2022	1.70 Semi Annual	Fixed	Moodys A2	25,000,000.00	25,000,000.00	24,920,250.0
096863	21 Nov 2019 NSW Treasury Corporation	AU3SG0002025	20 Mar 2025	20 Mar 2022	1.25 Semi Annual	Fixed	S&P AA+	2,000,000.00	2,000,000.00	1,997,580.0
96637	16 Jun 2020 Bank of Queensland Ltd		16 Jun 2025	16 Jun 2022	1.53 Annual	TD	Moodys A3	10,000,000.00	10,000,000.00	10,095,991.8
107738	16 Jun 2021 MyState Bank Ltd	AU3FN0061024	16 Jun 2025	16 Mar 2022	0.72 Quarterly	FRN	Moodys Baa2	9,500,000.00	9,500,000.00	9,496,675.0
2104737	7 Apr 2021 UBS Australia Ltd	AU3FN0055307	30 Jul 2025	29 Apr 2022	0.94 Quarterly	FRN	S&P A+	10,000,000.00	10,000,000.00	10,096,200.0
2100329	14 Jan 2021 UBS Australia Ltd	AU3CB0273407	30 Jul 2025	30 Jul 2022	1.20 Semi Annual	Fixed	S&P A+	4,000,000.00	4,000,000.00	3,877,120.0
112609	20 Sep 2021 Bendigo & Adelaide Bank Ltd	AU3FN0057634	2 Dec 2025	2 Mar 2022	0.58 Quarterly	FRN	Moodys A3	35,500,000.00	35,500,000.00	35,314,335.0
(105597	19 Apr 2021 Macquarie Bank	AU3FN0057709	9 Dec 2025	9 Mar 2022	0.54 Quarterly	FRN	S&P A+	20,000,000.00	20,000,000.00	19,898,800.0
0112608	20 Sep 2021 Suncorp Bank	AU3FN0058343	24 Feb 2026	24 Feb 2022	0.50 Quarterly	FRN	S&P A+	5,000,000.00	5,000,000.00	4,964,100.0
2103543	11 Mar 2021 UBS Australia Ltd	AU3FN0058608	26 Feb 2026	28 Feb 2022	0.55 Quarterly	FRN	S&P A+	18,800,000.00	18,800,000.00	18,702,428.0
2103141	4 Mar 2021 Newcastle Permanent Building Society Ltd	AU3FN0058699	4 Mar 2026	4 Mar 2022	0.68 Quarterly	FRN	S&P BBB	1,000,000.00	1,000,000.00	994,500.0
2105450	22 Apr 2021 Credit Union Australia Ltd	AU3FN0059721	22 Apr 2026	22 Apr 2022	0.75 Quarterly	FRN	Moodys Baa1	11,000,000.00	11,000,000.00	10,926,850.0
2109088	9 Jul 2021 Bank of Queensland Ltd	AU3FN0060406	6 May 2026	7 Feb 2022	0.68 Quarterly	FRN	Moodys A3	5,000,000.00	5,000,000.00	4,971,500.0

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Latest Deal Code	Latest Deal Settlement Date Issuer	ISIN	WAL / Interim Maturity Date	Next Coupon Date	Coupon Rate/Latest Coupon Yield Frequency	Security Type	Security Rating	Face Value Notional	Current Face Value Notional	Market Value
LC109586	23 Jul 2021 Bendigo & Adelaide Bank Ltd	AU3FN0061081	18 Jun 2026	18 Mar 2022	0.72 Quarterly	FRN	Moodys A3	15,300,000.00	15,300,000.00	15,218,451.0
LX109029	8 Jul 2021 Bank of Queensland Ltd		8 Jul 2026	8 Apr 2022	0.65 Quarterly	FRD	Moodys A3	5,000,000.00	5,000,000.00	5,001,864.9
LX109587	22 Jul 2021 Bank of Queensland Ltd		22 Jul 2026	22 Apr 2022	0.64 Quarterly	FRD	Moodys A3	3,000,000.00	3,000,000.00	3,000,371.1
LC112610	20 Sep 2021 National Australia Bank Ltd	AU3FN0062659	24 Aug 2026	24 Feb 2022	0.45 Quarterly	FRN	S&P AA-	7,000,000.00	7,000,000.00	6,936,580.0
LC113804	15 Oct 2021 Suncorp Bank	AU3FN0062964	15 Sep 2026	15 Mar 2022	0.54 Quarterly	FRN	Moodys A1	12,900,000.00	12,900,000.00	12,769,194.0
LC116445	17 Dec 2021 Bank of Queensland Ltd	AU3FN0063764	27 Oct 2026	27 Apr 2022	0.88 Quarterly	FRN	S&P BBB+	22,000,000.00	22,000,000.00	21,943,460.0
LC111486	26 Aug 2021 Northern Territory Treasury Corporation		15 Dec 2026	15 Jun 2022	1.40 Semi Annual	Fixed	Moodys Aa3	5,000,000.00	5,000,000.00	5,009,000.0
LC116992	14 Jan 2022 Commonwealth Bank of Australia Ltd	AU3FN0065579	14 Jan 2027	14 Apr 2022	0.77 Quarterly	FRN	Moodys Aa3	6,500,000.00	6,500,000.00	6,511,700.0
LC117127	25 Jan 2022 Suncorp Bank	AU3FN0065694	25 Jan 2027	26 Apr 2022	0.84 Quarterly	FRN	S&P AA-	13,000,000.00	13,000,000.00	13,001,690.0
LC117174	25 Jan 2022 Westpac Banking Corporation Ltd	AU3FN0065702	25 Jan 2027	26 Apr 2022	0.76 Quarterly	FRN	S&P AA-	16,000,000.00	16,000,000.00	16,016,800.0
LC96875	15 Nov 2018 NSW Treasury Corporation	AU3SG0001878	15 Nov 2028	15 May 2022	3.00 Semi Annual	Fixed	S&P AA+	15,000,000.00	15,000,000.00	16,054,800.0
								557,397,989.64	557,397,989.64	558,810,837.0
								557,397,989.64	557,397,989.64	558,810,837.0



2. Interest and Distribution Income Received For 1 January 2022 to 31 January 2022

0	0itu		Income Expense		Face Value (Basis of	Consideration		Tastian Daale
Security ISIN	Security AMP At Call	AMP Bank Ltd	Code IEI193894	Date 1 Jan 2022	Interest Calculation)		Income Type Bank Interest	Trading Book Central Coast Council
	MACQ At Call In	Macquarie Bank	IEI193897	1 Jan 2022		5,602.61	Bank Interest	Central Coast Council
	BOQ 0.58 08 Jul 2026 1826DAY FRD	Bank of Queensland Ltd	IEI194286	10 Jan 2022	5,000,000.00	7,773.67	Security Coupon Interest	Central Coast Council
	BOQ 0.29 11 Jan 2022 123DAY TD	Bank of Queensland Ltd	IEI179481	11 Jan 2022	5,000,000.00	4,886.30	Security Coupon Interest	Central Coast Council
AU3FN0054441	CIB 1.35 09 Jun 2023 FRN	Canadian Imperial Bank of Commerce	IEI194461	11 Jan 2022		5.08	Security Coupon Interest Adjustment - Income	Central Coast Council
AU3FN0054441	CIB 1.35 09 Jun 2023 FRN	Canadian Imperial Bank of Commerce	IEI194462	11 Jan 2022	0.00	5.08	Security Coupon Interest	Central Coast Council
AU3FN0054441	CIB 1.35 09 Jun 2023 FRN	Canadian Imperial Bank of Commerce	IEE194826	11 Jan 2022		(10.16)	Security Coupon Interest Adjustment - Expense	Central Coast Council
	BOQ 0.29 18 Jan 2022 130DAY TD	Bank of Queensland Ltd	IEI179480	18 Jan 2022	5,000,000.00	5,164.38	Security Coupon Interest	Central Coast Council
	BOQ 0.4 22 Jul 2024 1096DAY FRD	Bank of Queensland Ltd	IEI196170	24 Jan 2022	4,000,000.00	4,558.36	Security Coupon Interest	Central Coast Council
	BOQ 0.58 22 Jul 2026 1826DAY FRD	Bank of Queensland Ltd	IEI196171	24 Jan 2022	3,000,000.00	4,809.45	Security Coupon Interest	Central Coast Council
AU3FN0059721	CUA 0.68 22 Apr 2026 FRN	Credit Union Australia Ltd	IEI196169	24 Jan 2022	11,000,000.00	20,467.53	Security Coupon Interest	Central Coast Council
AU3FN0034021	NPBS 1.65 24 Jan 2022 FRN	Newcastle Permanent Building Society Ltd	IEI196168	24 Jan 2022	10,000,000.00	42,184.11	Security Coupon Interest	Central Coast Council
AU3FN0057162	BOC 0.78 27 Oct 2023 FloatTCD	Bank of China Limited	IEI196716	27 Jan 2022	2,800,000.00	5,796.35	Security Coupon Interest	Central Coast Council
AU3FN0063764	BOQ 0.8 27 Oct 2026 FRN	Bank of Queensland Ltd	IEI196717	27 Jan 2022	22,000,000.00	46,651.81	Security Coupon Interest	Central Coast Council
AU3CB0265403	SunBank 1.85 30 Jul 2024 Fixed	Suncorp Bank	IEI197013	30 Jan 2022	2,500,000.00	23,125.00	Security Coupon Interest	Central Coast Council
AU3CB0273407	UBS Aust 1.2 30 Jul 2025 Fixed	UBS Australia Ltd	IEI197011	30 Jan 2022	4,000,000.00	24,000.00	Security Coupon Interest	Central Coast Council
AU3FN0051272	BOQ 1.1 30 Oct 2024 FRN	Bank of Queensland Ltd	IEI197010	31 Jan 2022	4,000,000.00	12,054.66	Security Coupon Interest	Central Coast Council
	NAB 0.42 31 Jan 2022 367DAY TD	National Australia Bank Ltd	IEI149816	31 Jan 2022	850,000.00	3,589.56	Security Coupon Interest	Central Coast Council
AU3FN0055307	UBS Aust 0.87 30 Jul 2025 FRN	UBS Australia Ltd	IEI197012	31 Jan 2022	10,000,000.00	24,213.37	Security Coupon Interest	Central Coast Council
					_	239,607.38	•	

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3. Acquisitions, Disposals and Maturities Between 1 January 2022 and 31 January 2022

Security	Issuer	Security ISIN	Deal Code	Acquisition/ Disposal	Transaction Date	Settlement Date	Face Value Original	Face Value Current	Bond Factor	Capital Price	Accrued Interest Price	Gross Price	Consideration Notional
AMP At Call	AMP Bank Ltd		LC116901	Acquisition	1 Jan 2022	1 Jan 2022	4,730.22	4,730.22	1.00000000	100.000	0.000	100.000	4,730.22
MACQ At Call In	Macquarie Bank		LC116904	Disposal	4 Jan 2022	4 Jan 2022	975.99	975.99	1.00000000	100.000	0.000	100.000	(975.99)
BOQ 0.29 11 Jan 2022 123DAY TD	Bank of Queensland Ltd		LX112475	Maturity	11 Jan 2022		5,000,000.00	5,000,000.00	1.00000000	100.000	0.000	100.000	(5,000,000.00)
CBA 0.7 14 Jan 2027 FRN	Commonwealth Bank of Australia Ltd	AU3FN0065579	LC116992	Acquisition	12 Jan 2022	14 Jan 2022	6,500,000.00	6,500,000.00	1.00000000	100.000	0.000	100.000	6,500,000.00
MACQ At Call In	Macquarie Bank		LC117082	Acquisition	14 Jan 2022	14 Jan 2022	25,000,000.00	25,000,000.00	1.00000000	100.000	0.000	100.000	25,000,000.00
MACQ At Call In	Macquarie Bank		LC117105	Disposal	17 Jan 2022	17 Jan 2022	10,000,000.00	10,000,000.00	1.00000000	100.000	0.000	100.000	(10,000,000.00)
BOQ 0.29 18 Jan 2022 130DAY TD	Bank of Queensland Ltd		LX112474	Maturity	18 Jan 2022		5,000,000.00	5,000,000.00	1.00000000	100.000	0.000	100.000	(5,000,000.00)
MACQ At Call In	Macquarie Bank		LC117743	Disposal	21 Jan 2022	21 Jan 2022	29,000,000.00	29,000,000.00	1.00000000	100.000	0.000	100.000	(29,000,000.00)
NPBS 1.65 24 Jan 2022 FRN	Newcastle Permanent Building Society Ltd	AU3FN0034021	LC96632	Maturity	24 Jan 2022		10,000,000.00	10,000,000.00	1.00000000	100.000	0.000	100.000	(10,000,000.00)
SunBank 0.78 25 Jan 2027 FRN	Suncorp Bank	AU3FN0065694	LC117127	Acquisition	18 Jan 2022	25 Jan 2022	13,000,000.00	13,000,000.00	1.00000000	100.000	0.000	100.000	13,000,000.00
Westpac 0.7 25 Jan 2027 FRN	Westpac Banking Corporation Ltd	AU3FN0065702	LC117174	Acquisition	19 Jan 2022	25 Jan 2022	16,000,000.00	16,000,000.00	1.00000000	100.000	0.000	100.000	16,000,000.00
NAB 0.42 31 Jan 2022 367DAY TD	National Australia Bank Ltd		LC101767	Maturity	31 Jan 2022		850,000.00	850,000.00	1.00000000	100.000	0.000	100.000	(850,000.00)
MACQ At Call In	Macquarie Bank		LC117749	Acquisition	31 Jan 2022	31 Jan 2022	4,770.18	4,770.18	1.00000000	100.000	0.000	100.000	4,770.18
													658,524.41

Notes
1. The maturity of 'MBS' type securities are excluded from the above list
2. At maturity, securities are assumed to be priced at capital price = 100, accrued interest = 0
3. To avoid misleadnig maturity data, the reporting period should start immeiately after a month end and the reporting period should be kept small (e.g. 1 month).



4. Interest Income Accrued As At 31 January 2022

Latest Deal Code	Security	WAL / Interim Maturity Date	Issue Date	Prior Coupon Date	Next Coupon Date	Accrual Period (Days)	Coupon Rate	Franking Credit Coupon Rate Frequency	Face Value Notional	Current Face Value Notional	Latest Purchase Consideration	Market Value	Accrued Interest
LC117749	MACQ At Call In	1 Feb 2022	12 Nov 2020			445	0.0000	Nil	6,089,198.07	6,089,198.07	4,770.18	6,089,198.07	4,770.18
LC116901	AMP At Call	1 Feb 2022	31 Oct 2020	26 Apr 2021		280	0.5500	Nil	10,131,001.17	10,131,001.17	4,730.22	10,131,001.17	42,744.50
LC105387	CBA At Call	1 Feb 2022	31 Oct 2020	31 Dec 2020		396	0.0100	Nil	1,000.00	1,000.00	69,000.00	1,000.00	0.11
LC106581	AMP 0.55 11 Feb 2022 275DAY TD	11 Feb 2022	12 May 2021		11 Feb 2022	264	0.5500	Maturity	5,000,000.00	5,000,000.00	5,000,000.00	5,019,890.40	19,890.41
LX112589	BOQ 0.34 18 Feb 2022 154DAY TD	18 Feb 2022	17 Sep 2021		18 Feb 2022	136	0.3400	Maturity	5,000,000.00	5,000,000.00	5,000,000.00	5,006,334.25	6,334.25
LX116440	JUDO 0.75 09 Mar 2022 83DAY TD	9 Mar 2022	16 Dec 2021		9 Mar 2022	46	0.7500	Maturity	5,000,000.00	5,000,000.00	5,000,000.00	5,004,726.05	4,726.03
LX112590	JUDO 0.53 16 Mar 2022 180DAY TD	16 Mar 2022	17 Sep 2021		16 Mar 2022	136	0.5300	Maturity	4,000,000.00	4,000,000.00	4,000,000.00	4,007,899.16	7,899.18
LX112847	JUDO 0.53 23 Mar 2022 181DAY TD	23 Mar 2022	23 Sep 2021		23 Mar 2022	130	0.5300	Maturity	5,000,000.00	5,000,000.00	5,000,000.00	5,009,438.35	9,438.36
LC99254	AMP 1.05 30 Mar 2022 FRN	30 Mar 2022	30 Mar 2017	30 Dec 2021	30 Mar 2022	32	1.1174	Quarterly	2,000,000.00	2,000,000.00	2,008,640.00	2,002,860.00	1,959.28
LX116441	JUDO 0.83 06 Apr 2022 111DAY TD	6 Apr 2022	16 Dec 2021		6 Apr 2022	46	0.8300	Maturity	5,000,000.00	5,000,000.00	5,000,000.00	5,005,230.15	5,230.14
LX115700	JUDO 0.74 12 Apr 2022 138DAY TD	12 Apr 2022	25 Nov 2021		12 Apr 2022	67	0.7400	Maturity	5,000,000.00	5,000,000.00	5,000,000.00	5,006,791.80	6,791.78
LX115701	JUDO 0.76 19 Apr 2022 145DAY TD	19 Apr 2022	25 Nov 2021		19 Apr 2022	67	0.7600	Maturity	5,000,000.00	5,000,000.00	5,000,000.00	5,006,975.35	6,975.34
LX115702	JUDO 0.79 26 Apr 2022 152DAY TD	26 Apr 2022	25 Nov 2021		26 Apr 2022	67	0.7900	Maturity	5,000,000.00	5,000,000.00	5,000,000.00	5,007,250.70	7,250.68
LC107572	Westpac 0.3 03 May 2022 364DAY TD	3 May 2022	4 May 2021		3 May 2022	272	0.3000	Maturity	8,098,000.00	8,098,000.00	8,098,000.00	8,116,104.05	18,104.02
LX116219	JUDO 0.87 03 May 2022 146DAY TD	3 May 2022	8 Dec 2021		3 May 2022	54	0.8700	Maturity	5,000,000.00	5,000,000.00	5,000,000.00	5,006,435.60	6,435.62
LX107763	ME Bank 0.5 09 May 2022 334DAY TD	9 May 2022	9 Jun 2021		9 May 2022	236	0.5000	Maturity	5,000,000.00	5,000,000.00	5,000,000.00	5,016,164.40	16,164.38
LX106771	ME Bank 0.5 20 May 2022 364DAY TD	20 May 2022	21 May 2021		20 May 2022	255	0.5000	Maturity	10,000,000.00	10,000,000.00	10,000,000.00	10,034,931.50	34,931.51
LX116220	JUDO 0.9 24 May 2022 167DAY TD	24 May 2022	8 Dec 2021		24 May 2022	54	0.9000	Maturity	5,000,000.00	5,000,000.00	5,000,000.00	5,006,657.55	6,657.53
LX116221	JUDO 0.91 31 May 2022 174DAY TD	31 May 2022	8 Dec 2021		31 May 2022	54	0.9100	Maturity	5,000,000.00	5,000,000.00	5,000,000.00	5,006,731.50	6,731.51
LC108589	NAB 0.33 03 Jun 2022 364DAY TD	3 Jun 2022	4 Jun 2021		3 Jun 2022	241	0.3300	Maturity	807,000.00	807,000.00	807,000.00	808,758.37	1,758.38
LX116222	JUDO 0.92 07 Jun 2022 181DAY TD	7 Jun 2022	8 Dec 2021		7 Jun 2022	54	0.9200	Maturity	5,000,000.00	5,000,000.00	5,000,000.00	5,006,805.50	6,805.48
LX107765	ME Bank 0.5 09 Jun 2022 365DAY TD	9 Jun 2022	9 Jun 2021		9 Jun 2022	236	0.5000	Maturity	5,000,000.00	5,000,000.00	5,000,000.00	5,016,164.40	16,164.38
LC96633	AMP 1.4 14 Jun 2022 728DAY TD	14 Jun 2022	16 Jun 2020	16 Jun 2021	14 Jun 2022	229	1.4000	Annual	5,000,000.00	5,000,000.00	5,000,000.00	5,043,917.80	43,917.81
LC98637	CCB 0.93 24 Jun 2022 FRN	24 Jun 2022	24 Jun 2019	24 Dec 2021	24 Mar 2022	38	0.9900	Quarterly	9,000,000.00	9,000,000.00	9,090,810.00	9,035,820.00	9,276.16
LX108726	ME Bank 0.5 30 Jun 2022 364DAY TD	30 Jun 2022	1 Jul 2021		30 Jun 2022	214	0.5000	Maturity	5,000,000.00	5,000,000.00	5,000,000.00	5,014,657.55	14,657.53
LC96634	RABO 3.18 12 Dec 2022 1825DAY TD	12 Dec 2022	13 Dec 2017	13 Dec 2021	12 Dec 2022	49	3.1800	Annual	10,000,000.00	10,000,000.00	10,000,000.00	10,042,690.40	42,690.41
LC100672	ICBC 0.77 24 Feb 2023 FRN	24 Feb 2023	24 Feb 2020	24 Nov 2021	24 Feb 2022	68	0.8150	Quarterly	10,000,000.00	10,000,000.00	10,077,800.00	10,058,800.00	15,183.56
LC103143	RACB 0.93 24 Feb 2023 FRN	24 Feb 2023	24 Feb 2020	24 Nov 2021	24 Feb 2022	68	0.9750	Quarterly	1,000,000.00	1,000,000.00	1,008,600.00	1,005,220.00	1,816.44
LC100262	CIB 1.35 09 Jun 2023 FRN	9 Jun 2023	9 Jun 2020	9 Dec 2021	9 Mar 2022	53	1.4107	Quarterly	8,000,000.00	8,000,000.00	3,068,280.00	8,123,920.00	16,387.31
LC100248	BOC 0.8 18 Aug 2023 FRN	18 Aug 2023	18 Aug 2020	18 Nov 2021	18 Feb 2022	74	0.8400	Quarterly	3,400,000.00	3,400,000.00	3,426,112.00	3,423,494.00	5,790.25
LC100250	BCOM 0.83 29 Sep 2023 FloatTCD	29 Sep 2023	29 Sep 2020	29 Dec 2021	29 Mar 2022	33	0.8918	Quarterly	2,900,000.00	2,900,000.00	2,920,387.00	2,915,747.00	2,338.23
LC100260	BOC 0.78 27 Oct 2023 FloatTCD	27 Oct 2023	27 Oct 2020	27 Jan 2022	27 Apr 2022	4	0.8550	Quarterly	2,800,000.00	2,800,000.00	2,824,304.00	2,813,244.00	262.36
LC97432	BOC Aust 0.83 06 Nov 2023 FloatTCD	6 Nov 2023	6 Nov 2020	8 Nov 2021	7 Feb 2022	84	0.8750	Quarterly	8,000,000.00	8,000,000.00	8,045,280.00	8,063,520.00	16,109.59

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1 January 2022 to 31 January 2022

Latest Deal Code	Security	WAL / Interim Maturity Date	Issue Date	Prior Coupon Date	Next Coupon Date	Accrual Period (Days)	Coupon Rate	Franking Credit Coupon Rate Frequency	Face Value Notional	Current Face Value Notional	Latest Purchase Consideration	Market Value	Accrued Interest
LC97342	Westpac 0.93 27 Nov 2023 1827DAY FRD	27 Nov 2023	26 Nov 2018	27 Nov 2021	27 Feb 2022	65	0.9300	Quarterly	5,000,000.00	5,000,000.00	5,000,000.00	5,008,280.80	8,280.82
LC103795	Auswide 0.6 22 Mar 2024 FRN	22 Mar 2024	22 Mar 2021	22 Dec 2021	22 Mar 2022	40	0.6725	Quarterly	12,000,000.00	12,000,000.00	12,000,000.00	12,025,920.00	8,843.84
LC103940	Qld Police 0.75 22 Mar 2024 FRN	22 Mar 2024	22 Mar 2021	22 Dec 2021	22 Mar 2022	40	0.8225	Quarterly	4,500,000.00	4,500,000.00	4,500,000.00	4,488,345.00	4,056.16
LC96635	NAB 1.15 14 Jun 2024 1459DAY TD	14 Jun 2024	16 Jun 2020	16 Jun 2021	16 Jun 2022	229	1.1500	Annual	10,000,000.00	10,000,000.00	10,000,000.00	10,072,150.70	72,150.68
LC112880	NAB 0.92 19 Jun 2024 FRN	19 Jun 2024	19 Jun 2019	20 Dec 2021	21 Mar 2022	42	0.9850	Quarterly	5,000,000.00	5,000,000.00	5,091,550.00	5,067,850.00	5,667.12
LX109584	BOQ 0.4 22 Jul 2024 1096DAY FRD	22 Jul 2024	22 Jul 2021	24 Jan 2022	22 Apr 2022	7	0.4650	Quarterly	4,000,000.00	4,000,000.00	4,000,000.00	4,000,356.72	356.71
LC112603	SunBank 1.85 30 Jul 2024 Fixed	30 Jul 2024	30 Jul 2019	30 Jan 2022	30 Jul 2022	1	1.8500	Semi Annual	2,500,000.00	2,500,000.00	1,554,390.00	2,503,675.00	126.71
LC111489	MACQ 1.75 07 Aug 2024 Fixed	7 Aug 2024	7 Aug 2019	7 Aug 2021	7 Feb 2022	177	1.7500	Semi Annual	12,000,000.00	12,000,000.00	2,062,420.00	12,065,520.00	101,835.62
LC111488	MACQ 0.8 07 Aug 2024 FRN	7 Aug 2024	7 Aug 2019	8 Nov 2021	7 Feb 2022	84	0.8450	Quarterly	3,000,000.00	3,000,000.00	3,044,970.00	3,029,430.00	5,833.97
LC112606	Westpac 2.25 16 Aug 2024 Fixed	16 Aug 2024	16 May 2019	16 Aug 2021	16 Feb 2022	168	2.2500	Semi Annual	2,800,000.00	2,800,000.00	2,940,476.00	2,872,576.00	28,997.26
LC112605	BENAU 1.7 06 Sep 2024 Fixed	6 Sep 2024	6 Sep 2019	6 Sep 2021	6 Mar 2022	147	1.7000	Semi Annual	9,390,000.00	9,390,000.00	1,542,195.00	9,406,244.70	64,289.34
LC116230	BENAU 0.97 06 Sep 2024 FRN	6 Sep 2024	6 Sep 2019	6 Dec 2021	7 Mar 2022	56	1.0250	Quarterly	6,000,000.00	6,000,000.00	6,084,180.00	6,078,000.00	9,435.62
LC96636	BOQ 2 26 Sep 2024 1827DAY TD	26 Sep 2024	26 Sep 2019	26 Sep 2021	26 Sep 2022	127	2.0000	Annual	10,000,000.00	10,000,000.00	10,000,000.00	10,069,589.00	69,589.04
LC100324	HSBCSyd 1.5 27 Sep 2024 Fixed	27 Sep 2024	27 Sep 2019	27 Sep 2021	27 Mar 2022	126	1.5000	Semi Annual	1,480,000.00	1,480,000.00	1,533,132.00	1,475,648.80	7,663.56
LC114925	MYS 0.6 22 Nov 2024 FRN	22 Nov 2024	22 Nov 2021		22 Feb 2022	70	0.6472	Quarterly	12,000,000.00	12,000,000.00	12,000,000.00	12,010,200.00	14,894.47
LC100354	MACQ 1.7 12 Feb 2025 Fixed	12 Feb 2025	12 Feb 2020	12 Aug 2021	12 Feb 2022	172	1.7000	Semi Annual	25,000,000.00	25,000,000.00	10,510,000.00	24,920,250.00	200,273.97
LC96863	NSWTC 1.25 20 Mar 2025 Fixed	20 Mar 2025	21 Nov 2019	20 Sep 2021	20 Mar 2022	133	1.2500	Semi Annual	2,000,000.00	2,000,000.00	2,000,000.00	1,997,580.00	9,109.59
LC96637	BOQ 1.53 16 Jun 2025 1826DAY TD	16 Jun 2025	16 Jun 2020	16 Jun 2021	16 Jun 2022	229	1.5300	Annual	10,000,000.00	10,000,000.00	10,000,000.00	10,095,991.80	95,991.78
LC107738	MYS 0.65 16 Jun 2025 FRN	16 Jun 2025	16 Jun 2021	16 Dec 2021	16 Mar 2022	46	0.7150	Quarterly	9,500,000.00	9,500,000.00	9,500,000.00	9,496,675.00	8,560.41
LC100329	UBS Aust 1.2 30 Jul 2025 Fixed	30 Jul 2025	30 Jul 2020	30 Jan 2022	30 Jul 2022	1	1.2000	Semi Annual	4,000,000.00	4,000,000.00	4,120,240.00	3,877,120.00	131.51
LC112609	BENAU 0.52 02 Dec 2025 FRN	2 Dec 2025	2 Dec 2020	2 Dec 2021	2 Mar 2022	60	0.5785	Quarterly	35,500,000.00	35,500,000.00	4,512,240.00	35,314,335.00	33,759.04
LX105597	MACQ 0.48 09 Dec 2025 FRN	9 Dec 2025	9 Dec 2020	9 Dec 2021	9 Mar 2022	53	0.5407	Quarterly	20,000,000.00	20,000,000.00	9,979,100.00	19,898,800.00	15,702.52
LC112608	SunBank 0.45 24 Feb 2026 FRN	24 Feb 2026	24 Feb 2021	24 Nov 2021	24 Feb 2022	68	0.4950	Quarterly	5,000,000.00	5,000,000.00	5,010,350.00	4,964,100.00	4,610.96
LC103543	UBS Aust 0.5 26 Feb 2026 FRN	26 Feb 2026	26 Feb 2021	26 Nov 2021	28 Feb 2022	66	0.5491	Quarterly	18,800,000.00	18,800,000.00	12,013,800.00	18,702,428.00	18,666.39
LC103141	NPBS 0.63 04 Mar 2026 FRN	4 Mar 2026	4 Mar 2021	6 Dec 2021	4 Mar 2022	56	0.6850	Quarterly	1,000,000.00	1,000,000.00	1,002,420.00	994,500.00	1,050.96
LC105450	CUA 0.68 22 Apr 2026 FRN	22 Apr 2026	22 Apr 2021	24 Jan 2022	22 Apr 2022	7	0.7450	Quarterly	11,000,000.00	11,000,000.00	11,000,000.00	10,926,850.00	1,571.64
LC109088	BOQ 0.63 06 May 2026 FRN	6 May 2026	6 May 2021	8 Nov 2021	7 Feb 2022	84	0.6750	Quarterly	5,000,000.00	5,000,000.00	5,026,950.00	4,971,500.00	7,767.12
LC109586	BENAU 0.65 18 Jun 2026 FRN	18 Jun 2026	18 Jun 2021	20 Dec 2021	18 Mar 2022	42	0.7150	Quarterly	15,300,000.00	15,300,000.00	3,019,110.00	15,218,451.00	12,587.92
LX109029	BOQ 0.58 08 Jul 2026 1826DAY FRD	8 Jul 2026	8 Jul 2021	10 Jan 2022	8 Apr 2022	21	0.6483	Quarterly	5,000,000.00	5,000,000.00	5,000,000.00	5,001,864.95	1,864.97
LX109587	BOQ 0.58 22 Jul 2026 1826DAY FRD	22 Jul 2026	22 Jul 2021	24 Jan 2022	22 Apr 2022	7	0.6450	Quarterly	3,000,000.00	3,000,000.00	3,000,000.00	3,000,371.10	371.10
LC112610	NAB 0.41 24 Aug 2026 FRN	24 Aug 2026	24 Aug 2021	24 Nov 2021	24 Feb 2022	68	0.4550	Quarterly	7,000,000.00	7,000,000.00	7,012,180.00	6,936,580.00	5,933.70
LC113804	SunBank 0.48 15 Sep 2026 FRN	15 Sep 2026	15 Sep 2021	15 Dec 2021	15 Mar 2022	47	0.5421	Quarterly	12,900,000.00	12,900,000.00	9,989,800.00	12,769,194.00	9,004.80
LC116445	BOQ 0.8 27 Oct 2026 FRN	27 Oct 2026	27 Oct 2021	27 Jan 2022	27 Apr 2022	4	0.8750	Quarterly	22,000,000.00	22,000,000.00	15,059,400.00	21,943,460.00	2,109.59
LC111486	NTTC 1.4 15 Dec 2026 - Issued 26 August 2021 - CCC Fixed	15 Dec 2026	26 Aug 2021	15 Dec 2021	15 Jun 2022	47	1.4000	Semi Annual	5,000,000.00	5,000,000.00	5,000,000.00	5,009,000.00	9,013.70

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Latest Deal Code	Security	WAL / Interim Maturity Date	Issue Date	Prior Coupon Date	Next Coupon Date	Accrual Period (Days)	Coupon Rate	Franking Credit Coupon Rate Frequency	Face Value Notional	Current Face Value Notional	Latest Purchase Consideration	Market Value	Accrued Interest
LC116992	CBA 0.7 14 Jan 2027 FRN	14 Jan 2027	14 Jan 2022		14 Apr 2022	17	0.7728	Quarterly	6,500,000.00	6,500,000.00	6,500,000.00	6,511,700.00	2,339.57
LC117127	SunBank 0.78 25 Jan 2027 FRN	25 Jan 2027	25 Jan 2022		26 Apr 2022	6	0.8450	Quarterly	13,000,000.00	13,000,000.00	13,000,000.00	13,001,690.00	1,805.75
LC117174	Westpac 0.7 25 Jan 2027 FRN	25 Jan 2027	25 Jan 2022		26 Apr 2022	6	0.7650	Quarterly	16,000,000.00	16,000,000.00	16,000,000.00	16,016,800.00	2,012.05
LC96875	NSWTC 3 15 Nov 2028 Fixed	15 Nov 2028	15 Nov 2018	15 Nov 2021	15 May 2022	77	3.0000	Semi Annual	15,000,000.00	15,000,000.00	15,000,000.00	16,054,800.00	94,931.51
									543,396,199.24	543,396,199.24		544,656,206.64	1,347,384.17

Notes: 1. Coupon Rate is the full coupon rate at the next coupon date if that next coupon exists. 2. Accrued Interest is calculated as Current Face Value x Coupon Rate (Adjusted by Franking Credit Rate) x (Days Since Prior Coupon or Issue Date / 365). 3. The accrued interest component of the Market Value does not consider the franking credit rate and is instead based upon market prices. 4. Immaterial differences in Accrued Interest and the accrued interest portion of Market Value may arise because Market Value is calculated using a rounded "price per 100" value.

Treasury Direct Portfolio Valuation Report at 31 January 2022



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5. Portfolio Valuation As At 31 January 2022

	Security	Security Rating	rity Rating ISIN		Face Value Current	FI Cap Price/ Unit Price/ Share Price	Unit Count/ Share Count	Accrued Interest Price	Market Value	% Total Value	Running Yield	Weighted Running Yield
At Call Deposit		, ,	·	Original								
	AMP At Call	S&P BBB		10,131,001.17	10,131,001.17	100.000		0.000	10,131,001.17	1.81%	0.55%	
	CBA At Call	S&P AA-		1,000.00	1,000.00	100.000		0.000	1,000.00	0.00%	0.01%	
	Westpac At Call	S&P AA-		1,790.40	1,790.40	100.000		0.000	1,790.40	0.00%	0.00%	
				10,133,791.57	10,133,791.57				10,133,791.57	1.81%		0.55%
At Call Investment												
	MACQ At Call In	Moodys A2		6,089,198.07	6,089,198.07	100.000		0.000	6,089,198.07	1.09%	0.30%	
				6,089,198.07	6,089,198.07				6,089,198.07	1.09%		0.30%
Fixed Rate Bond												
	BENAU 1.7 06 Sep 2024 Fixed	Moodys A3	AU3CB0266377	9,390,000.00	9,390,000.00	99.483		0.690	9,406,244.70	1.68%	1.64%	
	HSBCSyd 1.5 27 Sep 2024 Fixed	S&P A+	AU3CB0267078	1,480,000.00	1,480,000.00	99.184		0.522	1,475,648.80	0.26%	1.45%	
	MACQ 1.75 07 Aug 2024 Fixed	S&P A+	AU3CB0265593	12,000,000.00	12,000,000.00	99.704		0.842	12,065,520.00	2.16%	1.70%	
	MACQ 1.7 12 Feb 2025 Fixed	Moodys A2	AU3CB0270387	25,000,000.00	25,000,000.00	98.886		0.795	24,920,250.00	4.46%	1.63%	
	NTTC 1.4 15 Dec 2026 - Issued 26 August 2021 - CCC Fixed	Moodys Aa3		5,000,000.00	5,000,000.00	100.000		0.180	5,009,000.00	0.90%	1.40%	
	NSWTC 1.25 20 Mar 2025 Fixed	S&P AA+	AU3SG0002025	2,000,000.00	2,000,000.00	99.420		0.459	1,997,580.00	0.36%	1.25%	
	NSWTC 3 15 Nov 2028 Fixed	S&P AA+	AU3SG0001878	15,000,000.00	15,000,000.00	106.394		0.638	16,054,800.00	2.87%	3.00%	
	SunBank 1.85 30 Jul 2024 Fixed	S&P A+	AU3CB0265403	2,500,000.00	2,500,000.00	100.142		0.005	2,503,675.00	0.45%	1.79%	
	UBS Aust 1.2 30 Jul 2025 Fixed	S&P A+	AU3CB0273407	4,000,000.00	4,000,000.00	96.925		0.003	3,877,120.00	0.69%	1.17%	
	Westpac 2.25 16 Aug 2024 Fixed	S&P AA-	AU3CB0263275	2,800,000.00	2,800,000.00	101.565		1.027	2,872,576.00	0.51%	2.15%	
				79,170,000.00	79,170,000.00				80,182,414.50	14.35%		1.87%
Floating Rate Deposit												
	BOQ 0.4 22 Jul 2024 1096DAY FRD	Moodys A3		4,000,000.00	4,000,000.00	100.000		0.009	4,000,356.72	0.72%	0.47%	
	BOQ 0.58 08 Jul 2026 1826DAY FRD	Moodys A3		5,000,000.00	5,000,000.00	100.000		0.037	5,001,864.95	0.90%	0.65%	
	BOQ 0.58 22 Jul 2026 1826DAY FRD	Moodys A3		3,000,000.00	3,000,000.00	100.000		0.012	3,000,371.10	0.54%	0.65%	
	Westpac 0.93 27 Nov 2023 1827DAY FRD	S&P AA-		5,000,000.00	5,000,000.00	100.000		0.166	5,008,280.80	0.90%	0.93%	
				17,000,000.00	17,000,000.00				17,010,873.57	3.04%		0.69%
Floating Rate Note	3											
	AMP 1.05 30 Mar 2022 FRN	S&P BBB	AU3FN0035283	2,000,000.00	2,000,000.00	100.045		0.098	2,002,860.00	0.36%	1.12%	
	Auswide 0.6 22 Mar 2024 FRN	Moodys Baa2	AU3FN0059317	12,000,000.00	12,000,000.00	100.142		0.074	12,025,920.00	2.15%	0.67%	
	BOC 0.8 18 Aug 2023 FRN	S&P A	AU3FN0055463	3,400,000.00	3,400,000.00	100.521		0.170	3,423,494.00	0.61%	0.83%	
	BOQ 1.1 30 Oct 2024 FRN	Fitch A-	AU3FN0051272	4,000,000.00	4,000,000.00	101.416		0.000	4,056,640.00	0.73%	1.16%	
	BOQ 0.63 06 May 2026 FRN	Moodys A3	AU3FN0060406	5,000,000.00	5,000,000.00	99.275		0.155	4,971,500.00	0.89%	0.67%	
	BOQ 0.8 27 Oct 2026 FRN	S&P BBB+	AU3FN0063764	22,000,000.00	22,000,000.00	99.733		0.010	21,943,460.00	3.93%	0.87%	
	BENAU 0.97 06 Sep 2024 FRN	Moodys A3	AU3FN0050019	6,000,000.00	6,000,000.00	101.143		0.157	6,078,000.00	1.09%	1.01%	

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	Security	Security Rating	ISIN	Face Value Original	Face Value Current	FI Cap Price/ Unit Price/ Share Price	Unit Count/ Share Count	Accrued Interest Price	Market Value	% Total Value	Running Yield	Weighte Runnir Yie
	BENAU 0.52 02 Dec 2025 FRN	Moodys A3	AU3FN0057634	35,500,000.00	35,500,000.00	99.382		0.095	35,314,335.00	6.32%	0.58%	
	BENAU 0.65 18 Jun 2026 FRN	Moodys A3	AU3FN0061081	15,300,000.00	15,300,000.00	99.385		0.082	15,218,451.00	2.72%	0.71%	
	CIB 1.35 09 Jun 2023 FRN	Fitch AA-	AU3FN0054441	8,000,000.00	8,000,000.00	101.344		0.205	8,123,920.00	1.45%	1.38%	
	CCB 0.93 24 Jun 2022 FRN	S&P A	AU0000049520	9,000,000.00	9,000,000.00	100.295		0.103	9,035,820.00	1.62%	0.98%	
	CBA 0.7 14 Jan 2027 FRN	Moodys Aa3	AU3FN0065579	6,500,000.00	6,500,000.00	100.144		0.036	6,511,700.00	1.17%	0.77%	
	CUA 0.68 22 Apr 2026 FRN	Moodys Baa1	AU3FN0059721	11,000,000.00	11,000,000.00	99.321		0.014	10,926,850.00	1.96%	0.75%	
	ICBC 0.77 24 Feb 2023 FRN	Moodys A1	AU3FN0053161	10,000,000.00	10,000,000.00	100.436		0.152	10,058,800.00	1.80%	0.81%	
	MACQ 0.8 07 Aug 2024 FRN	S&P A+	AU3FN0049367	3,000,000.00	3,000,000.00	100.787		0.194	3,029,430.00	0.54%	0.83%	
	MACQ 0.48 09 Dec 2025 FRN	S&P A+	AU3FN0057709	20,000,000.00	20,000,000.00	99.415		0.079	19,898,800.00	3.56%	0.54%	
	RACB 0.93 24 Feb 2023 FRN	S&P BBB+	AU3FN0053146	1,000,000.00	1,000,000.00	100.340		0.182	1,005,220.00	0.18%	0.97%	
	MYS 0.6 22 Nov 2024 FRN	Moodys Baa2	AU3FN0064705	12,000,000.00	12,000,000.00	99.961		0.124	12,010,200.00	2.15%	0.65%	
	MYS 0.65 16 Jun 2025 FRN	Moodys Baa2	AU3FN0061024	9,500,000.00	9,500,000.00	99.875		0.090	9,496,675.00	1.70%	0.72%	
	NAB 0.92 19 Jun 2024 FRN	S&P AA-	AU3FN0048724	5,000,000.00	5,000,000.00	101.244		0.113	5,067,850.00	0.91%	0.97%	
	NAB 0.41 24 Aug 2026 FRN	S&P AA-	AU3FN0062659	7,000,000.00	7,000,000.00	99.009		0.085	6,936,580.00	1.24%	0.45%	
	NPBS 0.63 04 Mar 2026 FRN	S&P BBB	AU3FN0058699	1,000,000.00	1,000,000.00	99.345		0.105	994,500.00	0.18%	0.68%	
	Qld Police 0.75 22 Mar 2024 FRN	S&P BBB-	AU3FN0059416	4,500,000.00	4,500,000.00	99.651		0.090	4,488,345.00	0.80%	0.82%	
	SunBank 0.45 24 Feb 2026 FRN	S&P A+	AU3FN0058343	5,000,000.00	5,000,000.00	99.190		0.092	4,964,100.00	0.89%	0.49%	
	SunBank 0.48 15 Sep 2026 FRN	Moodys A1	AU3FN0062964	12,900,000.00	12,900,000.00	98.916		0.070	12,769,194.00	2.29%	0.54%	
	SunBank 0.78 25 Jan 2027 FRN	S&P AA-	AU3FN0065694	13,000,000.00	13,000,000.00	99.999		0.014	13,001,690.00	2.33%	0.85%	
	UBS Aust 0.87 30 Jul 2025 FRN	S&P A+	AU3FN0055307	10,000,000.00	10,000,000.00	100.962		0.000	10,096,200.00	1.81%	0.93%	
	UBS Aust 0.5 26 Feb 2026 FRN	S&P A+	AU3FN0058608	18,800,000.00	18,800,000.00	99.382		0.099	18,702,428.00	3.35%	0.55%	
	Westpac 0.7 25 Jan 2027 FRN	S&P AA-	AU3FN0065702	16,000,000.00	16,000,000.00	100.092		0.013	16,016,800.00	2.87%	0.77%	
				288,400,000.00	288,400,000.00				288,169,762.00	51.57%		0.7
ating Rate T	CD											
	BOC Aust 0.83 06 Nov 2023 FloatTCD	Moodys A1	AU3FN0057337	8,000,000.00	8,000,000.00	100.593		0.201	8,063,520.00	1.44%	0.87%	
	BOC 0.78 27 Oct 2023 FloatTCD	S&P A	AU3FN0057162	2,800,000.00	2,800,000.00	100.464		0.009	2,813,244.00	0.50%	0.85%	
	BCOM 0.83 29 Sep 2023 FloatTCD	S&P A-	AU3FN0056529	2,900,000.00	2,900,000.00	100.462		0.081	2,915,747.00	0.52%	0.89%	
				13,700,000.00	13,700,000.00				13,792,511.00	2.47%		0.8
m Deposit												
	AMP 0.55 11 Feb 2022 275DAY TD	S&P ST A2		5,000,000.00	5,000,000.00	100.000		0.398	5,019,890.40	0.90%	0.55%	
	AMP 1.4 14 Jun 2022 728DAY TD	S&P ST A2		5,000,000.00	5,000,000.00	100.000		0.878	5,043,917.80	0.90%	1.40%	
	BOQ 0.34 18 Feb 2022 154DAY TD	Moodys ST P-2		5,000,000.00	5,000,000.00	100.000		0.127	5,006,334.25	0.90%	0.34%	
	BOQ 2 26 Sep 2024 1827DAY TD	Moodys A3		10,000,000.00	10,000,000.00	100.000		0.696	10,069,589.00	1.80%	2.00%	
	BOQ 1.53 16 Jun 2025 1826DAY TD	Moodys A3		10,000,000.00	10,000,000.00	100.000		0.960	10,095,991.80	1.81%	1.53%	
	JUDO 0.75 09 Mar 2022 83DAY TD	S&P ST A3		5,000,000.00	5,000,000.00	100.000		0.095	5,004,726.05	0.90%	0.75%	
	JUDO 0.53 16 Mar 2022 180DAY TD	S&P ST A3		4,000,000.00	4,000,000.00	100.000		0.197	4,007,899.16	0.72%	0.53%	

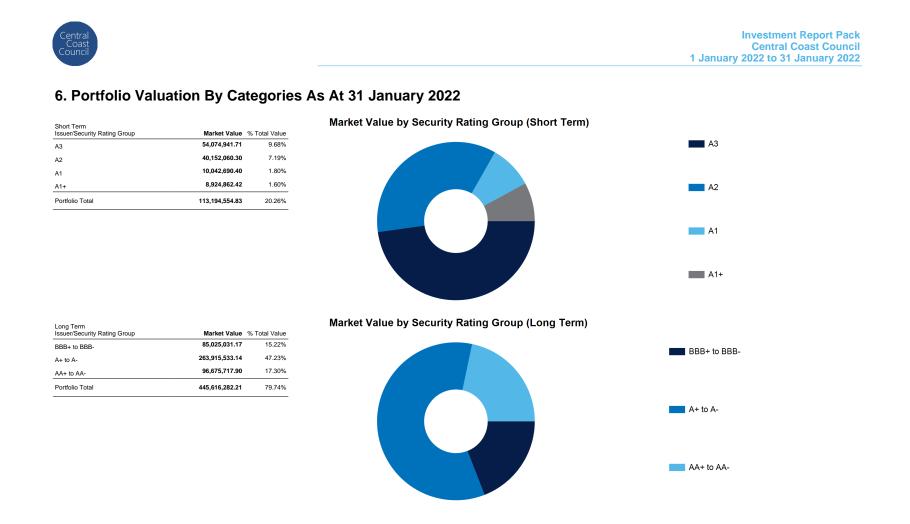
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Central Coast Council

Investment Report Pack Central Coast Council 1 January 2022 to 31 January 2022

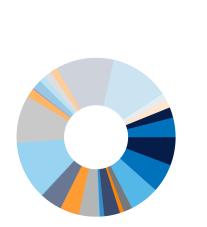
	Security	Security Rating ISIN	Face Value Original	Face Value Current	FI Cap Price/ Unit Price/ Share Price	Unit Count/ Share Count	Accrued Interest Price	Market Value	% Total Value	Running Yield	Weighted Running Yield
	JUDO 0.53 23 Mar 2022 181DAY TD	S&P ST A3	5,000,000.00	5,000,000.00	100.000		0.189	5,009,438.35	0.90%	0.53%	
	JUDO 0.83 06 Apr 2022 111DAY TD	S&P ST A3	5,000,000.00	5,000,000.00	100.000		0.105	5,005,230.15	0.90%	0.83%	
	JUDO 0.74 12 Apr 2022 138DAY TD	S&P ST A3	5,000,000.00	5,000,000.00	100.000		0.136	5,006,791.80	0.90%	0.74%	
	JUDO 0.76 19 Apr 2022 145DAY TD	S&P ST A3	5,000,000.00	5,000,000.00	100.000		0.140	5,006,975.35	0.90%	0.76%	
	JUDO 0.79 26 Apr 2022 152DAY TD	S&P ST A3	5,000,000.00	5,000,000.00	100.000		0.145	5,007,250.70	0.90%	0.79%	
	JUDO 0.87 03 May 2022 146DAY TD	S&P ST A3	5,000,000.00	5,000,000.00	100.000		0.129	5,006,435.60	0.90%	0.87%	
	JUDO 0.9 24 May 2022 167DAY TD	S&P ST A3	5,000,000.00	5,000,000.00	100.000		0.133	5,006,657.55	0.90%	0.90%	
	JUDO 0.91 31 May 2022 174DAY TD	S&P ST A3	5,000,000.00	5,000,000.00	100.000		0.135	5,006,731.50	0.90%	0.91%	
	JUDO 0.92 07 Jun 2022 181DAY TD	S&P ST A3	5,000,000.00	5,000,000.00	100.000		0.136	5,006,805.50	0.90%	0.92%	
	ME Bank 0.5 09 May 2022 334DAY TD	Moodys ST P-2	5,000,000.00	5,000,000.00	100.000		0.323	5,016,164.40	0.90%	0.50%	
	ME Bank 0.5 20 May 2022 364DAY TD	Moodys ST P-2	10,000,000.00	10,000,000.00	100.000		0.349	10,034,931.50	1.80%	0.50%	
	ME Bank 0.5 09 Jun 2022 365DAY TD	Moodys ST P-2	5,000,000.00	5,000,000.00	100.000		0.323	5,016,164.40	0.90%	0.50%	
	ME Bank 0.5 30 Jun 2022 364DAY TD	Moodys ST P-2	5,000,000.00	5,000,000.00	100.000		0.293	5,014,657.55	0.90%	0.50%	
	NAB 0.33 03 Jun 2022 364DAY TD	S&P ST A1+	807,000.00	807,000.00	100.000		0.218	808,758.37	0.14%	0.33%	
	NAB 1.15 14 Jun 2024 1459DAY TD	S&P AA-	10,000,000.00	10,000,000.00	100.000		0.722	10,072,150.70	1.80%	1.15%	
	RABO 3.18 12 Dec 2022 1825DAY TD	S&P ST A1	10,000,000.00	10,000,000.00	100.000		0.427	10,042,690.40	1.80%	3.18%	
	Westpac 0.3 03 May 2022 364DAY TD	S&P ST A1+	8,098,000.00	8,098,000.00	100.000		0.224	8,116,104.05	1.45%	0.30%	
			142,905,000.00	142,905,000.00				143,432,286.33	25.67%		1.03%
otal Portfolio			557,397,989.64	557,397,989.64				558,810,837.04	100.00%		0.97%

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Issuer	Market Value	% Total Value
AMP Bank Ltd	22,197,669.37	3.97%
Auswide Bank Limited	12,025,920.00	2.15%
Bank of China (Australia) Limited	8,063,520.00	1.44%
Bank of China Limited	6,236,738.00	1.12%
Bank of Communications Co. Ltd. Sydney Branch	2,915,747.00	0.52%
Bank of Queensland Ltd	68,146,107.82	12.19%
Bendigo & Adelaide Bank Ltd	66,017,030.70	11.81%
Canadian Imperial Bank of Commerce	8,123,920.00	1.45%
China Construction Bank	9,035,820.00	1.62%
Commonwealth Bank of Australia Ltd	6,512,700.00	1.17%
Credit Union Australia Ltd	10,926,850.00	1.96%
HSBC Sydney Branch	1,475,648.80	0.26%
Industrial & Commercial Bank of China Ltd	10,058,800.00	1.80%
Judo Bank	54,074,941.71	9.68%
Macquarie Bank	66,003,198.07	11.81%
Members Banking Group Limited t/as RACQ Bank	1,005,220.00	0.18%
Members Equity Bank Ltd	25,081,917.85	4.49%
MyState Bank Ltd	21,506,875.00	3.85%
National Australia Bank Ltd	22,885,339.07	4.10%
Newcastle Permanent Building Society Ltd	994,500.00	0.18%
Northern Territory Treasury Corporation	5,009,000.00	0.90%
NSW Treasury Corporation	18,052,380.00	3.23%
QPCU LTD t/a QBANK	4,488,345.00	0.80%
Rabobank Australia Ltd	10,042,690.40	1.80%
Suncorp Bank	33,238,659.00	5.95%
UBS Australia Ltd	32,675,748.00	5.85%
Westpac Banking Corporation Ltd	32,015,551.25	5.73%
Portfolio Total	558,810,837.04	100.00%

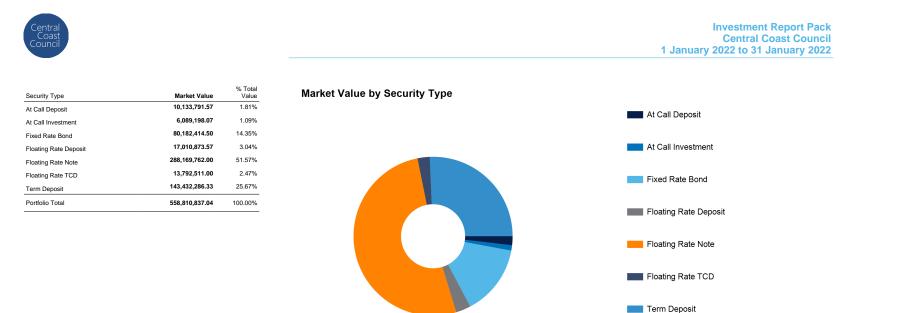


Market Value by Issuer





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7. Performance Statistics For Period Ending 31 January 2022

Trading Book		1 Month	3 Month	12 Month	Since Inception
Central Coast Council					
	Portfolio Return (1)	-0.14%	0.14%	-0.11%	0.13%
	Performance Index (2)	0.01%	0.01%	0.03%	0.04%
	Excess Performance (3)	-0.15%	0.13%	-0.14%	0.09%
	Notes				
	1	Portfolio performance is the	ne rate of return of the	portfolio over the	specified period
		The Performance Index is Page BAUBIL)	the Bloomberg AusE	ond Bank Bill Inde	ex (Bloomberg
	3	Excess performance is the Performance Index	e rate of return of the	portfolio in excess	of the
Trading Book	Weighted Average Running Yield				
Central Coast Council	0.97				

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9. Realised Gains (Losses) - Fixed Interest Dealing For 1 January 2022 to 31 January 2022

No realised gains or losses from fixed interest dealing to report for entered period.

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9b. Realised Gains (Losses) - Share Dealing For 1 January 2022 to 31 January 2022

No realised gains or losses from share dealing to report for entered period.

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10. Realised Gains (Losses) - Principal Repayments For 1 January 2022 to 31 January 2022

No realised gains or losses from principal repayments to report for entered period.

Total Realised Gains (Losses)				
	Fixed Interest Dealing	Principal Repayments	Total	Notes (1) The Acquisition Gross Price includes any accrued interest included in the purchase price.
			0.00	

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11. Unrealised FI Capital Gains (Losses) As At 31 January 2022

Security	Acquisition Deal	Acquisition Date	Acquisition Yield/ Interest Rate	Acquisition Face Value Original	Balance Face Value Original	Bond Factor Current	Balance Face Value Current	Acquisition Capital Price	Acquisition Capital Consideration	Current Capital Price	CCP For Discount Securities	Current Capital Consideration	Current Capital Consideration Adjusted	Unrealised Capital Gain (Loss)
AMP 1.05 30 Mar 2022 FRN														
	LC99254	11 Dec 2020	0.900000	2,000,000.00	2,000,000.00	1.00000000	2,000,000.00	100.195	2,003,900.00	100.045000	100.045000	2,000,900.00	2,000,900.00	(3,000.00)
					2,000,000.00		2,000,000.00	100.195	2,003,900.00			2,000,900.00	2,000,900.00	(3,000.00)
Auswide 0.6 22 Mar 2024 FRN														
	LC103795	16 Mar 2021	0.600000	12,000,000.00	12,000,000.00	1.00000000	12,000,000.00	100.000	12,000,000.00	100.142000	100.142000	12,017,040.00	12,017,040.00	17,040.00
					12,000,000.00		12,000,000.00	100.000	12,000,000.00			12,017,040.00	12,017,040.00	17,040.00
BCOM 0.83 29 Sep 2023 FloatTCD														
	LC100250	8 Jan 2021	0.580000	2,900,000.00	2,900,000.00	1.00000000	2,900,000.00	100.670	2,919,430.00	100.462000	100.462000	2,913,398.00	2,913,398.00	(6,032.00)
					2,900,000.00		2,900,000.00	100.670	2,919,430.00			2,913,398.00	2,913,398.00	(6,032.00)
BENAU 0.52 02 Dec 2025 FRN														
	LC100679	22 Jan 2021	0.430000	10,000,000.00	10,000,000.00	1.00000000	10,000,000.00	100.427	10,042,700.00	99.382000	99.382000	9,938,200.00	9,938,200.00	(104,500.00)
	LC103542	9 Mar 2021	0.470000	10,000,000.00	10,000,000.00	1.00000000	10,000,000.00	100.229	10,022,900.00	99.382000	99.382000	9,938,200.00	9,938,200.00	(84,700.00)
	LC104738	1 Apr 2021	0.480000	10,000,000.00	10,000,000.00	1.00000000	10,000,000.00	100.183	10,018,300.00	99.382000	99.382000	9,938,200.00	9,938,200.00	(80,100.00)
	LC112607	16 Sep 2021	0.460000	1,000,000.00	1,000,000.00	1.00000000	1,000,000.00	100.246	1,002,460.00	99.382000	99.382000	993,820.00	993,820.00	(8,640.00)
	LC112609	16 Sep 2021	0.460000	4,500,000.00	4,500,000.00	1.00000000	4,500,000.00	100.246	4,511,070.00	99.382000	99.382000	4,472,190.00	4,472,190.00	(38,880.00)
					35,500,000.00		35,500,000.00	100.274	35,597,430.00			35,280,610.00	35,280,610.00	(316,820.00)
BENAU 0.65 18 Jun 2026 FRN														
	LC108717	30 Jun 2021	0.580000	10,000,000.00	10,000,000.00	1.00000000	10,000,000.00	100.334	10,033,400.00	99.385000	99.385000	9,938,500.00	9,938,500.00	(94,900.00)
	LC109084	7 Jul 2021	0.570000	2,300,000.00	2,300,000.00	1.00000000	2,300,000.00	100.382	2,308,786.00	99.385000	99.385000	2,285,855.00	2,285,855.00	(22,931.00)
	LC109586	21 Jul 2021	0.530000	3,000,000.00	3,000,000.00	1.00000000	3,000,000.00	100.573	3,017,190.00	99.385000	99.385000	2,981,550.00	2,981,550.00	(35,640.00)
					15,300,000.00		15,300,000.00	100.388	15,359,376.00			15,205,905.00	15,205,905.00	(153,471.00)
BENAU 0.97 06 Sep 2024 FRN														
	LC116230	8 Dec 2021	0.450000	6,000,000.00	6,000,000.00	1.00000000	6,000,000.00	101.392	6,083,520.00	101.143000	101.143000	6,068,580.00	6,068,580.00	(14,940.00)
					6,000,000.00		6,000,000.00	101.392	6,083,520.00			6,068,580.00	6,068,580.00	(14,940.00)
BENAU 1.7 06 Sep 2024 Fixed														
	LC100360	12 Jan 2021	0.600000	5,390,000.00	5,390,000.00	1.00000000	5,390,000.00	103.956	5,603,228.40	99.483000	99.483000	5,362,133.70	5,362,133.70	(241,094.70)
	LC112604	16 Sep 2021	0.710000	2,500,000.00	2,500,000.00	1.00000000	2,500,000.00	102.896	2,572,400.00	99.483000	99.483000	2,487,075.00	2,487,075.00	(85,325.00)
	LC112605	16 Sep 2021	0.760000	1,500,000.00	1,500,000.00	1.00000000	1,500,000.00	102.747	1,541,205.00	99.483000	99.483000	1,492,245.00	1,492,245.00	(48,960.00)
					9,390,000.00		9,390,000.00	103.481	9,716,833.40			9,341,453.70	9,341,453.70	(375,379.70)
BOC 0.78 27 Oct 2023 FloatTCD														
	LC100260	8 Jan 2021	0.530000	2,800,000.00	2,800,000.00	1.00000000	2,800,000.00	100.692	2,819,376.00	100.464000	100.464000	2,812,992.00	2,812,992.00	(6,384.00)
					2,800,000.00		2,800,000.00	100.692	2,819,376.00			2,812,992.00	2,812,992.00	(6,384.00)

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Treasury Direct Portfolio Valuation Report at 31 January 2022

Central Coast Council												1 Janu		ment Repo tral Coast o 31 Janua	Coun
Security	Acquisition Deal	Acquisition Date	Acquisition Yield/ Interest Rate	Acquisition Face Value Original	Balance Face Value Original	Bond Factor Current	Balance Face Value Current	Acquisition Capital Price	Acquisition Capital Consideration	Current Capital Price	CCP For Discount Securities	Current Capital Consideration	Current Capital Consideration Adjusted	Unrealised Capital Gain (Loss)	
BOC 0.8 18 Aug 2023 FRN															
	LC100248	8 Jan 2021	0.550000	3,400,000.00	3,400,000.00	1.00000000	3,400,000.00	100.644	3,421,896.00	100.521000	100.521000	3,417,714.00	3,417,714.00	(4,182.00)	
				_	3,400,000.00	_	3,400,000.00	100.644	3,421,896.00			3,417,714.00	3,417,714.00	(4,182.00)	
BOC Aust 0.83 06 Nov 2023 FloatTCD															
	LC97432	19 Nov 2020	0.650000	8,000,000.00	8,000,000.00	1.00000000	8,000,000.00	100.526	8,042,080.00	100.593000	100.593000	8,047,440.00	8,047,440.00	5,360.00	
					8,000,000.00		8,000,000.00	100.526	8,042,080.00			8,047,440.00	8,047,440.00	5,360.00	
BOQ 0.63 06 May 2026 FRN															
	LC109088	7 Jul 2021	0.540000	5,000,000.00	5,000,000.00	1.00000000	5,000,000.00	100.422	5,021,100.00	99.275000	99.275000	4,963,750.00	4,963,750.00	(57,350.00)	
					E 000 000 00	_	5 000 000 00	100 422	E 021 100 00			4 062 750 00	4 062 750 00	(55 050 00)	

	LC109088	7 Jul 2021	0.540000	5,000,000.00	5,000,000.00	1.00000000	5,000,000.00	100.422	5,021,100.00	99.275000	99.275000	4,963,750.00	4,963,750.00	(57,350.00)
				_	5,000,000.00	-	5,000,000.00	100.422	5,021,100.00			4,963,750.00	4,963,750.00	(57,350.00)
BOQ 0.8 27 Oct 2026 FRN														
	LC115705	25 Nov 2021	0.770000	7,000,000.00	7,000,000.00	1.00000000	7,000,000.00	100.142	7,009,940.00	99.733000	99.733000	6,981,310.00	6,981,310.00	(28,630.00)
	LC116445	15 Dec 2021	0.740000	15,000,000.00	15,000,000.00	1.00000000	15,000,000.00	100.278	15,041,700.00	99.733000	99.733000	14,959,950.00	14,959,950.00	(81,750.00)
					22,000,000.00	-	22,000,000.00	100.235	22,051,640.00			21,941,260.00	21,941,260.00	(110,380.00)
BOQ 1.1 30 Oct 2024 FRN														
	LC116228	8 Dec 2021	0.500000	4,000,000.00	4,000,000.00	1.00000000	4,000,000.00	101.696	4,067,840.00	101.416000	101.416000	4,056,640.00	4,056,640.00	(11,200.00)
				_	4,000,000.00	-	4,000,000.00	101.696	4,067,840.00			4,056,640.00	4,056,640.00	(11,200.00)
CBA 0.7 14 Jan 2027 FRN														
	LC116992	12 Jan 2022	0.700000	6,500,000.00	6,500,000.00	1.00000000	6,500,000.00	100.000	6,500,000.00	100.144000	100.144000	6,509,360.00	6,509,360.00	9,360.00
				_	6,500,000.00	-	6,500,000.00	100.000	6,500,000.00			6,509,360.00	6,509,360.00	9,360.00
CCB 0.93 24 Jun 2022 FRN														
	LC98637	4 Dec 2020	0.409200	9,000,000.00	9,000,000.00	1.00000000	9,000,000.00	100.801	9,072,090.00	100.295000	100.295000	9,026,550.00	9,026,550.00	(45,540.00)
				_	9,000,000.00	-	9,000,000.00	100.801	9,072,090.00			9,026,550.00	9,026,550.00	(45,540.00)
CIB 1.35 09 Jun 2023 FRN														
	LC100257	8 Jan 2021	0.450000	5,000,000.00	5,000,000.00	1.00000000	5,000,000.00	102.148	5,107,400.00	101.344000	101.344000	5,067,200.00	5,067,200.00	(40,200.00)
	LC100262	8 Jan 2021	0.450000	3,000,000.00	3,000,000.00	1.00000000	3,000,000.00	102.148	3,064,440.00	101.344000	101.344000	3,040,320.00	3,040,320.00	(24,120.00)
				_	8,000,000.00	-	8,000,000.00	102.148	8,171,840.00			8,107,520.00	8,107,520.00	(64,320.00)
CUA 0.68 22 Apr 2026 FRN														
	LC105450	13 Apr 2021	0.680000	11,000,000.00	11,000,000.00	1.00000000	11,000,000.00	100.000	11,000,000.00	99.321000	99.321000	10,925,310.00	10,925,310.00	(74,690.00)
					11,000,000.00		11,000,000.00	100.000	11,000,000.00			10,925,310.00	10,925,310.00	(74,690.00)
HSBCSyd 1.5 27 Sep 2024 Fixed														
	LC100324	12 Jan 2021	0.640000	1,480,000.00	1,480,000.00	1.00000000	1,480,000.00	103.138	1,526,442.40	99.184000	99.184000	1,467,923.20	1,467,923.20	(58,519.20)
				_	1,480,000.00	-	1,480,000.00	103.138	1,526,442.40			1,467,923.20	1,467,923.20	(58,519.20)

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Investment Report Pack
Central Coast Council

1 January 2022 to 31 January 2022

Treasury Direct Portfolio Valuation Report at 31 January 2022

Security	Acquisition Deal	Acquisition Date	Acquisition Yield/ Interest Rate	Acquisition Face Value Original	Balance Face Value Original	Bond Factor Current	Balance Face Value Current	Acquisition Capital Price	Acquisition Capital Consideration	Current Capital Price	CCP For Discount Securities	Current Capital Consideration	Current Capital Consideration Adjusted	Unrealised Capital Gain (Loss)
ICBC 0.77 24 Feb 2023 FRN														
	LC100672	22 Jan 2021	0.460000	10,000,000.00	10,000,000.00	1.00000000	10,000,000.00	100.639		100.436000	100.436000	10,043,600.00		(20,300.00)
					10,000,000.00		10,000,000.00	100.639	10,063,900.00			10,043,600.00	10,043,600.00	(20,300.00)
MACQ 0.48 09 Dec 2025 FRN														
	LC103204	2 Mar 2021	0.470000	10,000,000.00	10,000,000.00	1.00000000	10,000,000.00	100.046	10,004,600.00	99.415000	99.415000	9,941,500.00	9,941,500.00	(63,100.00)
	LX105597	15 Apr 2021	0.540000	10,000,000.00	10,000,000.00	1.00000000	10,000,000.00	99.733	9,973,300.00	99.415000	99.415000	9,941,500.00	9,941,500.00	(31,800.00)
					20,000,000.00		20,000,000.00	99.890	19,977,900.00			19,883,000.00	19,883,000.00	(94,900.00)
MACQ 0.8 07 Aug 2024 FRN														
	LC111488	25 Aug 2021	0.300000	3,000,000.00	3,000,000.00	1.00000000	3,000,000.00	101.459	3,043,770.00	100.787000	100.787000	3,023,610.00	3,023,610.00	(20,160.00)
				_	3,000,000.00	-	3,000,000.00	101.459	3,043,770.00			3,023,610.00	3,023,610.00	(20,160.00)
MACQ 1.7 12 Feb 2025 Fixed														
	LC100341	12 Jan 2021	0.610000	15,000,000.00	15,000,000.00	1.00000000	15,000,000.00	104.384	15,657,600.00	98.886000	98.886000	14,832,900.00	14,832,900.00	(824,700.00)
	LC100354	12 Jan 2021	0.610000	10,000,000.00	10,000,000.00	1.00000000	10,000,000.00	104.384	10,438,400.00	98.886000	98.886000	9,888,600.00	9,888,600.00	(549,800.00)
				_	25,000,000.00	-	25,000,000.00	104.384	26,096,000.00			24,721,500.00	24,721,500.00	(1,374,500.00)
MACQ 1.75 07 Aug 2024 Fixed														
	LC110793	11 Aug 2021	0.780000	10,000,000.00	10,000,000.00	1.00000000	10,000,000.00	102.855	10,285,500.00	99.704000	99.704000	9,970,400.00	9,970,400.00	(315,100.00)
	LC111489	25 Aug 2021	0.710000	2,000,000.00	2,000,000.00	1.00000000	2,000,000.00	103.026	2,060,520.00	99.704000	99.704000	1,994,080.00	1,994,080.00	(66,440.00)
				-	12,000,000.00	-	12,000,000.00	102.884	12,346,020.00			11,964,480.00	11,964,480.00	(381,540.00)
MYS 0.6 22 Nov 2024 FRN														
	LC114925	10 Nov 2021	0.600000	12,000,000.00	12,000,000.00	1.00000000	12,000,000.00	100.000	12,000,000.00	99.961000	99.961000	11,995,320.00	11,995,320.00	(4,680.00)
				-	12,000,000.00	-	12,000,000.00	100.000	12,000,000.00			11,995,320.00	11,995,320.00	(4,680.00)
MYS 0.65 16 Jun 2025 FRN														
	LC107738	7 Jun 2021	0.650000	9,500,000.00	9,500,000.00	1.00000000	9,500,000.00	100.000	9,500,000.00	99.875000	99.875000	9,488,125.00	9,488,125.00	(11,875.00)
				-	9,500,000.00	-	9,500,000.00	100.000	9,500,000.00			9,488,125.00	9,488,125.00	(11,875.00)
NAB 0.41 24 Aug 2026 FRN														
	LC112610	16 Sep 2021	0.380000	7,000,000.00	7,000,000.00	1.00000000	7,000,000.00	100.143	7,010,010.00	99.009000	99.009000	6,930,630.00	6,930,630.00	(79,380.00)
				-	7,000,000.00	-	7,000,000.00	100.143	7,010,010.00			6,930,630.00	6,930,630.00	(79,380.00)
NAB 0.92 19 Jun 2024 FRN														
	LC112880	24 Sep 2021	0.250000	5,000,000.00	5,000,000.00	1.00000000	5,000,000.00	101.811	5,090,550.00	101.244000	101.244000	5,062,200.00	5,062,200.00	(28,350.00)
					5,000,000.00		5,000,000.00	101.811	5,090,550.00			5,062,200.00	5,062,200.00	(28,350.00)
NPBS 0.63 04 Mar 2026 FRN									,				,,	(20,000.00)
	LC103141	2 Mar 2021	0.580000	1,000,000.00	1,000,000.00	1.00000000	1,000,000.00	100.242	1,002,420.00	99.345000	99.345000	993,450.00	993,450.00	(8,970.00)
					1,000,000.00		1,000,000.00	100.242	1,002,420.00			993,450.00	993,450.00	(8,970.00)
					1,000,000.00		1,000,000.00	100.242	1,002,420.00			333,430.00	555,450.00	(8,970.00)

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Coast Council												1 Janua		tral Coast (o 31 Janua
Security	Acquisition Deal	Acquisition Date	Acquisition Yield/ Interest Rate	Acquisition Face Value Original	Balance Face Value Original	Bond Factor Current	Balance Face Value Current	Acquisition Capital Price	Acquisition Capital Consideration	Current Capital Price	CCP For Discount Securities	Current Capital Consideration	Current Capital Consideration Adjusted	Unrealised Capital Gain (Loss)
NSWTC 1.25 20 Mar 2025 Fixed														
	LC96863	21 Nov 2019	1.250000	2,000,000.00	2,000,000.00	1.00000000	2,000,000.00	100.000	2,000,000.00	99.420000	99.420000	1,988,400.00	1,988,400.00	(11,600.00)
					2,000,000.00		2,000,000.00	100.000	2,000,000.00			1,988,400.00	1,988,400.00	(11,600.00)
SWTC 3 15 Nov 2028 Fixed	LC96875	15 Nov 2018	3.000000	15,000,000.00	15,000,000.00	1.00000000	15,000,000.00	100.000	15,000,000.00	106 394000	106 394000	15,959,100.00	15,959,100.00	959,100.00
	L090075	13 100 2010	3.000000		15,000,000.00		15,000,000.00	100.000	15,000,000.00	100.394000	100.394000			959.100.00
NTTC 1.4 15 Dec 2026 - Issued 26					10,000,000.00		10,000,000.00		. 5,555,000.00			.0,000,100.00	. 0,000,100.00	333,100.00
August 2021 - CCC Fixed	LC111486	26 Aug 2021	1.400000	5,000,000.00	5,000,000.00	1.00000000	5,000,000.00	100.000	5,000,000.00	100.000000	100.000000	5,000,000.00	5,000,000.00	0.00
				· · · –	5,000,000.00	_	5,000,000.00	100.000	5,000,000.00			5,000,000.00	5,000,000.00	0.00
Qld Police 0.75 22 Mar 2024 FRN														
	LC103940	17 Mar 2021	0.750000	4,500,000.00	4,500,000.00	1.00000000	4,500,000.00	100.000	4,500,000.00	99.651000	99.651000	4,484,295.00	4,484,295.00	(15,705.00)
				_	4,500,000.00	-	4,500,000.00	100.000	4,500,000.00			4,484,295.00	4,484,295.00	(15,705.00)
RACB 0.93 24 Feb 2023 FRN														
	LC103143	2 Mar 2021	0.500000	1,000,000.00	1,000,000.00	1.00000000	1,000,000.00	100.839	1,008,390.00	100.340000	100.340000	1,003,400.00	1,003,400.00	(4,990.00)
				_	1,000,000.00	_	1,000,000.00	100.839	1,008,390.00			1,003,400.00	1,003,400.00	(4,990.00)
SunBank 0.45 24 Feb 2026 FRN														
	LC112608	16 Sep 2021	0.410000	5,000,000.00	5,000,000.00	1.00000000	5,000,000.00	100.173	5,008,650.00	99.190000	99.190000	4,959,500.00	4,959,500.00	(49,150.00)
				_	5,000,000.00	_	5,000,000.00	100.173	5,008,650.00			4,959,500.00	4,959,500.00	(49,150.00)
SunBank 0.48 15 Sep 2026 FRN														
	LC112472	9 Sep 2021	0.406300	2,900,000.00	2,900,000.00	1.00000000	2,900,000.00	100.340	2,909,860.00	98.916000	98.916000	2,868,564.00	2,868,564.00	(41,296.00)
	LC113804	13 Oct 2021	0.510000	10,000,000.00	10,000,000.00	1.00000000	10,000,000.00	99.858	9,985,800.00	98.916000	98.916000	9,891,600.00	9,891,600.00	(94,200.00)
					12,900,000.00		12,900,000.00	99.966	12,895,660.00			12,760,164.00	12,760,164.00	(135,496.00)
SunBank 0.78 25 Jan 2027 FRN														
	LC117127	18 Jan 2022	0.780000	13,000,000.00	13,000,000.00	1.00000000	13,000,000.00	100.000	13,000,000.00	99.999000	99.999000	12,999,870.00	12,999,870.00	(130.00)
-					13,000,000.00		13,000,000.00	100.000	13,000,000.00			12,999,870.00	12,999,870.00	(130.00)
SunBank 1.85 30 Jul 2024 Fixed														
	LC111490	25 Aug 2021	0.700000	1,000,000.00	1,000,000.00	1.00000000	1,000,000.00	103.322	1,033,220.00			1,001,420.00	1,001,420.00	(31,800.00)
	LC112603	16 Sep 2021	0.660000	1,500,000.00	1,500,000.00	1.00000000	1,500,000.00	103.365	1,550,475.00	100.142000	100.142000	1,502,130.00	1,502,130.00	(48,345.00)
					2,500,000.00		2,500,000.00	103.348	2,583,695.00			2,503,550.00	2,503,550.00	(80,145.00)
JBS Aust 0.5 26 Feb 2026 FRN	10400000	0.14- 000-	0.400000	0.000.000.00	0.000 000 0-	4 00000000	0.000.000.00	400 00-	0.000.001.00	00 00000-	00 00000-	0 757 070 5		(40.000.00)
	LC103200 LC103543	2 Mar 2021 9 Mar 2021	0.480000	6,800,000.00 12,000,000.00	6,800,000.00 12,000,000.00	1.00000000	6,800,000.00	100.098	6,806,664.00	99.382000	99.382000	6,757,976.00	6,757,976.00	(48,688.00) (85,680.00)
							12,000,000.00	100.096	12,011,520.00	99.382000	99.382000	11,925,840.00	11,925,840.00	

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Central Coast Council												1 Janua		ment Repo tral Coast o 31 Janua
Security	Acquisition Deal	Acquisition Date	Acquisition Yield/ Interest Rate	Acquisition Face Value Original	Balance Face Value Original	Bond Factor Current	Balance Face Value Current	Acquisition Capital Price	Acquisition Capital Consideration	Current Capital Price	CCP For Discount Securities	Current Capital Consideration	Current Capital Consideration Adjusted	Unrealised Capital Gain (Loss)
JBS Aust 0.87 30 Jul 2025 FRN														
	LC100676	22 Jan 2021	0.403100	5,000,000.00	5,000,000.00	1.00000000	5,000,000.00	102.081	5,104,050.00	100.962000	100.962000	5,048,100.00	5,048,100.00	(55,950.00)
	LC104737	1 Apr 2021	0.510000	5,000,000.00	5,000,000.00	1.00000000	5,000,000.00	101.511	5,075,550.00	100.962000	100.962000	5,048,100.00	5,048,100.00	(27,450.00)
				-	10,000,000.00	-	10,000,000.00	101.796	10,179,600.00			10,096,200.00	10,096,200.00	(83,400.00)
UBS Aust 1.2 30 Jul 2025 Fixed														
	LC100329	12 Jan 2021	0.650000	4,000,000.00	4,000,000.00	1.00000000	4,000,000.00	102.458	4,098,320.00	96.925000	96.925000	3,877,000.00	3,877,000.00	(221,320.00)
				-	4,000,000.00	-	4,000,000.00	102.458	4,098,320.00			3,877,000.00	3,877,000.00	(221,320.00)
Westpac 0.7 25 Jan 2027 FRN														
	LC117174	19 Jan 2022	0.700000	16,000,000.00	16,000,000.00	1.00000000	16,000,000.00	100.000	16,000,000.00	100.092000	100.092000	16,014,720.00	16,014,720.00	14,720.00
				-	16,000,000.00	-	16,000,000.00	100.000	16,000,000.00			16,014,720.00	16,014,720.00	14,720.00
Westpac 2.25 16 Aug 2024 Fixed														
	LC112606	16 Sep 2021	0.580000	2,800,000.00	2,800,000.00	1.00000000	2,800,000.00	104.803	2,934,484.00	101.565000	101.565000	2,843,820.00	2,843,820.00	(90,664.00)
				-	2,800,000.00	-	2,800,000.00	104.803	2,934,484.00			2,843,820.00	2,843,820.00	(90,664.00)
														(3,148,250.90)
														(2,,200100)
	Note: The su	ummary values fo	or Acquisition Capit	al Price are the weig	hted average acquisi	tion capital price	s based upon the Ba	lance Face V	alue Current for e	each security.				

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11b. Unrealised Unit/Share Capital Gains (Losses) As At 31 January 2022

No unrealised gains or losses (for unit trusts and shares) to report for entered period.

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12. Associated Cash Statement for Settlement Period 1 January 2022 to 31 January 2022 inclusive

No associated cash transactions to report for entered period.

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13. Tax Summary For 1 January 2022 to 31 January 2022

Interest Income	239,607.38
Realised Gains (Losses) - Fixed Interest Dealing	0.00
Realised Gains (Losses) - Principal Repayments	0.00
Total	239,607.38

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Report Code: TEPACK020EXT-01.83 Report Description: Investment Report Pac Parameters: Trading Entity: Central Coast Council Settlement Date Base History Start Date: 1 Jan 2000 Income Expense Status: Authorised FI Deal Status: Contract Exclude Cash Exclude Unallocated Cash Exclude Unallocated Cash Exclude Unallocated Cash

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Central Coast Council Monthly Finance Report January 2022

> Peter Correy 14 February 2022

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Financial Performance Author: Peter Correy Monthly Finance Report January 2022 Date: 14 February 2022 © Central Coast Council Wyong Office: 2 Hely St / PO Box 20 Wyong NSW 2259 Gosford Office: 49 Mann St /PO Box 21 Gosford NSW 2550 **E** ask@centralcoast.nsw.gov.au **W** centralcoast.nsw.gov.au

Financial Performance

Monthly Finance Report January 2022

The purpose of the monthly Finance Report is to provide the Executive Leadership Team with consolidated financial information for Central Coast Council to enable effective financial stewardship through the provision of information relevant to operations, capital expenditure funding and cash position.

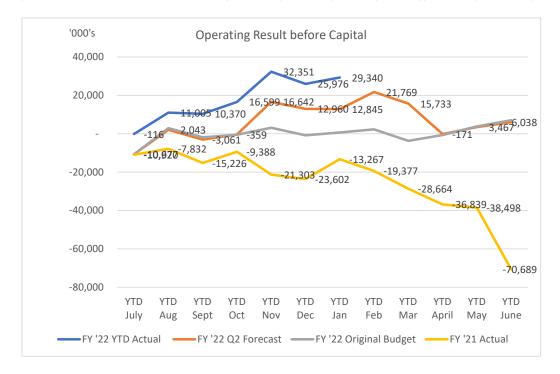
The Report covers the following key areas of Council's finances:

- Year to date trading position for the consolidated entity, water and sewer funds and general/drainage/waste funds.
- Consolidated entity summary commentary with revenue and expenditure graphs
- Detailed consolidated results with commentary
- Summary capital expenditure by Directorate and funding source
- Cash and investments and borrowing position
- Year to date cashflow forecast and actual
- Restricted and unrestricted funds position

CONSOLIDATED TRADING SUMMARY						
		YTD				
						Original
		Current			Year End	Full Year
	Actuals	Budget	Variance	Variance	Forecast	Budget
	'000s	'000s	'000s	%		'000s
Operating Revenue	355,509	355,276	233	0.1%	642,245	666,792
Operating Expense	326,169	342,504	16,335	4.8%	636,207	659,749
Operating Surplus/(Deficit)	29,340	12,771	16,568		6,038	7,043
Capital Revenue	25,169	28,682	(3,513)	-12.2%	62,563	42,890
Other Capital Income (Asset disposals)	0	0	0	0.0%	0	0
Capital Loss (asset write-off)	0	0	0	0.0%	0	0
Net Result	54,509	41,453	13,056		68,601	49,933
Work in Progress	45,993	64,967	18,974	29.2%	160,420	175,040
Total Capital Expenditure	45,993	64,967	18,974		160,420	175,040

WATER & SEWER TRADING SUMMARY						
		YTD				
						Original
		Current			Year End	Full Year
	Actuals	Budget	Variance	Variance	Forecast	Budget
	'000s	'000s	'000s	%		'000s
Operating Revenue	85,054	83,575	1,479	1.8%	153,827	151,540
Operating Expense	88,248	89,663	1,415	1.6%	164,323	163,175
Operating Surplus/(Deficit)	(3,193)	(6,088)	2,895		(10,496)	(11,635)
Capital Revenue	4,350	6,195	(1,846)	-29.8%	11,957	14,533
Other Capital Income (Asset disposals)	0	0	0	0.0%	0	0
Capital Loss (asset write-off)	0	0	0	0.0%	0	0
Net Result	1,156	107	1,049		1,461	2,898
Work in Progress	14,985	19,407	4,422	22.8%	51,999	65,358
Total Capital Expenditure	14,985	19,407	4,422		51,999	65,358

GENERAL, DRAINAGE & WASTE TRADING SUM	IMARY					
		YTD				
						Original
		Current			Year End	Full Year
	Actuals	Budget	Variance	Variance	Forecast	Budget
	'000s	'000s	'000s	%		'000s
Operating Revenue	270,455	271,701	(1,246)	(.5%)	488,418	515,252
Operating Expense	237,922	252,842	14,920	5.9%	471,884	496,574
Operating Surplus/(Deficit)	32,533	18,859	13,674		16,534	18,67
Capital Revenue	20,820	22,486	(1,667)	-7.4%	50,606	28,35
Other Capital Income (Asset disposals)	0	0	0	0.0%	0	(
Capital Loss (asset write-off)	0	0	0	0.0%	0	(
Net Result	53,352	41,345	12,007		67,140	47,035
Work in Progress	31,008	45,560	14,552	31.9%	108,421	109,682
Total Capital Expenditure	31,008	45,560	14,552		108,421	109,682



The reduction in Council's operating result before capital in April, is due to increased depreciation that will arise following capitalisation of project works as a result of the delay of rolling forward Council's fixed asset register in line with completion of the external year-end audit.

Consolidated Entity Summary Commentary

Net Result

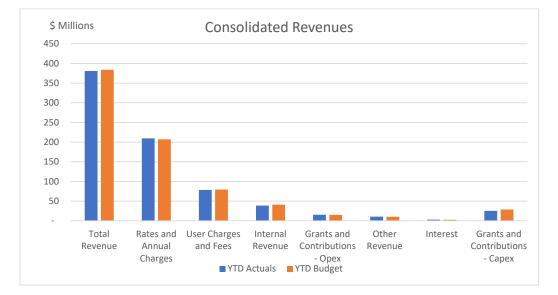
- YTD net result (including capital revenues) at 31 January 2022 was a surplus of \$54.5M compared to the budget surplus of \$41.5M.
- Council's YTD operating surplus (excluding capital revenue) was a surplus of \$29.3M compared to the budget surplus of \$12.8M.

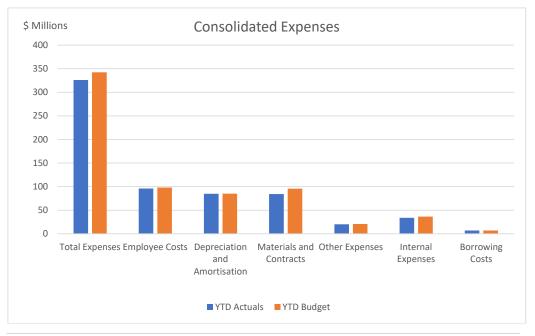
Operating Revenue – \$0.2M favourable to budget

- Rates and annual charges +\$2.4M
- Other operating income including interest, grants and contributions +\$1.1M
- User charges and fees (\$0.9M)
- Internal revenue (\$2.4M)

Operating Expenses - \$16.3M favourable to budget

- Employee costs \$2.1M
- Materials and Services \$11.3M
- Internal expenses \$2.4M
- Other including depreciation and borrowing costs \$0.5M





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Summary Consolidated Operational Results

Ot	Central Coast Council									
			Janua	ry 2022						
	CUR	RENT MO	NTH		YEAR T	O DATE		F	ULL YEAR	
	Actuals	Adopted Budget	Variance	Actuals	Adopted Budget	Variance	Last Year YTD Actuals	Last Year Actual	Original Budget	Year End Forecast
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Income Rates and Annual Charges User Charges and Fees Other Revenue Interest Grants and Contributions Gain on Disposal Other Income	26,988 11,921 936 448 3,030 - 469	26,725 12,231 827 362 3,022 - 760	263 (309) 109 86 8 - (290)	209,678 78,480 6,425 3,006 15,140 - 4,134	207,280 79,343 6,009 2,533 14,818 - 4,254	2,398 (863) 417 473 323 - (120)	194,312 81,708 4,430 4,908 20,713 1,154 4,482	331,384 139,105 12,666 5,598 42,409 2,609 8,214	361,871 140,269 9,196 4,442 49,491 - 8,056	365,661 139,365 9,831 4,442 42,974 - 7,598
Internal Revenue Total Income attributable to Operations	5,093 48,886	5,775 49,700	(681) (815)	38,644 355,509	41,039 355,276	(2,394) 233	44,846 356,553	74,557 616,542	93,467 666,792	72,375 642,245
Operating Expenses Employee Costs	13,416	13,869	453	95,841	97,934	2,094	117,220	222,617	175,833	172,703
Borrowing Costs Materials and Contracts Depreciation and Amortisation Other Expenses	914 12,052 12,087 2,429	914 15,411 11,841 2,761	(0) 3,359 (246) 332	6,868 84,332 84,952 20,211	6,884 95,615 84,970 20,669	16 11,282 18 458	8,111 95,646 92,525 21,147	16,414 181,128 162,303 36,059	17,471 175,793 177,106 39,192	12,689 180,965 170,021 37,422
Loss on Disposal Internal Expenses Overheads	4,623	5,019 0	- 396 -	33,966 (0)	36,433 (0)	2,467	224 34,947 (0)	9,660 59,051 (0)	- 74,354 0	62,406
Total Expenses attributable to Operations	45,522	49,815	4,293	326,169	342,504	16,335	369,819	687,231	659,749	636,207
Operating Result after Overheads and before Capital Amounts	3,364	(114)	3,478	29,340	12,771	16,568	(13,267)	(70,689)	7,043	6,038
Capital Grants Capital Contributions Grants and Contributions Capital Received	1,306 2,101 3,407	4,306 1,908 6,214	(3,000) 193 (2,806)	15,582 9,587 25,169	16,189 12,493 28,682	(607) (2,906) (3,513)	13,433 8,990 22,422	36,893 46,810 83,703	8,445 34,445 42,890	43,652 18,911 62,563
Net Operating Result	6,771	6,099	672	54,509	41,453	13,056	9,156	13,014	49,933	68,601

Revenue

• Rates and Annual Charges

Favourable variance of \$2.4M attributable to Sewer Service Availability charges associated with IPART Clarification Notice \$1.7M and increase in domestic waste and water supply charges \$0.7M.

• User Charges and Fees

A mixture of favourable and unfavourable variances has given rise to a net unfavourable variance of \$0.9M. The major contributor being a fall in water usage charges \$1.3M due

to lower demand and reduced childcare income of \$0.5M, offset in part by 'one-off' penalty charges for trade waste and sewer usage charges.

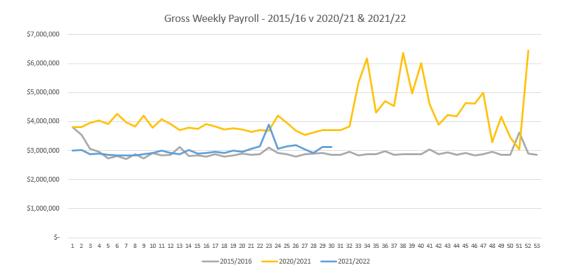
- Other Revenue Favourable variance of \$0.4M due to increase in fine income and sale of scrap metal.
- Interest
 Favourable variance of \$0.5M
- Operating Grants and Contributions Favourable variance of \$0.3M attributable to RMS contributions and employee motor vehicle contributions
- Other income Unfavourable variance of \$0.1M from commercial property income and community facility hire income.
- Internal Revenue / Expenditure Net favourable variance of \$0.1M.
- Capital Grants Unfavourable variance of \$0.6M due to timing of works on capital projects in water and sewer Infrastructure Services.
- Capital Contributions Unfavourable variance of \$2.9M due to reduction in Sec. 7.11 contributions \$1.5M and reduced Sec. 64 contributions \$1.4M for water and sewer.

Expenditure

Employee Costs

Favourable variance of \$2.1M attributable to vacant FTE roles of \$4.0M offset by reduced capital labour costs of \$1.9M mainly due to delayed data capture through the outage of Kronos. The graphical representation of Gross weekly payroll (following the expenditure summary analysis), during financial year prior to amalgamation (2015-2016) and FY20 and FY21 YTD shows an approximate 20% - 25% reduction.

- Materials and Contracts
 Favourable variance of \$11.3M. Savings in materials \$4.1M, contracts, labour hire and consultants \$3.8M and miscellaneous other expenses \$3.3M.
- Depreciation and Amortisation In line with budget.
- Other Expenses Favourable variance of \$0.5M through reduced EPA and Crown land levy charges.

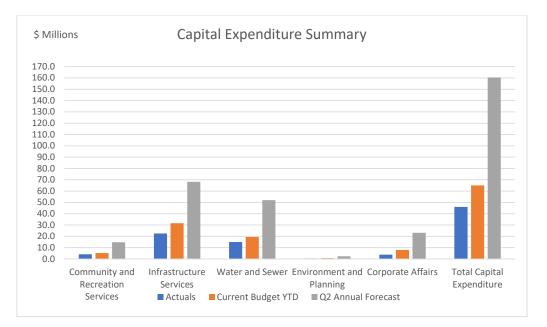


Summary Capital Expenditure by Directorate and Funding Source

At 31 January Council was working on 457 projects, 345 of which were in line with or under budget with 112 projects over budget.

Summary Capital Expenditure by Directorate		YTD			Annual
		Current			Current Q2
Department	Actuals	Budget	Variance	Variance	Forecast
	'000s	'000s	'000s	%	'000s
Community and Recreation Services	4,119	5,277	(1,158)	(21.9%)	14,762
Infrastructure Services	22,576	31,621	(9,045)	(28.6%)	68,179
Water and Sewer	14,985	19,407	(4,422)	(22.8%)	51,999
Environment and Planning	454	737	(283)	(38.4%)	2,404
Corporate Affairs	3,859	7,925	(4,066)	(51.3%)	23,076
Total Capital Expenditure	45,993	64,967	(18,974)	(29.2%)	160,420

YTD Actuals by funding source										
Department	Grants	Contributions	Restricted Funds	General Revenue						
	'000s	'000s	'000s	'000s						
Community and Recreation Services	2,604	405	0	1,111						
Infrastructure Services	11,848	208	5,075	5,445						
Water and Sewer	1,865	0	1,135	11,984						
Environment and Planning	27	0	0	427						
Corporate Affairs	12	31	736	3,080						
Total Capital Expenditure	16,356	644	6,946	22,047						



Capital Expenditure Summary

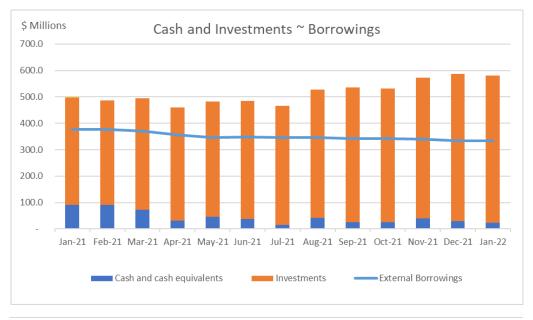
Donated (non-cash) Assets

There have been no donated assets received by Council through to 31 January.

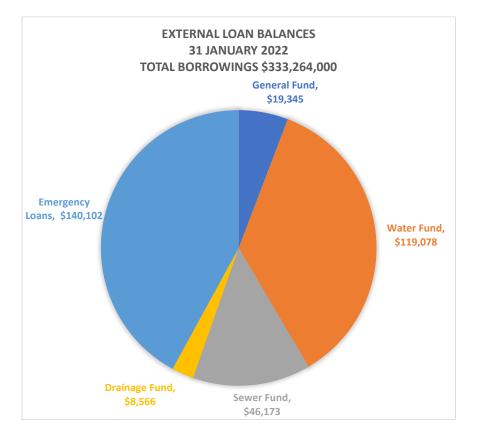
Cash/Investments and Borrowings

Cash balance 31 January is \$580.6M, a decrease of \$6.6M from 31 December.

External borrowings 31 January were \$333.3M.



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YTD Cashflow Summaries

The following table records Council's actual YTD cash position to the rolling forecast (prior month + current month forecast) and the revised cash forecast to the original cash forecast at 30 June 2022.

	Actual YTD	Rolling		Revised	Original
	@ 31	Forecast @ 31	YTD	Forecast @	Forecast @
	January	January	Movement	30 June	30 June 2022
CASH FLOW MOVEMENTS	\$'000	\$'000	\$'000	2022	\$'000
Opening cash & investments @ 1 July 2021	484,418	484,418	0	484,418	484,418
Income receipts (incl Capital grants & contributions)	401,221	418,635	(17,413)	735,193	730,192
Operational payments	(279,081)	(289,029)	9,949	(506,216)	(517,489)
Net operating cash inflow / (outflow)	122,141	129,605	(7,465)	228,978	212,703
Capital projects payments	(46,448)	(58,435)	11,987	(161,150)	(175,040)
Asset sales	34,457	34,205	253	34,457	0
Financing receipts	0	0	0	12,779	1,658
Financing repayments	(13,949)	(13,949)	0	(39,540)	(41,197)
Total cash inflow / (outflow)	96,201	91,425	4,775	75,523	(1,876)
Closing cash & investments @ 31 January 2021	580,619	575,844	4,775	559,942	482,542
Represented by:					
Externally restricted cash	346,239	340,255	5,984	338,002	336,284
Internally restricted cash	91,693	90,658	1,036	91,693	92,899
Unrestricted cash	142,687	144,931	(2,244)	130,246	53,359
Total cash	580,619	575,844	4,775	559,942	482,542

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Reduction in income receipts is attributable to the timing of sewer rates and charges \$9.0M, reduced capital grants and contributions \$2.5M and net GST payable \$2.5M. Tis was offset by reduced materials and services payments.

The following table records Council's General Fund YTD cash position at 31 January and the revised quarterly forecasts through to 30 June 2022.

ACTUAL v FORECAST MONTHLY CASH FLOW	31 January	31 March	30 June
	Actual	Forecast	Forecast
GENERAL FUND	\$'000	\$'000	\$'000
Opening cash & investments @ 1 July 2021	248,959	248,959	248,959
Income receipts (incl Capital grants & contributions)	259,249	330,658	463,758
Operational payments	(174,317)	(239,016)	(324,528)
Net operating cash inflow / (outflow)	84,932	91,643	139,230
Capital projects payments	(28,872)	(53,764)	(91,997)
Asset sales	34,457	34,457	34,457
Financing receipts	622	622	622
Financing repayments	(6,587)	(8,935)	(12,025)
Total cash inflow / (outflow)	84,552	64,024	70,288
Closing cash & investments	333,511	312,983	319,246
Represented by:			
Externally restricted cash	186,477	181,474	182,362
Internally restricted cash	89,734	89,734	89,734
Unrestricted cash	57,299	41,774	47,150
Total cash	333,511	312,983	319,246

Restricted/Unrestricted Funds

Council's cash and investment portfolio is held in separate funds as detailed below. These funds are categorised as externally restricted, internally restricted and unrestricted.

Externally restricted funds include developer contributions of \$187.0M categorised as:

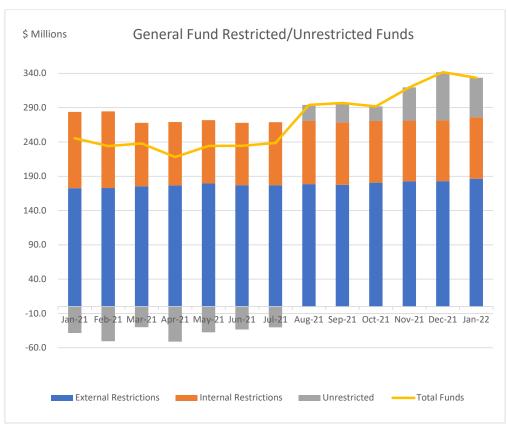
S7.11 Contributions	\$140.1M
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- S7.4 Planning agreements \$ 5.7M
- S64 Contributions Water \$ 2.8M
- S64 Contributions Sewer \$ 19.3M

Fund	General Fund (\$'000)	Water Fund (\$'000)	Sewer Fund (\$'000)	Drainage Fund (\$′000)	Waste Fund (\$'000)
External Restricted Funds	186,477	7,195	22,019	37,049	93,499
Internal Restricted Funds	89,734	1,026	877	55	-
Total Restricted Funds	276,211	8,221	22,896	37,104	93,499
Unrestricted Funds	57,300	(7,577)	118,474	(35,760)	10,251
Total funds by Fund	333,511	644	141,370	1,344	103,750

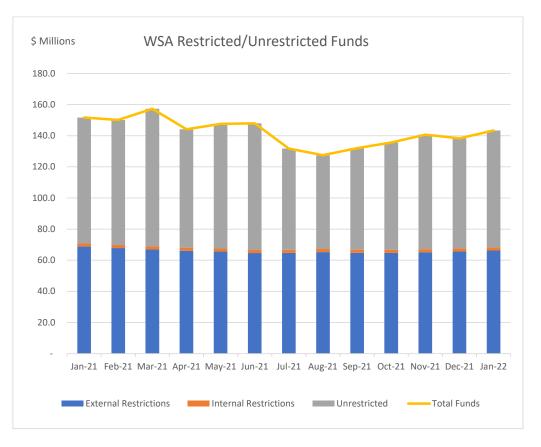
11 | P a g e

The General Fund unrestricted balance is currently \$57.3M and is available to meet the January 2022 unrestricted funds deficit in Water and Sewer Funds of \$43.34M.

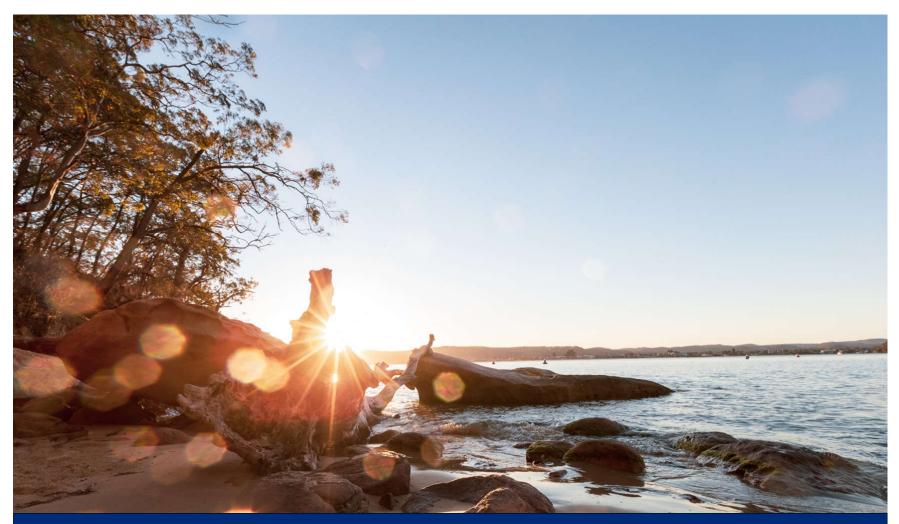


The table below shows the net position of restricted and unrestricted funds for the Water Supply Authority. The unrestricted amount for each fund within the WSA is as follows:

- Water Fund (\$7.6M)
- Sewer \$118.5M
- Drainage (\$35.8M)



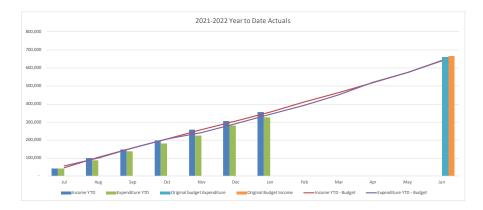
Financial Performance – Monthly Finance Report January 2022



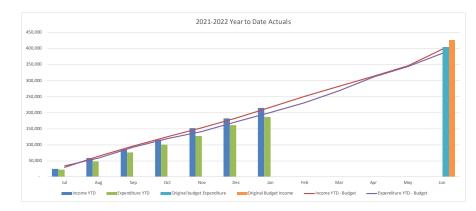
Consolidated and Fund Monthly Financial Reports

January 2022

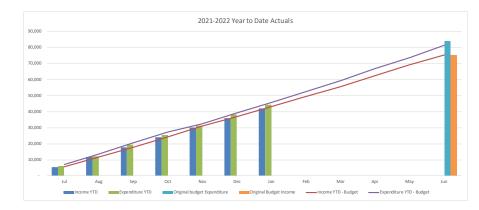
			Ор	eratin	olidat g Stat		nt				C	ntral oast uncil	
	CURRENT MONTH YEAR TO DATE FULL YEAR												
	Actuals											Year End Forecast	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Operating Income Rates and Annual Charges Liker Charges and Fees Other Revenue Hierest Grants and Contributions Gain on Disposal Other Income Hiernal Revenue Total Income attributable to Operations Operating Exponse s Employee Costs Borrowing Costs Materials and Services Depredation and Anortisation Other Expenses	26,988 11,921 936 448 3,030 - 469 5,093 48,886 13,416 914 12,052 12,087 2,429	26,725 12,231 827 362 3,022 - 760 5,775 49,700 13,869 914 15,411 11,841 2,761	263 (309) 109 86 6 (290) (681) (615) (615) (615) (615) (453 (0) 3,359 (246) 332 -	209,678 78,480 6,425 3,006 15,140 - - 4,13 38,644 355,509 95,841 6,668 84,332 84,352 20,211	207,280 79,343 6,009 2,533 14,818 - - 4,254 41,039 355,276 97,934 6,884 95,615 84,970 20,669	2,398 (863) 417 473 323 - (120) (2,394) 233 2,094 16 11,282 18 458 -	194,312 81,708 4,430 20,713 1,154 4,482 44,846 356,553 117,220 8,111 95,646 92,525 21,147 224	331,384 139,105 12,666 5,598 42,409 2,609 8,214 74,557 616,542 222,617 16,414 181,128 162,303 36,059 9,660	361,871 140,269 9,196 4,442 93,467 666,792 175,833 17,471 175,793 177,106 39,192	339 1.063 927 0 (7,315) (436) (20,512) (25,934) (4,782) 6,444 (7,085) (1,481)	3,450 (1,967) (291) - (23) (580) 1,387 110 (1,272) - (290)	365,661 139,365 9,831 4,442 42,974 - 7,598 72,375 642,245 172,703 12,689 180,965 170,021 37,422	
Internal Expenses Overheads	4,623	5,019	396	33,966 (0)	36,433 (0)	2,467	34,947 (0)	59,051 (0)	74,354	(11,608)	(340)	62,406	
Total Expenses attributable to Operations	45,522	49,815	4,293	(0) 326,169	(U) 342,504	16,335	369,819	(0) 687,231	659,749	(21,750)	(1,791)	636,207	
Operating Result after Overheads and before Capital Amounts	3,364	(114)	3,478	29,340	12,771	16,568	(13,267)	(70,689)	7,043	(4,183)	3,178	6,038	
Capital Grants Capital Contributions Grants and Contributions Capital Received	1,306 2,101 3,407	4,306 1,908 6,214	(3,000) 193 (2,806)	15,582 9,587 25,169	16,189 12,493 28,682	(607) (2,906) (3,513)	13,433 8,990 22,422	36,893 46,810 83,703	8,445 34,445 42,890	37,199 (12,414) 24,785	(1,992) (3,120) (5,112)	43,652 18,911 62,563	
Net Operating Result	6,771	6,099	672	54,509	41,453	13,056	9,156	13,014	49,933	20,602	(1,934)	68,601	



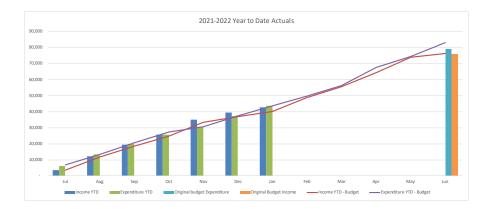
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	CURRENT MONTH YEAR TO DATE FULL YEAR												
	Actuals	Actuals Adopted Budget Variance Actuals Adopted Variance Last Year Original Adopted Changer Actuals Budget Changer										Year End Forecast	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Operating Income Rates and Annual Charges User Charges and Fees Other Revenue Materst Grants and Contributions Gain on Disposal Other Income Internal Revenue Total Income attributable to Operations Operating Expenses Employee Costs	17,235 5,696 936 437 3,027 - 476 5,013 32,820 11,112 188	17,160 5,729 827 195 3,022 - 760 5,578 33,270 11,474 188	75 (33) 109 242 5 - (284) (564) (564) (450)	118.394 32,240 6,314 2,084 15,085 - - 4,128 37,603 215,849 79,359	118,433 32,695 6,009 1,364 14,806 - 4,254 39,848 217,409 81,419 1,350	(39) (455) 306 719 279 (126) (2,246) (1,561) 2,060	103,037 34,677 4,353 2,922 20,375 1,154 4,518 43,678 214,714 98,161 98,161	175,762 63,864 12,561 3,362 41,702 2,609 8,250 71,818 379,928 185,988	205,958 59,684 9,196 2,339 49,471 - - 8,031 91,019 425,697 146,300	(1,725) 1,063 927 - (7,345) (20,545) (28,061) (3,009) (3,009)	20 (987) (291) - 761 - (29) (580) (1,106) 110	204,254 59,759 9,831 2,339 42,887 7,566 <u>69,894</u> 396,531 143,401 3,391	
Borrowing Costs Materials and Services Depreciation and Amortisation Other Expenses Loss on Disposal	8,641 6,099 1,000	11,353 5,824 1,503	(0) 2,713 (275) 502	1,353 58,218 43,034 10,996	68,076 43,013 11,631	(3) 9,858 (21) 636	68,783 47,431 11,749 224	3,313 129,510 81,902 20,405 7,247	7,872 127,972 91,884 22,824	(4,481) 5,116 (3,490) (211)	(1,044) (790)	132,045 88,394 21,824	
Internal Expenses Overheads Total Expenses attributable to Operations	1,786 (2,820) 26,006	2,157 (2,820) 29,679	371 - 3,673	14,003 (19,737) 187,225	15,730 (19,737) 201,482	1,727 - 14,257	15,144 (15,701) 226,721	24,925 (37,724) 415,566	37,718 (29,920) 404,651	(10,305) (3,915) (20,294)	(184) - (1,907)	27,229 (33,835) 382,450	
Operating Result after Overheads and before Capital Amounts	6,814	3,591	3,223	28,624	15,927	12,696	(12,007)	(35,638)	21,047	(7,767)	801	14,081	
Capital Grants Capital Contributions Grants and Contributions Capital Received	1,256 1,521 2,778	4,046 1,244 5,289	(2,789) 278 (2,512)	12,973 6,610 19,583	13,149 7,924 21,073	(175) (1,314) (1,489)	9,661 5,076 14,737	30,474 28,597 59,072	5,945 19,024 24,969	29,687 (4,882) 24,806	118 (1,820) (1,702)	35,750 12,323 48,073	
Net Operating Result	9,592	8,881	711	48,207	37,000	11,207	2,730	23,433	46,016	17,039	(901)	62,154	



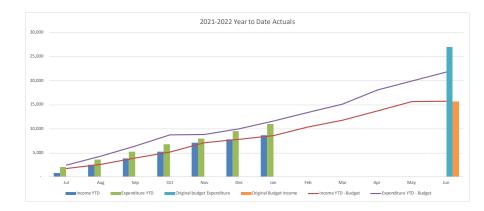
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	CURRENT MONTH YEAR TO DATE FULL YEAR												
	Actuals												
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Operating Income Rates and Annual Charges User Charges and Fees Other Revenue	482 5,491	439 5,751 -	43 (260)	5,983 35,259 3	5,598 36,574	385 (1,315) 3	6,595 36,036 43	11,857 56,212 43	11,762 61,305 -	(0)	520 (1,480)	12,282 59,825	
Interest Grants and Contributions Gain on Disposal Other Income	(0) 8 - (6)	30 - -	(30) 8 - (6)	121 8 -	207	(86) 8 -	143 3 - (36)	315 3 - (36)	355 - - 26	-	-	355 - - 32	
Internal Revenue Total Income attributable to Operations	43 6,017	159 6,379	(117)	761 42,142	911 43,291	(150)	799 43,582	1,489 69,883	1,913 75,361	- (0)	(954)	1,913 74,407	
Operating Expenses Employee Costs Borrowing Costs Materials and Services Depreciation and Amortisation Other Expenses	1,067 467 364 2,370	1,171 467 676 2,372	104 - 312 2	7,596 3,583 4,424 16,593	7,853 3,622 5,036 16,605	257 39 612 12	8,845 4,600 5,521 15,420 (1)	16,877 7,750 12,687 24,783 (5)	16,487 6,480 9,427 29,966	(2,601) (346) (41) (0)	(792) 71	13,094 6,133 9,456 29,966	
Loss on Disposal Internal Expenses Overheads Total Expenses attributable to Operations	- 866 888 6,023	- 941 888 6,516	- 75 - 493	- 6,093 6,217 44,505	- 6,609 6,217 45,941	- 516 - 1,436	5,562 5,073 45,021	994 9,289 12,007 84,382	- 11,266 10,368 83,994	47 289 (2,653)	(162) (884)	- 11,151 10,657 80,457	
Operating Result after Overheads and before Capital Amounts	(6)	(137)	131	(2,363)	(2,650)	287	(1,440)	(14,499)	(8,633)	2,653	(70)	(6,050)	
Capital Grants Capital Contributions Grants and Contributions Capital Received	- 208 208	195 290 485	(195) (81) (277)	2,047 1,318 3,364	2,472 2,075 4,546	(425) (757) (1,182)	2,621 1,729 4,350	4,871 3,526 8,398	1,250 7,075 8,325	3,645 (3,551) 94	(610) (580) (1,190)	4,285 2,944 7,230	
Net Operating Result	203	348	(146)	1,001	1,896	(895)	2,910	(6,101)	(308)	2,747	(1,260)	1,179	



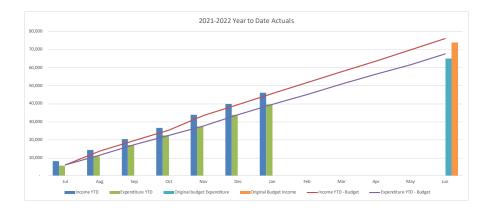
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	CURRENT MONTH YEAR TO DATE FULL YEAR												
	Actuals	Actuals Adopted Variance Actuals Adopted Variance Last Year Original Adopted Budget Prime Budget Variance Last Year Original Adopted Changes										Year End Forecast	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Operating Income Rate and Annual Charges User Charges and Fees Other Revenue Hierest Grants and Contributions Gain on Disposal Other Income Themal Revenue	2,365 731 - - - - - - - - - - - - - - - - - - -	2,261 750 - 128 - - - 37 37 3.176	104 (19) - (128) - - - - (0) (43)	30,771 10,969 106 687 3 - - 264	29,053 10,074 - - - - - - - - - - - - - - - - - - -	1,718 895 106 (207) 3 - - 2 2 2,516	32,398 10,989 35 997 281 - - 352 45,052	54,662 19,018 59 1,780 462 - - 1,166	54,731 19,280 - 1,633 - - - - - - - - - - - - - - - - - -	0 - - - -	2,740 500 - - - - - - - - - - - 	57,471 19,780 1,633 - - - - - - - - - - - - - - - - - -	
Total Income attributable to Operations	3,134	3,176	(43)	42,800	40,284	2,516	45,052	77,148	76,180	0	3,240	79,420	
Operating Expenses Employee Costs Borrowing Costs Materials and Services Depreciation and Amortisation Other Expenses	1,080 223 453 2,624	1,067 223 578 2,624	(13) (0) 124 (0)	7,684 1,658 3,699 18,369	7,405 1,652 3,884 18,369 -	(279) (6) 186 (0)	9,245 2,238 4,281 20,581 0	17,877 4,783 8,718 41,051 (14)	10,840 2,707 7,558 38,118	2,379 24 89 (0)	792 (40)	14,011 2,731 7,607 38,118	
Loss on Disposal Internal Expenses Overheads Total Expenses attributable to Operations	- 921 923 6.224	- 793 923 6.207	(128)	5,874 6,459 43,743	- 5,953 6,459 43,722	- 79 - (21)	- 5,446 5,104 46,895	1,385 9,339 12,578 95,715	- 10,101 <u>9,856</u> 79,181	- 27 1,217 3,737	- 196 - 948	- 10,325 11,073 83,866	
Operating Result after Overheads and before Capital Amounts	(3,090)	(3,031)	(60)	(943)	(3,437)	2,495	(1,843)	(18,567)	(3,002)	(3,737)	2,292	(4,446)	
Capital Grants Capital Contributions Grants and Contributions Capital Received	121 121	50 210 260	(50) (89) (139)	97 888 985	153 1,496 1,649	(57) (607) (664)	394 1,878 2,272	1,042 3,225 4,267	1,250 4,958 6,208	2,852 (2,412) 440	(1,500) (420) (1,920)	2,602 2,126 4,727	
Net Operating Result	(2,970)	(2,771)	(199)	42	(1,788)	1,831	429	(14,300)	3,206	(3,297)	372	281	

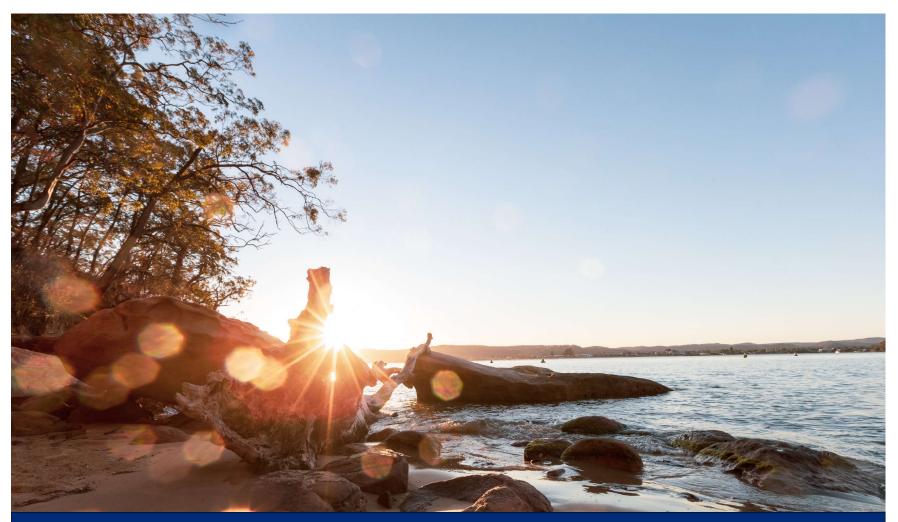


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	CURRENT MONTH YEAR TO DATE FULL YEAR												
	Actuals											Year End Forecast	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Operating Income Rates and Annual Charges User Charges and Fees Other Revenue	803	812	(9)	8,602	8,615	(13)	8,968	14,940	15,635	0	-	15,635	
Grants and Contributions Grants and Contributions Gain on Disposal Other Income	0 (5)	2	(1) (5)	20 45	11 12	9 33 -	(1) 53	29 242	18 20	30	36	18 86	
Internal Revenue Total Income attributable to Operations	798	813	(15)	8.666	8.638	- 29	9.020	66 15.277	15.673	30	36	15,739	
Operating Expenses Employee Costs Borrowing Costs Materials and Services Depreciation and Amortisation Other Expenses Loss on Disposal Internal Expenses Overheads Total Expenses attributable to Operations	103 36 49 994 - 59 251 1,492	99 36 138 1,021 - 136 251 1,681	(13) (4) 0 89 27 - - 77 77 - 189	802 275 197 6,957 1,045 1,758 11,035	835 260 617 6,983 - 1,198 1,758 11,653	33 (14) 420 27 (1) - 153 - 617	912 342 623 9,094 0 - 1,864 1,869 14,704	1,465 568 997 14,567 (2) 35 2,286 3,776 23,692	1,453 413 1,346 17,138 3,268 3,392 27,010	(4) 21 30 (3,595) - (1,280) (378) (5,206)	(129) (129) (190) (319)	1,449 434 1,247 13,543 1,799 3,014 21,485	
Operating Result after Overheads and before Capital Amounts	(694)	(868)	174	(2,369)	(3,015)	646	(5,684)	(8,415)	(11,337)	5,236	355	(5,746)	
Capital Grants Capital Contributions Grants and Contributions Capital Received	50 250 300	15 164 179	35 86 121	465 771 1,236	415 999 1,414	50 (227) (177)	756 308 1,064	505 11,462 11,967	- 3,388 3,388	1,015 (1,570) (555)	(300) (300)	1,015 1,518 2,533	
Net Operating Result	(394)	(689)	295	(1,132)	(1,601)	469	(4,620)	3,552	(7,949)	4,681	55	(3,213)	



		Į		eratin		aste F temer					0	entral Coast uncil
CURRENT MONTH YEAR TO DATE FULL YEAR Actuals Adopted Variance Adopted Variance Last Year Original Adopted Privation												
	Actuals	Actuals Adopted Variance Actuals Adopted Variance Last Year Criginal Adopted Budget Wariance Budget YTD Actual Budget Changes										Year End Forecast
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Income Rates and Annual Charges User Charges and Fees Other Revenue Interest Grants and Contributions	6,104 2 - 11 -	6,054 - - 8 -	50 2 - 3	45,927 12 2 94	45,581 - - 56 -	347 12 2 38	43,313 7 - 847 -	74,163 10 3 112	73,785 - - 96	2,064 - - -	170 - - -	76,019 - - 96 -
Gain on Disposal Other Income Internal Revenue Total Income attributable to Operations	6,117	6.062		- 17 46.052	- 17 45.654	- - - 399	- 18 44.185	- 18 74.306	- - - 73.881	- 33 2.097		
Operating Expenses Employee Costs Borrowing Costs	54	58	4	40,032	43,034	22	56	410	753	(5)	-	748
Materials and Services Depreciation and Amortisation Other Expenses	2,545 - 1,428	2,666 - 1,258	121 - (170)	17,795 - 9,214	18,002 - 9,038	207 (176)	16,438 - 9,398	29,216 - 15,675	29,490 - 16,368	1,250 - (1,269)	(130) - 500	30,610 - 15,599
Loss on Disposal Internal Expenses Overheads Total Expenses attributable to Operations	- 992 758 5,777	992 758 5,732	- 0 - (45)	- 6,950 5,303 39,662	- 6,943 5,303 39,707	(7)	- 6,932 3,655 36,479	- 13,211 9,364 67,876	- 12,000 <u>6,303</u> 64,914	(98) 2,787 2,665		- 11,903 <u>9,090</u> 67,949
Operating Result after Overheads and before Capital Amounts	340	330	10	6,391	5,947	444	7,706	6,430	8,967	(568)	(200)	8,199
Capital Grants Capital Contributions Grants and Contributions Capital Received	-	-	-	-		-	-	-		-	-	
Net Operating Result	340	330	10	6,391	5,947	444	7,706	6,430	8,967	(568)	(200)	8,199

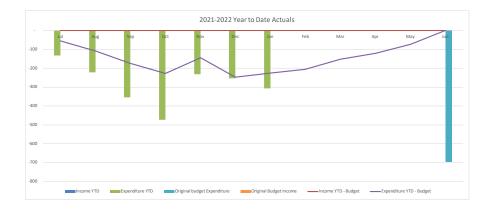




Chief Executive Officer Monthly Financial Reports

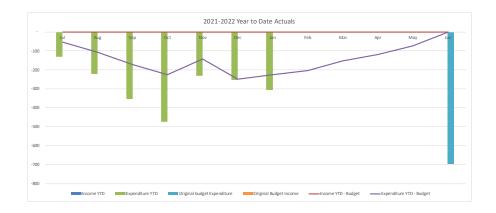
January 2022

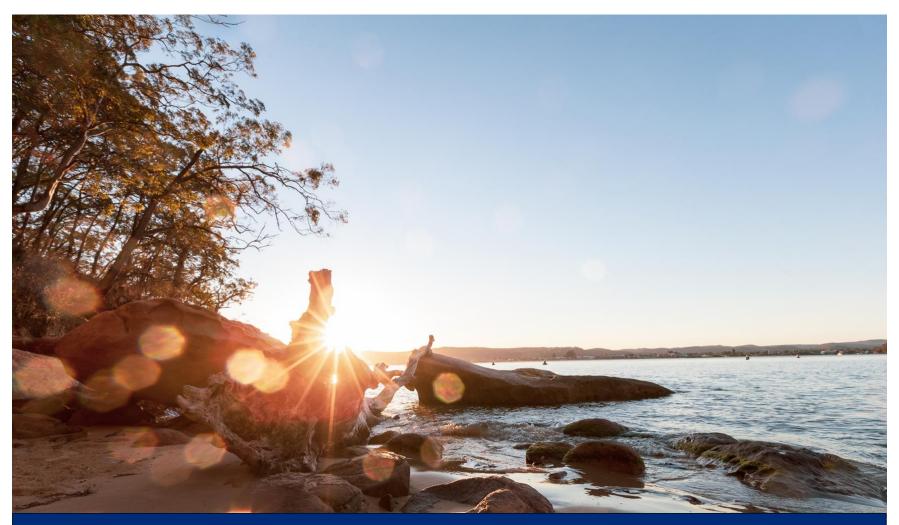
	01. Office of the Chief Executive Officer Operating Statement January 2022													
	CU													
	Actuals Adopted Variance Actuals Adopted Variance Last Year Last Year Original Budget YTD Actual Budget Actuals									Adopted Changes	Proposed Changes	Year End Forecast		
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		
operating Income Rates and Annual Charges User Charges and Fees Other Revenue Interest Grants and Contributions Gain on Disposal Other Income Otal Income attributable to Operations Otal Income attributable to Operations Deparating Expenses Employee Costs Borrowing Costs Materials and Contracts Deprectation and Amortisation Other Expenses Loss on Disposal Internal Expenses Internals Expenses Otal Expenses attributable to Operations			(3) 	627 - - - - - - - - - - - - - - - - - - -		(14) 	- - - - - - - - - - - - - - - - - - -			(3) (3) (20) (20) (20) (21) (21) (21) (21) (21) (21) (21) (21	- - - - - - - - - - - - - - - - - - -	1,071 604 (1.698) (0)		
Operating Result after Overheads and before Capital Amounts	53	(22)	76	307	225	81	(800)	-	697	(697)	-	0		
Capital Grants Capital Contributions srants and Contributions Capital Received		-				-		-						
let Operating Result	53	(22)	76	307	225	81	(800)	-	697	(697)	-			



Dataset: CCC General Ledger (Ptimary) Loc: Name: CCC Operating Statement - 01 CEO

	01.01. Office of the Chief Executive Officer Operating Statement											Coast 1		
			TH Variance	Actuals	YEAR T Adopted	O DATE Variance	Last Year	Leet Mees		FULL YEAR	Descend	Mara Fad		1
	Actuals	Adopted Budget	Variance	Actuals	Adopted Budget	Variance	Last Year YTD Actuals	Last Year Actual	Original Budget	Adopted Changes	Proposed Changes	Year End Forecast	Status	Status Comments
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		
Operating Income														
Rates and Annual Charges	-	-	-	-	-	-	-	-	-	-	-	-		
User Charges and Fees	-		-	-	-		-	-	-	-		-		
Other Revenue	-	-	-	-	-	-	0	0	-	-	-	-		
Interest	-	-	-	-	-	-	-	-	-	-		-		
Grants and Contributions	-	-	-	-	-	-	-	-	-	-		-		
Gain on Disposal	-		-	-			-		-	-				
Other Income	-	-	-	-			-		-	-		-		
Internal Revenue						-				-				
Total Income attributable to Operations		_					0	0		-				
							Ű	v						
Operating Expenses														
Employee Costs	86	83	(3)	627	613	(14)	1,075	1,761	1,070	(3)	4	1,071		On track.
Borrowing Costs	00	05	(3)	021	013	(14)	1,075	1,701	1,070	(3)	-	1,071		on tack.
Materials and Services	0	70	70	43	139	96	587	866	827	(220)	(4)	604		Continue to monitor for potential budget savings.
Depreciation and Amortisation	0	13	10	40	155	30	301	000	027	(220)	(4)	004		Continue to monitor for potential budget savings.
Other Expenses		-		-	-	-	-	-	-	-		-		
Loss on Disposal	1	-	-				-		-	-				
Internal Expenses		2	(0)	14	10	(0)	25	38	35	(12)		23		On track.
Overheads	(141)	(141)	(0)	(990)	(990)	(0)	(888)	(2,665)	(2,629)	931	-	(1,698)		On track.
Total Expenses attributable to Operations	(141)	(141)	76		(990)	- 81		(2,000)	(2,629)	697		(1,698)		Off Back.
Total Expenses attributable to Operations	(53)	22	/6	(307)	(223)	01	800	U	(697)	69/	-	(0)		-
Operating Result after Overheads and before Capital Amounts	53	(22)	76	307	225	81	(800)	-	697	(697)	-	0		
Capital Grants	-	-	-	-	-	-	-		-	-		-		
Capital Contributions	-	-		-	-	-	-		-	-		-		
Grants and Contributions Capital Received		-		-	-		-	-		-	-	-		1
														1
Net Operating Result	53	(22)	76	307	225	81	(800)		697	(697)		0		1
tor operating needan	55	(22)	10	301		01	(000)	-	031	(031)	-	0		



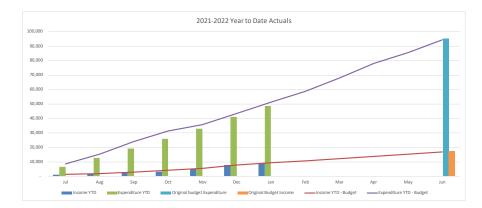


Community and Recreation Services Monthly Financial Reports

January 2022

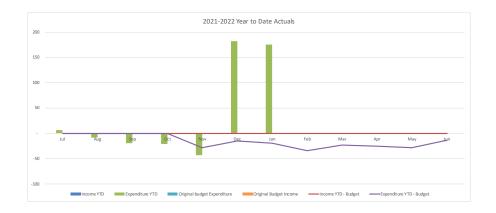
02. Community and Recreation Services

Operating Statement January 2022 RRENT MONTH YEAR TO DATE Last Year YTD Actuals Actuals Adopted Budget Variance Actuals Adopted Budget Variance ast Yea Original Budget Year End Forecas \$'000 \$'000 \$'000 \$'000 \$'000 \$'000 \$'000 \$'000 Operating Income Rates and Annual Charges User Charges and Fees Other Revenue 772 176 5.555 5.977 (422) 18 6,833 337 12 6 12 11.037 (187) (70) 11,164 1,714 807 170 (35) 315 961 943 2,405 1,931 (147) Interest (0) 1,832 -119 -89 Grants and Contributions 43 1,421 1,226 195 2,356 2,053 (691) 1,481 Gain on Disposal -168 1,187 18 **9,142** (7) Other income Internal Revenue Total Income attributable to Operations 344 1,187 1,933 3,611 2,683 (267) 2.409 (176) (0 1,207 1,364 (158) 9,337 (195) 10,984 21,044 0 17,712 (791) (146) 16,776 Operating Expenses Employee Costs Borrowing Costs 2,938 3,025 87 19,680 21,066 1,386 23,071 43,867 38,398 (1,187) 15 37,226 43,867 33 12,872 18,413 1,205 819 7,537 13,188 97,935 Materials and Contracts 925 1,319 617 1,130 1,299 649 205 (20) 32 6,362 9,264 1,280 7,275 9,123 1,316 914 (141) 36 5,379 9,013 955 14 037 199 (146) (210) 14,027 18,672 2,419 Depreciation and Amortisation Other Expenses 18,818 2,409 Loss on Disposal Internal Expenses 4,997 7,596 **51,373** 622 696 4,556 441 4,479 6,213 **49,109** 9,149 (493) 11 8,667 1,085 7,885 7,596 13,022 94,033 Overheads 1.085 12,200 95,010 822 (798) 2,635 (180) 7.507 Total Expenses attributable to Operations perating Result fter Overheads and before Capital Am 2,440 (6,300) 220 (39,596) (42,036) (38,124) 2,022 1,501 521 2,386 Capital Grants 2.23 4,185 500 1.886 48 Capital Contributions Grants and Contributions Capital Received 8,118 12,303 2,022 1,501 521 1,886 2,386 48 2,246 500 (37,574) (40,535) (35,879) (64,587) (74,871) Net Operating Result (6,252) (6,517) 2,960 (76,799) 1,893 34 26

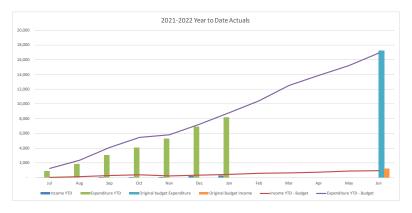


Dataset: CCC General Ledger (Primary) Loc: Name: CCC Operating Statement - 01 CEO

02.	02.01. Community and Recreation Services Executive Operating Statement													
	CI	JRRENT MON	ГН		YEAR T	O DATE				FULL YEAR				
	Actuals	Adopted	Variance	Actuals	Adopted	Variance	Last Year	Last Year	Original	Adopted	Proposed	Year End		1
	Actuals	Budget	variance	Actuals	Budget	vanance	YTD Actuals	Actual	Budget	Changes	Changes	Forecast	Status	Status Comments
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		
Operating Income														
Rates and Annual Charges User Charges and Fees	-	-	-	-	-	-	-	-	-	-		-		
Other Revenue	-	-	-	-	-	-	(1)	(3)	-	-	-	-		
Interest	-	-	-	-	-	-		-	-	-	-	-		
Grants and Contributions	-	-	-	-	-	-	-	-	-	-	-	-		
Gain on Disposal	-	-	-	-		-	-	-	-	-	-	-		
Other Income	-	-	-	-	-	-	-	-	-	-	-	-		
Internal Revenue	-	-	-	-	-	-	-	-	-	-	-	-		
Total Income attributable to Operations	-	-	-	-	•	-	(1)	(3)	-	-	•	-		
Operating Expenses														
Employee Costs	45	46	1	544	339	(205)	327	618	597	(5)	-	592		Termination payment to be managed via overall staff cost savings
Borrowing Costs	-	-	-	-	-			-	-	(,		-		.,
Materials and Services	0	2	2	0	11	11	335	450	41	(14)	-	27		
Depreciation and Amortisation		-	-	-					0	(,		0	ŏ	
Other Expenses	-	-	-	-	-	-		-	-	-	-	-	ŏ	
Loss on Disposal	-		-						-	-		-	ŏ	
Internal Expenses	1	1	(0)	8	8	(1)	82	89	19	(6)		13		
Overheads	(54)	(54)	(-)	(377)	(377)	(,	(417)	(1.161)	(657)	10		(647)	ĕ	
Total Expenses attributable to Operations	(7)	(4)	2	175	(19)	(195)	326	(3)	-	(14)		(14)		
Operating Result after Overheads and before Capital Amounts	7	4	2	(175)	19	(195)	(327)	(0)	-	14		14		
Capital Grants													•	
Capital Grants Capital Contributions	-	-	-	-	-	-	-	-	-	-	-	-		
Grants and Contributions Capital Received			-	-		-			-	-	· · ·	-		-
Grants and Contributions Capital Received			-	-		-	-		-	-		-		4
Not One antine De suit	7	4	•	(175)	40	(195)	(0.07)	(0)		14		14		4
Net Operating Result	1	4	2	(175)	19	(195)	(327)	(0)	-	14		14		



02.02. Community and Culture														
	CUI	RRENT MON	пн		YEAR T	O DATE		FULL YEAR						
	Actuals	Adopted Budget	Variance	Actuals	Adopted Budget	Variance	Last Year YTD Actuals	Last Year Actual	Original Budget	Adopted Changes	Proposed Changes	Year End Forecast	Status	s Status Comments
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		
Operating Income Rates and Annual Charges			-	-	-	-	-		-	-	-	-		
User Charges and Fees	12	88	(76)	195	324	(129)	206	527	776	(147)	(95)	534	0	Reduced income due to the impacts of COVID-19 on patronage at facilities .
Other Revenue	30	26	4	50	87	(37)	115	471	307	(91)	(69)	146	0	Relates to a refund of some deposits received for cancelled theatre performances and reduced income from both gallery and theatres where patronage remains impacted by COVID-19.
Interest Grants and Contributions Gain on Disposal	2	2	- 1	30	31	(1)	40	284	90	(17)	10	83		
Other Income Internal Revenue	2	4	(3)	8	8	1	15	37	50	(28)	(2)	20		
Total Income attributable to Operations	47	120	(72)	285	450	(165)	380	1,327	1,223	(283)	(157)	783		-
Operating Expenses Employee Costs Borrowing Costs	337	407	70	2,632	2,800	169	3,068	5,775 20	5,007	(42)	8	4,973		
Materials and Services	478	599	121	2,974	3,372	398	2,816	6,198	7,418	(410)	(208)	6,800	•	The COVID-19 situation continues to have an impact on the delivery of, and participation at, numerous projects, programs and services. The situation will be monitored to reflect the current
Depreciation and Amortisation Other Expenses	65 129	51 248	(14) 119	456 322	356 358	(100) 36	316 (179)	651 (41)	611 1,077	(0)	-	611 1,084		Predominantly relates to the Regional Galleries air conditioning system
Loss on Disposal Internal Expenses Overheads	40	52 220	11	279 1.541	- 390 1.541	111	- 288 2.372	85 498 2.562	- 703 2.474	(52)	1	652 2.642		
Total Expenses attributable to Operations	1,270	1,577	307		8,818	613	8,681	15,747	17,290		(196)	16,762		
Operating Result after Overheads and before Capital Amounts	(1,223)	(1,457)	235	(7,919)	(8,367)	448	(8,301)	(14,420)	(16,067)	49	39	(15,979)		
Capital Grants			-	-	-	-	138	(188)		_	-			
Capital Contributions Grants and Contributions Capital Received			-	-		-	138	(188)	-	-	-		ŏ	
Net Operating Result	(1,223)	(1,457)	235	(7,919)	(8,367)	448	(8,163)	(14,608)	(16,067)	49	39	(15,979)		-



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	CL	JRRENT MON	тн		YEAR T	O DATE				FULL YEAR				
	Actuals	Adopted Budget	Variance	Actuals	Adopted Budget	Variance	Last Year YTD Actuals	Last Year Actual	Original Budget	Adopted Changes	Proposed Changes	Year End Forecast	Status	Status Comments
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		
perating Income														
Rates and Annual Charges	-	-	-	-	-	-	-	-	-	-	-	-		
Jser Charges and Fees	384	281	103	1,233		278		4,260		(192)	1	2,318		
Other Revenue	42	40	2	131	130	1	218	691	379	(56)	1	325		
nterest Grants and Contributions	-			0	-	0	(0)	1	-	-	-	-		
Grants and Contributions Gain on Disposal	10	(4)	14	56	32	23	50	70	69	-	-	69		
Jain on Disposal Other Income	400	248	(00)	1,001	1.022	(00)	1,709	3,454	2,501	(239)	(2)	2,260		
internal Revenue	160	248	(88)	1,001	1,022	(20)	1,709	3,454	2,501	(239)	(2)	2,200		Continue to monitor and review accordingly.
otal Income attributable to Operations	597	566	31	2.437	2.141	296		8.516	5,463	(487)	-	4.977	0	
	531	500	51	2,431	2,141	230	4,400	0,010	3,403	(407)	-	4,377		1
perating Expenses														
mployee Costs	960	871	(89)	4,973	5,848	875	6,190	11,262	11,101	(743)	-	10,358		
forrowing Costs	-		-	-	-	-	-	-	-	-	-	-	ő	
faterials and Services	110	198	88	753	929	176	641	1,560	1,693	307	-	2,000	ŏ	
Depreciation and Amortisation	432	432	-	3,023	3,023	-	3,357	7,341	7,742	(0)	-	7,742	ŏ	
Other Expenses	-	-	-	3	3	(0)	7	201	224	3	-	227	ē	
Loss on Disposal								00					-	

1,461 822 **12,478**

(8,072)

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(7,480)

2,843 3,595 27,197

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90 2,342 4,023 26,819

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1,580 2,275 **13,657**

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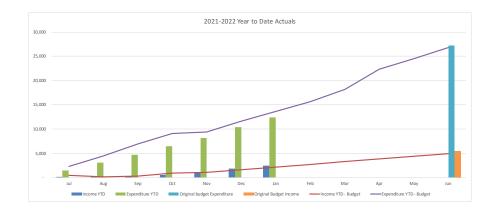
1,562

1,562

1,365 2,275 **12,391**

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(9,954)



174 325 **2,001**

(1,404)

(1,404)

198 325

2,023

(1,457)

Dataset: CCC General Ledger (Primary) Loc: Name: CCC Operating Statement - 01 CEO

Loss on Disposal Internal Expenses Overheads

Net Operating Result

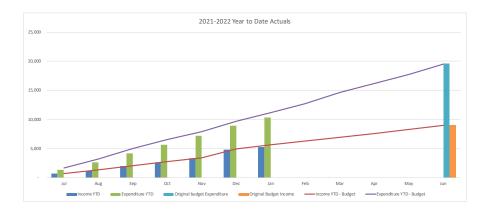
Total Expenses attributable to Operations

Operating Result after Overheads and before Capital Amo

Capital Grants Capital Contributions Grants and Contributions Capital Received

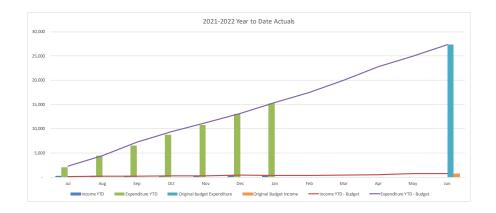
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	CU	RRENT MON	ГН		O DATE				FULL YEAR					
	Actuals	Adopted Budget	Variance	Actuals	Adopted Budget	Variance	Last Year YTD Actuals	Last Year Actual	Original Budget	Adopted Changes	Proposed Changes	Year End Forecast	Status	Status Comments
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		
Operating Income Rates and Annual Charges	-		-	-		-			-	-	-			
User Charges and Fees	359	630	(270)	3,934	4,491	(556)	3,795	7,035	7,131	653	(93)	7,692	•	Overall less than anticipated education and care fees and photocopying revenue, which will be partially offset by BCP funding, and will continue to monitored.
Other Revenue	0	0	0	1	2	(1)	1	12	3	-	(2)	1		by bor funding, and will continue to monitored.
Interest	-	-	-	-	-	-	-	-	-	-	-	-		
Grants and Contributions	67	46	21	1,312	1,135	177	1,706	1,843	1,894	(702)	109	1,302		Overall there is more than anticipated grants and contributions, which partially offsets the education and care user fees and charges. Current funding arrangements will continue to monitored.
Gain on Disposal	-	-	-	-	-	-	-	-	-	-	-	-		
Other Income	0	0	(0)	0	2	(2)	1	2	4	-	(3)	1		
Internal Revenue	427	676	(0)	5.248	5.632	(1)	5,503	8.893	9.036	(48)	- 11	8,999		
Total Income attributable to Operations	427	6/6	(249)	5,248	5,632	(384)	5,503	8,893	9,036	(48)	11	8,999		
Operating Expenses														
Employee Costs	857	948	92	6,323	6,882	559	7,639	14,751	12,322	(209)	7	12,120		
Borrowing Costs	-	-		-	-			13	-		-			
Materials and Services	115	102	(13)	972	1,143	171	722	1,408	1,757		(2)	2,076		
Depreciation and Amortisation	133	128	(5)	951	913	(38)	686	1,365	1,527	-	-	1,527	-	Transfer of assets across Units with realignment required
Other Expenses	-	-	-	-	-	-	-	(0)	-	-	-	-		
Loss on Disposal Internal Expenses		-	(05)	448		123		1	1,261	(295)	- 11			
Overheads	114 238	79 238	(35)	1.664	571 1.664	123	442 1,558	707 3,312	2.699	(295)	11	977 2.853		
Total Expenses attributable to Operations	1,457	1,495	38	10,359	11,173	815	11,046	21,557	19,566		17			
Operating Result after Overheads and before Capital Amounts	(1,030)	(819)	(211)	(5,111)	(5,541)	431	(5,543)	(12,664)	(10,530)	(18)	(5)	(10,553)		
Capital Grants	0		0	433	781	(348)	246	712		853		853	•	Restricted asset revenue associated with Regional Library
Capital Contributions	-		-	400		(340)	240	- 112	-					nounded door reands dooonated war regional civitally
Grants and Contributions Capital Received	0		0	433	781	(348)	246	712	-	853	-	853		
Net Operating Result	(1.030)	(819)	(211)	(4.678)	(4.761)	83	(5.297)	(11.952)	(10.530)	834	(5)	(9.701)	l	4
not operating nooun	(1,030)	(013)	(211)	(4,070)	(4,701)	05	(3,231)	(11,352)	,10,550)	034	(3)	(3,101)		4



6

	CURRENT MONTH YEAR TO DATE FULL YEAR													
	Actuals	Adopted Budget	Variance	Actuals	Adopted Budget	Variance	Last Year YTD Actuals	Last Year Actual	Original Budget	Adopted Changes	Proposed Changes	Year End Forecast	Status	Status Comments
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		
Operating Income Rates and Annual Charges User Charges and Fees Other Revenue	16	(192)	208	- 193 52	208	(15) 52	440	791	620	-	-	620		Fee refunds to sporting groups due to COVID lockdown. Overall expectation to meet full year budget.
Interest Grants and Contributions Gain on Disposal	- 10	:	- 10	23	- 27	(4)	- 36	- 159	-	27	-	27		
Other Income Internal Revenue Total Income attributable to Operations	6	91	(85)	177	155	22	208 9 692	119 9 1.077	128		-	128		
Operating Expenses			133											
Employee Costs Borrowing Costs Materials and Services	739 - 133	753 - 151	14 - 18	5,209 - 895	5,197 - 1,053	(12) - 158	5,846 - 833	11,459 - 2,364	9,372 - 1,748	(189) - 7	-	9,182 - 1,755		Continue to monitor and review accordingly.
Depreciation and Amortisation Other Expenses	645	645	(0)	4,530	4,529	(0)	4,381 30	8,433 30	8,437	(146)	-	8,291	•	
Loss on Disposal Internal Expenses Overheads	292 309	- 367 309	75	2,451 2,160	2,443 2,160	(8)	- 2,202 1,744	644 3,896 3,969	4,318 3,446	124 256	33	4,475 3,702		
Total Expenses attributable to Operations	2,118	2,224	106	15,244	15,382	138	15,035	30,795	27,320	52	33	27,405		
Operating Result after Overheads and before Capital Amounts	(2,086)	(2,325)	239	(14,799)	(14,992)	193	(14,343)	(29,718)	(26,572)	(25)	(33)	(26,629)		
Capital Grants Capital Contributions	48	3	45	1,588	720	868	1,261	3,091	500	1,033	-	1,533	•	
Grants and Contributions Capital Received	48	3	45	1,588	720	868	1,261	3,091	500	1,033	-	1,533	9	
Net Operating Result	(2,039)	(2,322)	284	(13,210)	(14,272)	1,061	(13,082)	(26,627)	(26,072)	1,008	(33)	(25,097)		



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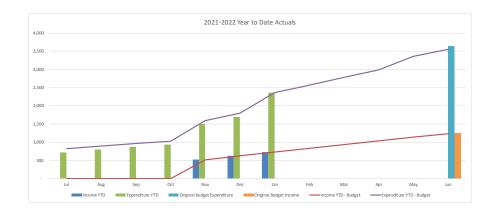
			-	06. Th eratin			-				Ce Co	ntral Coast uncil	
	CL Actuals	JRRENT MON Adopted	TH Variance	Actuals	YEAR TO Adopted	O DATE Variance	Last Year	Loot Year	Original	FULL YEAR Adopted	Proposed	Year End	
	Actuals	Budget	variance	Actuals	Budget	variance	YTD Actuals	Last Year Actual	Budget	Changes	Changes	Forecast	Status
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Operating Income													
Rates and Annual Charges User Charges and Fees	-	-	-	-	-	-	-	-	-	-	-	-	
Other Revenue	103	103	1	728	724	4	4	1,234	1.241	-		1,241	
Interest	103	105	1	720	124	-	-	1,234	1,241	-		1,241	ŏ
Grants and Contributions	-	-	-				-	-	-	-	-	-	ĕ
Gain on Disposal	-		-					-	-		-		ŏ
Other Income	-	-			-	-	-	-	-	-	-	-	ē
Internal Revenue	-	-	-		-	-	-	-	-	-	-	-	õ
Total Income attributable to Operations	103	103		- 728	724	4	4	1,234	1,241	-	-	1,241	
Operating Expenses			1										
Employee Costs			1				1	1					
Borrowing Costs	-				1				-				ŏ
Materials and Services	88	77	(11)	767	767		32	892	1,381	(11)		1,370	ŏ
Depreciation and Amortisation	44	43) 767 305	302	(3)	272	892 623	501	(0)	-	501	ŏ
Other Expenses	488	401	(87)	955	955	(=)	1.096	1.016	1,108	(-)	-	1,108	ĕ
Loss on Disposal	-	-	-		-		-	-	-		-	-	ĕ
Internal Expenses	0	0	(0)	4	4	0	4	4	4	0	(0)	4	ŏ
Overheads	48		-	334		-	136	483	644	(71)	-	573	ē
Total Expenses attributable to Operations	667	569	(98)	2,365	2,362	(3)	1,542	3,020	3,638	(82)	(0)	3,556	
Operating Result after Overheads and before Capital Amounts	(564)	(466)	(98)	(1,638)	(1,638)	1	(1,538)	(1,786)	(2,397)	82	0	(2,315)	
alter Overheads and before Capital Anounts													
Capital Grants			I										-
Capital Grants Capital Contributions	-	-	-	-	-	-	-	-	-	-	-	-	
Grants and Contributions Capital Received	-	-		-	-	-	-	-	-	-	-	-	
Grants and Contributions Capital Received	-	-					-		-	-	-	-	

(1,538)

(1,786)

(2,397)

(2,315



(564

(466)

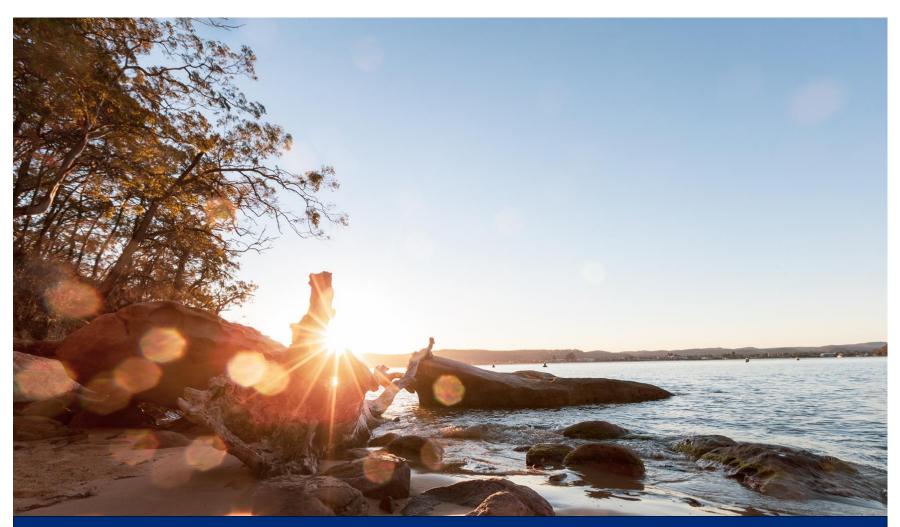
(1,638)

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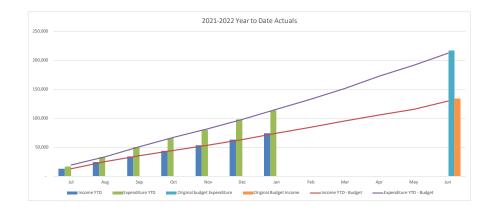
Net Operating Result



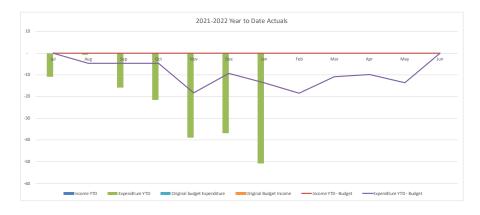
Infrastructure Services Monthly Financial Reports

January 2022

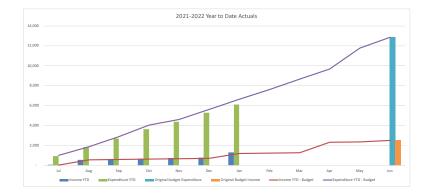
		0	3. In	frastru	ucture	Serv	ices				Ce	ntral	
			Ор	eratin	g Stat	emen	It				-C	oast uncil	
				Jar	uary 2022								
		IRRENT MON	тн		YEAR TO	DATE				FULL YEAR			
	Actuals	Adopted Budget	Variance	Actuals	Adopted Budget	Variance	Last Year YTD Actuals	Last Year Actual	Original Budget	Adopted Changes	Proposed Changes	Year End Forecast	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Operating Income Rates and Annual Charges User Charges and Fees Other Revenue Interest	6,401 1,934 142 0	6,352 1,802 142	48 132 0 0	49,052 13,114 1,142 2	48,811 13,015 995	241 100 147 2	46,123 13,737 752 2	78,732 27,115 1,782 2	78,427 27,916 1,080	2,145 (2,030) 626	190 285 54		Revenue for Infrastructure Services is tracking at 100.0% to forecaste budget. The reduction in volumes delivered to Councils waste facilitie:
Grants and Contributions Gain on Disposal Other income Internal Revenue Total Income attributable to Operations	1,913 - - 675 11,065	1,753 - - 762 10,811	(87) 254	5,182 - - 5,935 74,428	4,933 - - - 6,653 74,407	249 - (718) 21	5,464 - - 7,038 73,115	9,675 - - 11,432 128,738	9,861 - - 17,396 134,680	309 - (5,840) (4,790)	676 - (340) 865	10,845 - 11,216 130,755	by operational units of Council and self haul customers is offset by increased income across the Directorate.
Operating Expenses Employee Costs Borrowing Costs Materials and Contracts	1,909 - 3.634	1,802	(108) - 988	13,762	12,684	(1,078) - 1,597	15,001 - 26,437	28,789 1,194 48 233	22,845 1,139 44,542	(136) - 7.691	91 - 1 359		Expenditure for Infrastructure Services is tracking at 98.4% to forecasted budget. The positive variance is predominantly due to
Depreciation and Amortisation Other Expenses Loss on Disposal Internal Expenses	4,356 2,183 - 1,264	4,383 2,463 1.620	27 281 - 356	30,492 16,030 - 10,506	30,519 16,333 - 11,546	1,337 27 303 - 1 040	20,437 34,189 16,725 - 11 113	57,432 28,107 5,984 18,168	63,907 30,117 27,708	(5,154) (1,716) (7,757)	(240)	58,753	reduced tipping and plant costs and savings in materials and contract Negative variance in Employee Costs is primarily due to system delay in processing staff capitalisation and will be rectified before year end.
Overheads Total Expenses attributable to Operations	2,434 15,779	2,434 17,323	1,544	17,035 114,234	17,035 116,122	1,888	13,734 117,199	32,658 220,564	26,967 217,226	(1,131) 2,235 (4,838)	910	29,202 213,299	
Operating Result after Overheads and before Capital Amounts	(4,714)	(6,512)	1,798	(39,806)	(41,715)	1,909	(44,084)	(91,826)	(82,546)	48	(46)	(82,544)	Infrastructure Services is tracking at an overall positive variance of \$1,909k. The overall position is on track for year end.
Capital Grants Capital Contributions	1,250	4,058	(2,807)	11,169 15	11,559	(390) 15	5,071	22,522 19,241	4,445	28,563	-	33,008	
Grants and Contributions Capital Received Net Operating Result	(3,464)	4,058 (2,454)	(2,807) (1,009)	11,184 (28,622)	11,559 (30,156)	(375) 1,534	5,071 (39,013)	41,763 (50,063)	4,445 (78,101)	28,563 28,611	- (46)	33,008 (49,536)	



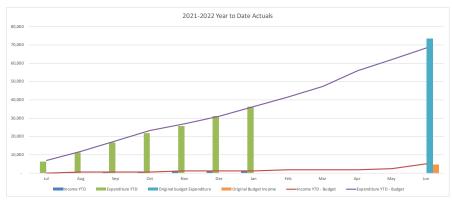
	03	8.01. I	Infras	tructu	ire Se	rvices	s Exe	cutive			C	entral		
			Ор	eratin	g Sta	temer	nt					Coast		
				Jai	nuary 2022									
	CL	JRRENT MON	тн		YEAR T	O DATE				FULL YEAR				
	Actuals	Adopted Budget	Variance	Actuals	Adopted Budget	Variance	Last Year YTD Actuals	Last Year Actual	Original Budget	Adopted Changes	Proposed Changes	Year End Forecast	Status	Status Comments
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		
Operating Income		• • • •												
Rates and Annual Charges User Charges and Fees	-	-		-	-	-	-	-		-	-	-		
Other Revenue	-	-	-	-	-	-	-	-	-	-	-	-		
Interest Grants and Contributions	-	-	-	-	-	-	2	-	-	-	-	-		
Gain on Disposal	-	-	-	-	-	-	-	-	-	-	-	-		
Other Income	-	-	-	-	-	-	-		-	-	-			
Internal Revenue	-	-			-	-		-		-	-	1		
Total Income attributable to Operations	-	-			-		2	-			-			
Operating Expenses														
Employee Costs	33	41	8	278	294	16	303	564	530	(6)	-	524	•	On track
Borrowing Costs	-	-		-	-	-	-	-		-	-	-		
Materials and Services	-	0	0	0	11	10	17	15	23	(2)	-	22		On track
Depreciation and Amortisation	-	-	-	-	-	-	-	-	-	-	-	-		
Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-		
Loss on Disposal		-	-	-	-		-	-	-		-	-	_	
Internal Expenses Overheads	1	(48)	2	(336)	18 (336)	11	81 (343)	90 (669)	16 (569)	14	-	(576)		On track On track
Total Expenses attributable to Operations	(48)	(48)	10			37			(509)	(7)	-	(576)		Un track
Total Expenses attributable to Operations	(14)	(4)	10	(51)	(14)	3/	59	-		U	-	U		
Operating Result after Overheads and before Capital Amounts	14	4	10	51	14	37	(57)	-	-	(0)	-	. (0)		Infrastructure Services Executive is tracking at a positive variance of \$37k. The overall position is on track for year end.
Capital Grants	-	-		_	-	-	-	-		-	-			
Capital Contributions	-	-		-	-	-	-	-		-	- 1	-		
Grants and Contributions Capital Received	-	-			-	-	-	-	-	-	-			1
Net Operating Result	14	4	10	51	14	37	(57)	-	-	(0)	-	. (0)		



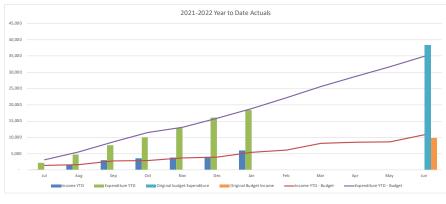
	03.02.	Road			-	-	-	g Serv	ices		Ce	entral Oast		
			Op	eratin	g Stat	temen	It				Co	uncil		
			•		-							_		
				Jan	uary 2022									
	CI	URRENT MONT	Н		YEAR T	O DATE				FULL YEAR				
	Actuals	Adopted Budget	Variance	Actuals	Adopted Budget	Variance	Last Year YTD Actuals	Last Year Actual	Original Budget	Adopted Changes	Proposed Changes	Year End Forecast	Status	Status Comments
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		
Operating Income														
Rates and Annual Charges	-	-	-	-	-	-	-	-	-	-	-	-	-	
User Charges and Fees	44	40	4	281	281	0	303	612	481	-	(46)	435	0	On track
Other Revenue	-	1	(1)	45	4	41	57	76	6	-	54	60	•	On track
Interest		-								-			-	
Grants and Contributions	474	453	21	967	907	60	955	2,033	2,020	-	0	2,020	•	On track
Gain on Disposal	-	-	-			-			-	-				
Other Income	-	-	-	-	-	-	-	-	-	-	-	-		
Internal Revenue				-				-	-	-				
Total Income attributable to Operations	519	494	25	1,292	1,191	101	1,315	2,720	2,507	-	8	2,515		
Operating Expenses														
Employee Costs	273	277	4	2,030	2,049	18	1,750	3,344	3,318	291	6	3,615	٠	On track
Borrowing Costs														
Materials and Services	267	337	70	1,881	2,076	195	2,088	4,747	4,945	(60)	7	4,892		On track
Depreciation and Amortisation	207	337	70	1,001	2,070	185	2,000	4,747	4,043	(00)	,	4,052		
Other Expenses							-		-			-		
Loss on Disposal		-		-			-		-	-	-	-		
											-		-	On track - Reduced expenditure due to savings being realised in street lighting electricity
Internal Expenses	172	239	67	1,267	1,547	279	1,546	2,460	3,136	(365)	-	2,771	•	costs.
Overheads	134	134	-	938	938	-	739	1,670	1,449	158	-	1,607		On track
Total Expenses attributable to Operations	845	987	141	6,116	6,609	493	6,123	12,221	12,847	25	13	12,885		
Operating Result after Overheads and before Capital Amounts	(327)	(493)	166	(4,824)	(5,418)	594	(4,808)	(9,501)	(10,340)	(25)	(5)	(10,370)		Engineering Services is tracking at 108.5% to forecasted budget for income and 92.5% to forecasted budget for expenditure. Overall, Engineering Services is tracking at a positive variance of \$594k. This may be attributed to savings being realised in street lighting electricity costs, savings in materials and services.
														The overall position of the unit is on track for year end.
Capital Grants	-	-	-	-		-	-		-	-	-	-		
Capital Contributions	-	-	-	-	-	-	-		-	-	-	-	Ō	
Grants and Contributions Capital Received	-								-			-		
										(0.0)	(=)			-
Net Operating Result	(327)	(493)	166	(4,824)	(5,418)	594	(4,808)	(9,501)	(10,340)	(25)	(5)	(10,370)		



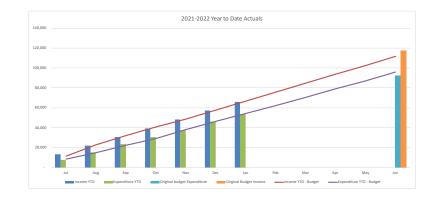
	03	.03. F	Roads	and D	Draina	ge Inf	frastru	ucture			C	entral		
			Ор	eratin	g Stat	emen	t					Coast		
				.lan	uary 2022									
				· · · ·	aa. y 2022									
	CL	IRRENT MONT	ГН		YEAR T	O DATE				FULL YEAR				
	Actuals	Adopted Budget	Variance	Actuals	Adopted Budget	Variance	Last Year YTD Actuals	Last Year Actual	Original Budget	Adopted Changes	Proposed Changes	Year End Forecast	Status	Status Comments
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		
Operating Income Rates and Annual Charges User Charges and Fees Other Revenue	-	-	-	-	-	-	-	- 26	- - 1	-	-			
Interest Grants and Contributions Gain on Disposal Other Income	-		-	1,244	1,215	29	1,633	4,858	4,624	309	729	5,662		
Internal Revenue Total Income attributable to Operations	-	-	-	- 1,244	1,215	- 29	- 1,633	4,884	4,625	- 309	- 729	- 5,663	ŏ	RDI operating income remains on track to budget.
Operating Expenses														
Employee Costs	201	175	(26)	1,363	1,178	(185)	1,783	3,246	2,219	(46)	-	2,173	•	The unfavourable variance on this budget is due to system delays in processing staff capitalisation but is forecast to be resolved and back on track by Q3.
Borrowing Costs	-			-			-	4				-	۲	
Materials and Services	9	16	7	87	149	62	113	168	482	272			۲	The favourable variance on this budget is due to contractor availability and phasing but remains on track to budget for the end of the year.
Depreciation and Amortisation Other Expenses Loss on Disposal Internal Expenses	4,103 - - 5	4,130 - - 25	27	28,724	28,750 - - 178	27	31,942 - - 39	53,905 - 5,980 70	59,876 - - 372	(5,154) - (66)		54,722 - - 305		
Overheads	875	875		6,123	6,123	-	4,702	12,222	10,609	(113)		10,496	Ō	
Total Expenses attributable to Operations	5,193	5,221	28	36,473	36,379	(95)	38,580	75,595	73,557	(5,107)	729	69,179		RDI operating expenses remains on track to budget.
Operating Result after Overheads and before Capital Amounts	(5,193)	(5,221)	28	(35,230)	(35,164)	(66)	(36,947)	(70,711)	(68,933)	5,416	0	(63,516)		
Capital Grants	1,250	4,058	(2,807)	11,169	11,559	(390)	5,061	22,506	4,445	28,563	-	33,008	٠	The Capital Grant budget is currently unfavourable due to the phasing of milestone payments but remains on track to budget for the end of the year.
Capital Contributions Grants and Contributions Capital Received	1.250	4.058	(2.807)	15 11.184	11.559	(375)	5.061	19,231 41,737	4,445	28.563		33.008		-
										,				1
Net Operating Result	(3,942)	(1,163)	(2,779)	(24,046)	(23,605)	(441)	(31,886)	(28,974)	(64,488)	33,979	0	(30,508)		=



	03.0	4. Ro	ads C	Constr	uctio	n and	Maint	enanc	e		C	ntral		
			Ор	eratin	g Stat	temen	t					Coast uncil		
				Jan	uary 2022									
	CL	IRRENT MONT	н		YEAR T	O DATE				FULL YEAR				
	Actuals	Adopted Budget	Variance	Actuals	Adopted Budget	Variance	Last Year YTD Actuals	Last Year Actual	Original Budget	Adopted Changes	Proposed Changes	Year End Forecast	Status	Status Comments
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		
Operating Income Rates and Annual Charges User Charges and Fees Other Revenue	- 285 -	17	268	- 1,659 -	- 1,363 -	- 297	- 1,211 (1)	- 5,514 1	4,411	1,000	472	5,882	•	
Interest Grants and Contributions Gain on Disposal Other Income	1,433	1,280	153	(0) 2,913	2,731	(0) 182	(0) 2,868	2,526	2,902	-	11	2,913	•	
Internal Revenue Total Income attributable to Operations	247 1,965	178 1,475	69 490	1,414 5,986	1,313 5,407	100 579	542 4,620	1,085 9,125	2,452 9,765	- 1,000	483	2,452 11,247	•	Income tracking at 111% to the forecast budget.
Operating Expenses Employee Costs	988	908	(80)	7,152	6,265	(887)	8,359	16,314	11,918	(571)	85	11,433	•	Minor negative variance year to date primarily due to system delays in processing staff capitalisation. Overall position is on track for year end.
Borrowing Costs Materials and Services	314	954	- 640	2,970	3,843	873	3,533	8,678	7,046	- 1,497	- 398	8,941	•	Positive variance year to date due to minor delay in commencement of fully funded State Road ordered works program related to contractor availability due to Covid. Program has commenced and remains on track for year end.
Depreciation and Amortisation Other Expenses Loss on Disposal	4	4	-	30 1	30	(1)	52 0	86 (2) 2	99 - -	(0)	-	99 - -	•	Program has commenced and remains on dack to year end.
Internal Expenses Overheads Total Expenses attributable to Operations	660 313 2,280	887 313 3,066	227 	6,004 2,192 18,349	6,572 2,192 18,902	569 - 553	6,720 2,092 20,756	10,150 5,046 40,274	16,059 3,312 38,435	(4,872) 446 (3,499)	(300) - 183	10,888 3,758 35,119		Expenditure tracking at 97% to the forecast budget.
Operating Result after Overheads and before Capital Amounts	(314)	(1,591)	1,277	(12,363)	(13,495)	1,132	(16,136)	(31,149)	(28,670)	4,499	300	(23,871)		Roads Construction and Maintenance is tracking at a positive variance of \$1.1M. Overall position is on track for year end.
Capital Grants Capital Contributions	-		-	-	-	-	-	-	-	-	-	-		
Grants and Contributions Capital Received		-					-		-		-			-
Net Operating Result	(314)	(1,591)	1,277	(12,363)	(13,495)	1,132	(16,136)	(31,149)	(28,670)	4,499	300	(23,871)		

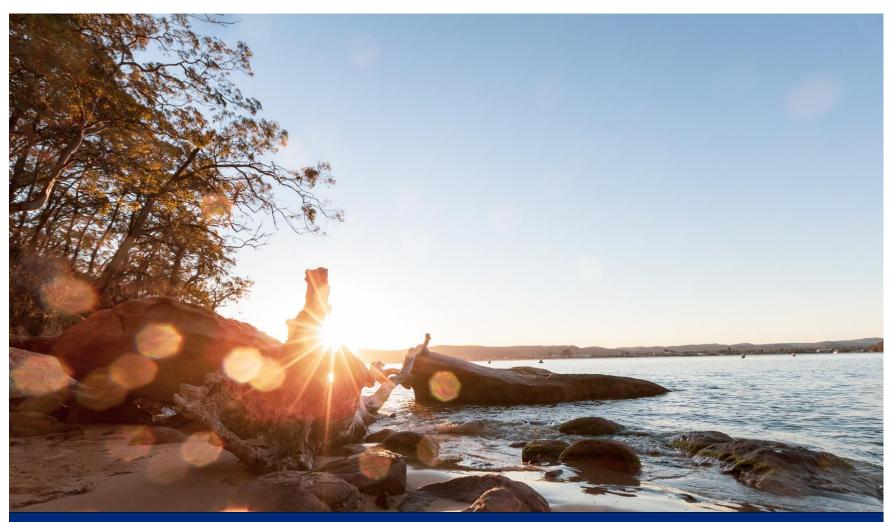


0	3.05.	Waste	and I	Resou	urce R	ecov	ery M	anage	ment			ntral		
			Op	eratin	g Stat	temer	nt					Coast uncil		
					nuary 2022									
				Ja										
	CI	JRRENT MONT			YEAR T	0 DATE				FULL YEAR				
	Actuals	Adopted Budget	Varlance	Actuals	Adopted Budget	Variance	Last Year YTD Actuals	Last Year Actual	Original Budget	Adopted Changes	Proposed Changes	Year End Forecast	Status	Status Comments
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		
Operating Income														
Rates and Annual Charges	6,401 1.604	6,352 1,745	48 (140)	49,052	48,811 11.372	241 (197)	46,123	78,732 20.988	78,427	2,145 (3.030)	(140)	80,762 19,854	9	
User Charges and Fees Other Revenue	1,604	1,745	(140)		11,3/2	(197) 106			23,024	(3,030) 626	(140)	19,854		Minor variance, on track for year end
Interest	142	142	1	1,097	991	100	090	1,680	1,073	020	-	1,099		
Grants and Contributions	6	20	(14)	59	80	(21)		259	315		(65)	250	<u> </u>	Minor variance, on track for year end.
Gain on Disposal	0	20	(14)	59	00	(21)	0	259	315	-	(65)	250	0	who variance, on eack for year end.
Other Income			-									-		
	-			-	-			-				-	-	15% (819K) unfavourable to budget due to reduced internal waste tonnages
Internal Revenue	428	584	(156)	4,521	5,340	(819)	6,495	10,347	14,944	(5,840)	(340)	8,764	•	being delivered across Councils operating and capital works programs.
Total Income attributable to Operations	8,582	8,842	(261)	65,906	66,594	(688)	65,545	112,008	117,783	(6,099)	(355)	111,330		Revenue is tracking at 99% to budget. The variance is predominantly due to a reduction in expected income from internal tipping income due to reduced waste tonnages from Councils operational and capex programs.
Operating Expenses														
operating expenses														
Employee Costs	414	401	(14)	2,939	2,898	(41)	2,806	5,320	4,861	195	-	5,056	0	Minor variance, on track for year end.
Borrowing Costs	-	-	-	-	-	-	-	1,190	1,139	-	-	1,139		
Materials and Services	3,045	3,316	271	21,471	21,927	456		34,624	32,046	5,983	225	38,253		
Depreciation and Amortisation	248	248	-	1,739	1,739	-	2,194	3,441	3,933		-	3,933	•	
Other Expenses	2,183	2,463	281	16,029	16,333	304	16,725	28,109	30,117	(1,716)	(240)	28,161		
Loss on Disposal		-				-		3			-		-	
Internal Expenses	426	466	40	3,051	3,230	179		5,398	8,125	(2,469)	1	5,657		
Overheads	1,160	1,160	-	8,118	8,118	-	6,544	14,389	12,167	1,750	-	13,917		Expenditure is tracking 98.4% to budget. The variance is due to minor savings in
Total Expenses attributable to Operations	7,476	8,054	578	53,346	54,245	899	51,680	92,474	92,387	3,743	(14)	96,116		expenditure is tracking 90.4% to bludget, the variance is due to minor savings in materials and services and internal expenses.
Operating Result after Overheads and before Capital Amounts	1,106	788	318	12,560	12,349	211	13,865	19,534	25,396	(9,842)	(341)	15,214		Waste Services and Business Development is closely tracking to budget with a minor positive variance of \$211K.
Capital Grants					-	-	9	17						
Capital Contributions		1						10						
Grants and Contributions Capital Received		-	-		-	-	9	26			-			
														1
Net Operating Result	1,106	788	318	12,560	12,349	211	13,875	19,560	25,396	(9,842)	(341)	15,214		1
				,										



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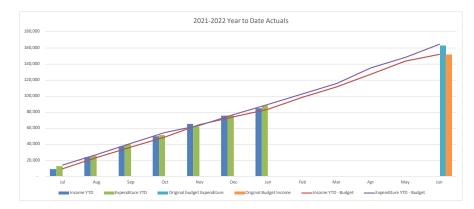
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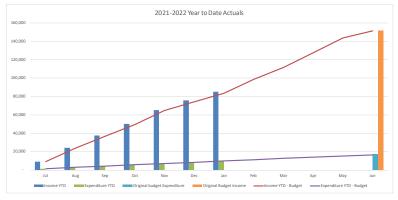
Water and Sewer Monthly Financial Reports

January 2022

			04.	Wate	r and	Sewe	er				-	
			Ор	eratin	g Stat	temer	It				C	ntral oast uncil
			-	Jan	uary 2022							
	CU	RRENT MON	тн		YEAR T	O DATE				FULL YEAR		
	Actuals	Adopted Budget	Variance	Actuals	Adopted Budget	Variance	Last Year YTD Actuals	Last Year Actual	Original Budget	Adopted Changes	Proposed Changes	Year End Forecast
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Deerating Income Rates and Annual Charges User Charges and Fees Other Revenue	2,846 6,223	2,700 6,501	147 (279)	36,755 46,228 109	34,651 46,648	2,103 (420) 109	38,993 47,024 78	66,519 75,230 102	66,493 80,585	(0) 0	3,260 (980)	69,75 79,60
Grants and Contributions Gain on Disposal	113 8	157	(45) 8	921 11	1,102	(180) 11	1,139 284	2,096 465	1,988	0		1,98
Other income Internal Revenue Total Income attributable to Operations	(6) 80 9,263	- 197 9,555	(6) (117) (292)	6 1,025 85,054	1,174 83,575	6 (149) 1,479	(36) 1,150 88,633	(36) 2,655 147,031	26 2,448 151,540	- - 0	6 - 2,286	3 2,44 153,82
Operating Expenses Employee Costs Borrowing Costs	2,148 690	2,238 690	90 (0)	15,279 5,241	15,258 5,274	(21) 33	18,090 6.838	34,754 12,533	27,327 9.186	(222)	-	27,1
Materials and Contracts Depreciation and Amortisation Other Expenses	817 4,994	1,254 4,996	437 2 -	8,123 34,961	8,920 34,974	797 12	9,802 36,001 (1)	21,405 65,834 (19)	16,985 68,084	48 (0)	31 - -	17,0 68,0
Loss on Disposal Internal Expenses Overheads fotal Expenses attributable to Operations	- 1,787 1,811 12,247	- 1,734 <u>1,811</u> 12,723	(53)	- 11,968 12,676 88,248	- 12,562 12,676 89,663	- 594 - 1,415	- 11,008 <u>10,177</u> 91,916	2,379 18,627 24,584 180.097	21,367 20,224 163.175	- 74 1,506 1,084	- 33 - 64	21,47 21,73 164.3 3
Operating Result	12,247		476	88,248	89,663		91,918	180,097	163,173	1,084	04	164,3
fter Overheads and before Capital Amounts	(2,984)	(3,168)	184	(3,193)	(6,088)	2,895	(3,283)	(33,066)	(11,635)	(1,084)	2,222	(10,49
Capital Grants Capital Contributions Frants and Contributions Capital Received	329	245 500 745	(245) (171) (416)	2,144 2,206 4.350	2,625 3,570 6.195	(482) (1,364) (1,846)	3,015 3,606 6,622	5,914 6,751 12.665	2,500 12,033 14.533	6,497 (5,962) 534	(2,110) (1,000) (3,110)	6,8 5,0 11.9
Net Operating Result	(2,654)	(2,422)	(232)	4,350	107	(1,846)	3,339	(20,401)	2,898	(550)	(3,110)	1,4

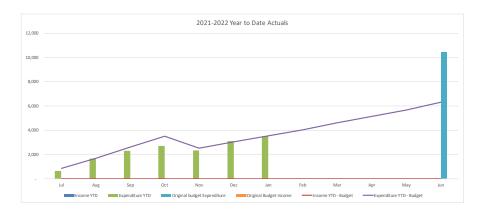


	(04.01	. Wat	ter an	d Se	wer E	xecu	tive			C	ntral		
			Оре	eratin	g Sta	teme	nt				0	Loast uncil		
				Jan	uary 2022	2								
	CUI	RRENT MON	пн		YEAR T	O DATE				FULL YEAR				
	Actuals	Adopted Budget	Variance	Actuals	Adopted Budget	Variance	Last Year YTD Actuals	Last Year Actual	Original Budget	Adopted Changes	Proposed Changes	Year End Forecast	Status	Status Comments
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		
Operating Income														
Rates and Annual Charges	2,846	2,700	147	36,755	34,651	2,103	38,993	66,519	66,493	(0)	3,260	69,753	۲	Favourable variance mainly is Sewer Service Availability charges and is due to additional revenue associated with IPART Clarification Notice No 1 of 2021 which was not reflected in
User Charges and Fees	6,223	6,501	(279)	46,228	46,648	(420)	47,024	75,230	80,585	0	(980)	79,605	0	Water Usage charges are \$1.4m unfavourable with water demand being low last few month due to high rainfall. YTD water demand is currently 2.3% lower than previous year. Offset by \$0.7m additional trade waste non-compliant usage charges.
Other Revenue	-	-	-	109	-	109	78	102	-	-	-	-		
Interest	113	157	(45)	921	1,102	(180)	1,139	2,096	1,988	0	-	1,988	0	
Grants and Contributions	-	-	1	8	-	8	282	463	-	-	-	-	-	
Gain on Disposal	-	-	-	-	-	-	-	-	-	-	-	-		
Other Income	-	-	-	-	-	-	(36)	(36)	26		-	26		
Internal Revenue	80	197	(117)	1,025	1,174	(149)	1,150	2,655	2,448		-	2,448	0	Small unfavourable variance.
Total Income attributable to Operations	9,261	9,555	(294)	85,046	83,575	1,471	88,631	147,029	151,540	0	2,280	153,821		
Operating Expenses	219	361		1.428	1.578	150	1.807	3.262	2.921	(74)		2.846	•	
Employee Costs Borrowing Costs	219	361	141	1,428	1,578	33	1,807	3,262	2,921	(74)	-	2,846		
Borrowing Costs Materials and Services	51	57	(0)	5,241	5,274	33	6,838	12,533	9,186	(322)	225	8,864		
Depreciation and Amortisation	51	5/	/	481	493	12	24	38	648	(50)	225	822		
Other Expenses	0	0	-	2	2	-	24	(19)	42	(38)	-	4		
Loss on Disposal	-	-	-	-	-	-	()	(13)	-	-	-			
Internal Expenses	147	172	25	1.028	1,187	159	1,121	1.903	2.108	(40)	(218)	1,849		
Overheads	185	185	2.5	1,020	1,107	158	664	3,166	2,100	78		2,218		
Total Expenses attributable to Operations	1,292	1,465	174	9,474	9,828	353	10,539	21,655	17,045	(447)	6	16,604		
Operating Result after Overheads and before Capital Amounts	7,970	8,090	(120)	75,572	73,747	1,825	78,092	125,374	134,495	447	2,274	137,217		
Capital Grants	-	245	(245)	2,144	2,625	(482)	2,877	5,628	2,500	6,497	(2,110)	6,887	٠	Actuals includes \$1.2m re Gosford CBD, \$0.7m re Warnervale Town Centre and \$0.2m re Mardi WTP upgrade. Unfavourable variance due to fming of grant payments.
Capital Contributions	329	500	(171)	2,161	3,525	(1,364)	3,610	6,751	12,033	(6,008)	(1,000)	5,025	•	Unfavourable variance in Developer Contributions - budget has been reduced to \$0.5m per month however only \$2.1m received YTD with activity down substantially on prior year.
Grants and Contributions Capital Received	329	745	(416)	4,304	6,150	(1,846)	6,488	12,379	14,533	489	(3,110)	11,912		,
														4
Net Operating Result	8,299	8,835	(536)	79,876	79,897	(21)	84,580	137,753	149,028	936	(836)	149,129		4
1	1													



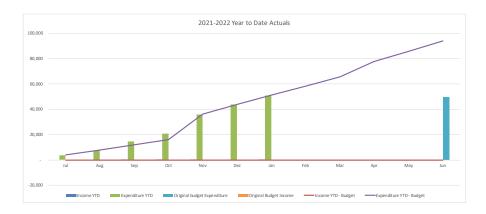
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		04.0	2. W	S Plar	nning	and [Delive	ry			Ce	entral		
			Ор	eratin	g Stat	emer	nt					Coast Juncil		
				Jan	nuary 2022									
	CL	JRRENT MONT	н		YEAR TO	DATE				FULL YEAR				
	Actuals	Adopted Budget	Variance	Actuals	Adopted Budget	Variance	Last Year YTD Actuals	Last Year Actual	Original Budget	Adopted Changes	Proposed Changes	Year End Forecast	Status	Status Comments
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		
Operating Income Rates and Annual Charges User Charges and Fees Other Revenue	-	-	-	-	-	-	-	-	-	-	-	-		
Interest Grants and Contributions Gain on Disposal Other Income	-	-	-	-		-	-		-	-	-	-		
Internal Revenue Total Income attributable to Operations		-	-	-		-	-	-	-	-		-		
Operating Expenses Employee Costs	197	221	24	1,637	1,596	(41)	1,775	3,936	2,891	(60)		2,831	0	Unfavourable variance due to standard cost entries not processed for 6 week period in December /
Borrowing Costs Materials and Services	- 34	- 98	- 64	761	- 833	- 71	1,467	4,010	1,963	(353)	-	1,609		January due to Kronos outage, i.e no salary capitalisation or cross-charging processed for period.
Depreciation and Amortisation Other Expenses Loss on Disposal	58	58	(0)	407	407	(0)	1,932	3,156		(3,084)	-	697	Õ	
Internal Expenses Overheads Total Expenses attributable to Operations	23 77 388	77	(1)	160 538 3.502	156 538 3,528	(4)	21 877 6,072	21 2,365 14,777	361 1,436 10,432	(94) (514) (4,106)	-	267 922 6.326		-
Operating Result	(388)		87	(3,502	(3,528)	27		(14,777)	(10,432)	(4,108)		(6,326)		
after Overheads and before Capital Amounts	,			.(-,/	(-,)									
Capital Grants Capital Contributions Grants and Contributions Capital Received	-	-	-	-	-	-	138 (4) 134	189 - 189	-		-	-		
Net Operating Result	(388)	(475)	87	(3,502)	(3,528)	27	(5,937)	(14,589)	(10,432)	4,106	-	(6,326)		4



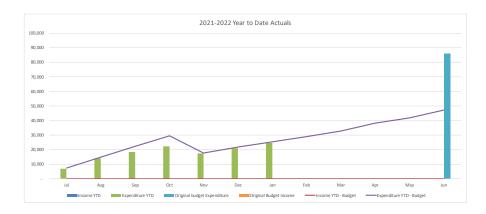
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	04	1.03.	ws o	perati	ons a	nd Ma	ainten	ance			5			
			Ор	eratin	g Stat	temer	it					ntral oast uncil		
				Jan	uary 2022									
	-	IRRENT MONT			YEAR T	-				FULL YEAR				
	Actuals	Adopted Budget	Variance	Actuals	Adopted Budget	Variance	Last Year YTD Actuals	Last Year Actual	Original Budget	Adopted Changes	Proposed Changes	Year End Forecast	Status	Status Comments
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		
Operating Income							- 1							
Rates and Annual Charges	-	-	-	-	-	-	-	-	-	-	-	-		
User Charges and Fees	-	-	-	-	-	-	-	-	-	-	-	-		
Other Revenue	-	-	-	-	-	-	-	-	-	-	-	-		
Interest	-	-	-	-	-	-	-	-	-	-	-			
Grants and Contributions	8	-	8	3	-	3	3	3	-	-	-	-		Employment and Training grant re apprentices.
Gain on Disposal	-	-	-	-	-	-	-	-	-	-	-			
Other Income	-	-	-	-	-	-	-	-	-	-	-	-		
Internal Revenue	-	-	-	-	-	-	-	-	-	-	-	-		
Total Income attributable to Operations	8	-	8	3	-	3	3	3	-	-	-	-		
Operating Expenses														
Employee Costs	1,140	1,050	(90)	7,874	7,664	(210)	9,940	18,888	15,277	(1,688)	-	13,590	0	Unfavourable variance due to standard cost entries not processed for 6 week period in December / January due to Kronos outage, i.e., no salary capitalisation or cross-charging processed for period.
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-		
Materials and Services	435	542	108	3,929	4,042	113	5,045	9,685	6,935	177	-	7,112		
Depreciation and Amortisation	3,603	3,605	2	25,221	25,233	12	5,093	8,698	9,783	39,385	-	49,167		
Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-		
Loss on Disposal	-	-	-	-	-		-	121	-	-	-	-		
Internal Expenses	880	964	84	6,368	6,752	384	5,802	9,578	12,362	(792)	16	11,586		Favourable variance in Plant & Fleet and Tipping charges.
Overheads	1,044	1,044	-	7,311	7,311	-	2,860	7,145	5,308	7,225	-	12,534	•	
Total Expenses attributable to Operations	7,102	7,206	104	50,703	51,003	299	28,740	54,114	49,665	44,307	16	93,988		
Operating Result	(7,094)	(7,206)	112	(50,701)	(51,003)	302	(28,738)	(54,111)	(49,665)	(44,307)	(16)	(93,988)		
after Overheads and before Capital Amounts	(7,054)	(7,206)	112	(30,701)	(31,003)		(20,730)	(34,111)	(43,665)	(44,307)	(16)	(33,388)		
Capital Grants								97						
Capital Grants Capital Contributions	-	-	-	45	45	-	-	97	-	45	-	45		
Grants and Contributions Capital Received	-	-	-	45	40			97		45		40	0	
Grants and Contributions Capital Récélvéd	-	-		45	45		-	97		45	-	45		
Net Operating Result	(7,094)	(7,206)	112	(50,655)	(50,957)	302	(28,738)	(54,014)	(49,665)	(44,262)	(16)	(93,942)		
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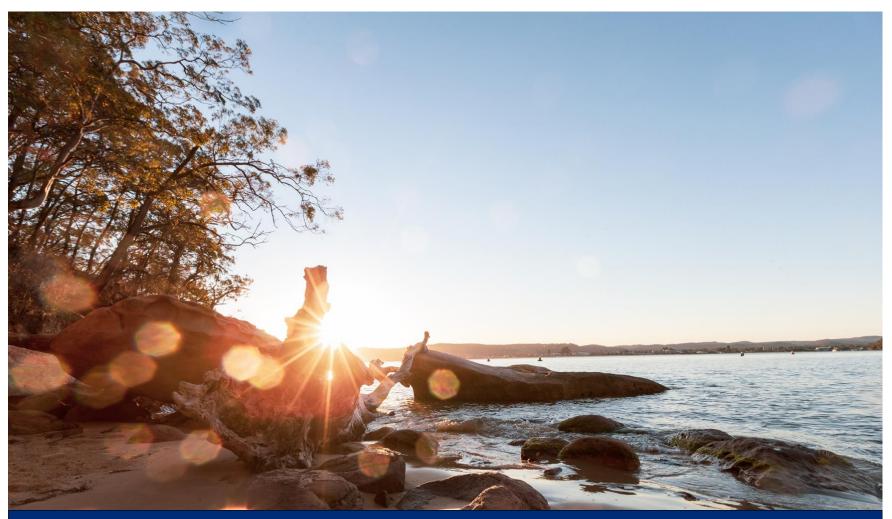


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	(04.04.	WS	Headv	vorks	and T	reatn	nent						
			Ор	eratin	g Stat	temen	t				C	ntral oast uncil		
				lar	nuary 2022									
				Jai	iual y 2022									
	CL	JRRENT MONT	TH		YEAR T	O DATE				FULL YEAR				
	Actuals	Adopted Budget	Variance	Actuals	Adopted Budget	Variance	Last Year YTD Actuals	Last Year Actual	Original Budget	Adopted Changes	Proposed Changes	Year End Forecast	Status	Status Comments
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		
Operating Income Rates and Annual Charges														
User Charges and Fees	-	-	-	-		-	-	-		-		-		
Other Revenue	-	-	-	-	-	-	-	-	-	-	-	-		
Interest	-	-		-	-	-	-	-	-	-				
Grants and Contributions	-	-	-	-	-	-	-	-	-	-	-	-		
Gain on Disposal	-	-		-	-	-	-	-		-				
Other Income	(6)	-	(6)	6	-	6	-	-	-	-	6	6		Glenola Farm agistment revenue.
Internal Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Income attributable to Operations	(6)	-	(6)	6	-	6	-	-	-	-	6	6		
Operating Expenses														
Employee Costs	591	606	15	4,340	4,420	79	4,568	8,667	6,238	1,600	-	7,838	0	Favourable variance due to standard cost entries not processed for 6 week period in December / January due to Kronos outage, i.e no salary capitalisation or cross-charging processed for period.
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-		
Materials and Services	299	557	258		3,552	601	3,204	6,938		275	(194)	7,520		
Depreciation and Amortisation	1,333	1,333	C	9,331	9,331	0	28,952	53,942	54,478	(36,263)	-	18,216		
Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-		
Loss on Disposal	-	-			-	-		968						
Internal Expenses	737	576	(161)	4,412	4,467	56	4,064	7,126		1,000	236	7,774		Favourable variance in Plant & Fleet and Tipping charges.
Overheads Total Expenses attributable to Operations	505 3.465	505 3.577	112	3,534 24,569	3,534 25,304	736	5,777 46,565	11,908 89,551	11,340 86.033	(5,283) (38,670)	42	6,058 47,405	•	
Total Expenses attributable to Operations	3,465	3,577	112	24,569	25,304	/36	46,565	89,551	86,033	(38,670)	42	47,405		
Operating Result after Overheads and before Capital Amounts	(3,472)	(3,577)	105	(24,563)	(25,304)	742	(46,565)	(89,551)	(86,033)	38,670	(36)	(47,399)		
Capital Grants	-	-	-	-	-	-	-	-	-	-	-	-		
Capital Contributions	-	-	-	-	-	-	-	-	-	-	-	-		
Grants and Contributions Capital Received		-		-	-	-	-	-	-		-	-		4
Net Operating Result	(3,472)	(3,577)	105	(24,563)	(25,304)	742	(46,565)	(89,551)	(86,033)	38,670	(36)	(47,399)		1
														1



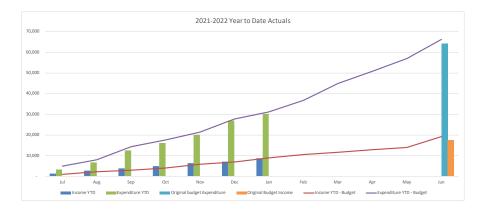
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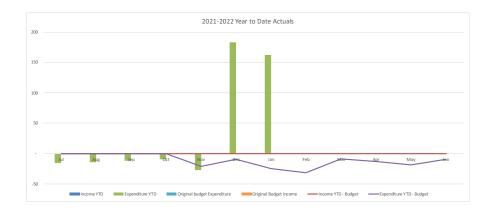
Environment and Planning Monthly Financial Reports

January 2022

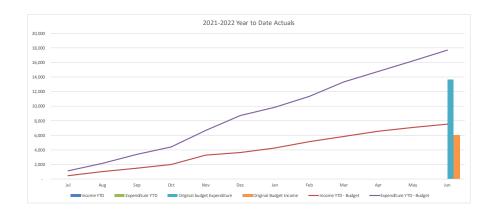
		05.	Envi Ope	eratin		nd Pla temer]			-C	ntral oast uncil
	CU	RRENT MON	ГН		YEAR T	DATE				FULL YEAR		
	Actuals	Adopted Budget	Variance	Actuals	Adopted Budget	Variance	Last Year YTD Actuals	Last Year Actual	Original Budget	Adopted Changes	Proposed Changes	Year End Forecast
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Deprating Income Rates and Annual Charges User Charges and Fees Other Revenue	540 361	604 206	(64) 155	5,314 1,822	5,293 1,578	21 244	4,890 1,424	9,337 2,632	7,965 2,555	1,586 55	- 70	9,62 2,60
Interest Grants and Contributions Gain on Disposal	0 848 -	1,097	0 (248) -	1 1,636 -	- 1,855 -	1 (219) -	0 3,724 -	1 5,536 -	- 6,609 -	(187)	- 64	6,48
Other income Internal Revenue Fotal Income attributable to Operations	- 14 1,764	40 17 1,964	(40) (3) (201)	10 83 8,865	40 144 8,910	(31) (61) (45)	21 141 10,200	260 269 18,035	243 358 17,730	(32) 1,422	(168) (34)	24 15 19,11
Derating Expenses Employee Costs Borrowing Costs Materials and Contracts	2,159 - 501	2,282 - 630	123 - 129	16,314 13 3.960	16,413 10 4,570	99 (3) 610	19,439 - 7.072	37,295 (3) 12,902	29,249 20 16,385	(359)	(130)	28,89 2 17,53
Depreciation and Amortisation Other Expenses Loss on Disposal	105 (478)	105 (478)	(0) (0)	734 2,531	734 2,547	(0) 16	870 2,954	(558) 5,582	1,679 5,941	(0) 66	-	1,67 6,00
Internal Expenses Overheads Total Expenses attributable to Operations	330 644 3,261	319 644 3,501	(11) - 240	2,330 4,510 30,392	2,413 4,510 31,197	83 - 804	2,439 3,309 36,083	5,013 8,928 69,159	4,870 6,122 64,267	(678) 1,610 1,914	8 - (123)	4,19 7,73 66,05
Dperating Result fter Overheads and before Capital Amounts	(1,497)	(1,537)	40	(21,528)	(22,287)	759	(25,883)	(51,124)	(46,537)	(492)	89	(46,941
Capital Grants Capital Contributions Srants and Contributions Capital Received	2 1,772 1,774	1,408 1, 408	2 364 366	165 7,366 7,531	254 8,923 9,176	(88) (1,557) (1,645)	1,083 5,276 6,360	1,596 12,395 13,991	500 22,412 22,912	254 (6,452) (6,198)	(2,120) (2,120)	75 13,84 14,59
let Operating Result	276	(130)	406	(13,996)	(13,110)	(886)	(19,523)	(37,133)	(23,625)	(6,691)	(2,031)	(32,34



	05.0	1. Er	viron	ment	and F	Planni	ng Ex	ecuti	ve		Se	entral		
			Ор	eratin	ig Stat	temer	nt					Coast ouncil		
				Jai	nuary 2022									
		JRRENT MON			YEAR T	-				FULL YEAR				
	Actuals	Adopted Budget	Variance	Actuals	Adopted Budget	Variance	Last Year YTD Actuals	Last Year Actual	Original Budget	Adopted Changes	Proposed Changes	Year End Forecast	Status	Status Comments
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		
Operating Income														
Rates and Annual Charges User Charges and Fees	-	-	-	-	-	-	-	-	-	-	-	-		
Other Revenue	-	-	-	-	-	-	-	-	-	-	-	-		
Interest	-	-	-	-	-	-	-	-	-	-	-	-		
Grants and Contributions	-	-	-	-	-	-	-	-	-		-	-		
Gain on Disposal	-			-	-					-				
Other Income	-	-	-	-	-	-	-	-	-	-	-	-		
Internal Revenue	-			-	-		-	-	-					
Total Income attributable to Operations	-				-	-				-		-		
														1
Operating Expenses														
Employee Costs	35	51	16	570	378	(192)	443	691	664	(4)	-	660		
Borrowing Costs	-	-			-	-	-	-	-				-	
Materials and Services	4	(9)	(13)	6	1	(6)	33	30	35	(13)	-	22	0	Costs higher than phased for the month but on track for the year
Depreciation and Amortisation	-	(-)	(,	-	-	(-)	-	-		(,				
Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-		
Loss on Disposal	-	-		-	-	-	-	-	-	-		-		
Internal Expenses	1	3	2	12	22	10	33	46	23	15	-	38		
Overheads	(61)	(61)	-	(425)	(425)	-	(163)	(767)	(721)	(8)	-	(729)	ē	
Total Expenses attributable to Operations	(21)	(15)	5	162	(25)	(187)	346	-	-	(9)	-	(9)		1
]
Operating Result	21	15		j (162)	25	(187)	(346)							
after Overheads and before Capital Amounts	21	19	-	(162)	25	(187)	(346)		-	9		9		
					1					1				
Capital Grants	-	-	-	-	-	-	-	-	-	-	-	-		
Capital Contributions	-	-			-	-	-	-	-	-		-		
Grants and Contributions Capital Received	-	-			-		-		-	-				1
				1										
Net Operating Result	21	15	5	(162)	25	(187)	(346)	-	-	9		9		

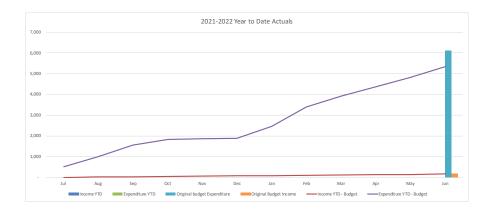


		05.0	2. De	evelop	oment	Asse	ssme	nt			Ce	entral		
			Ор	eratin	g Sta	temer	nt					Coast Juncil		
				Jar	nuary 2022									
	CI	JRRENT MON	тн		YEAR T	O DATE				FULL YEAR				
	Actuals	Adopted Budget	Variance	Actuals	Adopted Budget	Variance	Last Year YTD Actuals	Last Year Actual	Original Budget	Adopted Changes	Proposed Changes	Year End Forecast	Status	Status Comments
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		
Operating Income Rates and Annual Charges														
User Charges and Fees	478	542	(64)	4,138	4,166	(28)	3,638	6,861	5,963	1,287	-	7,250	0	Slightly reduced fees received in January due to Christmas shutdown period. Should return to more regular level from February onwards.
Other Revenue	7	1	6	24	9	14	16	19	16	-	-	16		level non'n ebruary onwards.
Interest Grants and Contributions Gain on Disposal	- 1	75	(74)	21	75	(54)	-	-	-	292	-	292	•	Anticipated grant income not received in January to be received in coming months (agreed DPIE grant)
Other Income	-	-	-	-	-	-	-	-	-	-	-			
Internal Revenue Total Income attributable to Operations	486	618	(133)	4,183	4,251	(68)	3,654	6,880	5,979	1,579		7,558		
Operating Expenses Employee Costs	689	696	8	5,175	5,142	(33)	5,434	10,952	8,807	100		8,907	•	
Borrowing Costs	-	-	-			- (00)	-		-	-	-	0,007		
Materials and Services	60	(91)	(151)	1,040	1,076	37	642	1,073	1,500	1,072	-	2,572	•	slightly increased cost for January as a result of uplift in fee from NSW Government (Planning Reform Fee). Costs for year to date broadly on track.
Depreciation and Amortisation Other Expenses	-	-	-	-	-	-	-	(1)	-	-	-	-		
Loss on Disposal Internal Expenses	40	41	- 1	287	287	(0)	328	546	581	(89)	-	492		
Overheads	479			3,351 9.852	3,351 9.856		1,816	4,033	2,794	2,950	-	5,745		
Total Expenses attributable to Operations	1,267	1,125	(142)	9,852	9,856	4	8,221	16,604	13,682	4,033	-	17,715		
Operating Result after Overheads and before Capital Amounts	(781)	(506)	(275)	(5,669)	(5,606)	(64)	(4,567)	(9,723)	(7,703)	(2,454)	-	(10,157)		
Capital Grants														
Capital Contributions	-	-	-	-	-	-	3	4	-	-	-			
Grants and Contributions Capital Received	-	-	-	-	-	-	3	4	-	-	-			
Net Operating Result	(781)	(506)	(275)	(5,669)	(5,606)	(64)	(4,564)	(9,720)	(7,703)	(2,454)		(10,157)		
														1



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				Stra	-		-				Ce	entral		
			Ор	erating	g Stat	emen	t				Co	Coast Juncil		
				Jan	uary 2022									
	cu	IRRENT MONT	TH		YEAR TO	DATE				FULL YEAR				
	Actuals	Adopted Budget	Variance	Actuals	Adopted Budget	Variance	Last Year YTD Actuals	Last Year Actual	Original Budget	Adopted Changes	Proposed Changes	Year End Forecast	Status	Status Comments
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		
Operating Income														
Rates and Annual Charges User Charges and Fees	-	-	-	94	-	- (0)	- 114	- 183	- 161	-	-	- 161		
Other Revenue	10	13	(4)	34	34	(0)	114	103	101	-	-	101		
Interest	-	-	-	-	-	-	-	-	-	-	-	-		
Grants and Contributions	2	-	2	2	-	2	73	220	20	-		20		
Gain on Disposal	~		~	-		~	10	220	20			20		
Other Income							1							
Internal Revenue				1	1			1	-					
Total Income attributable to Operations	12	13	(1)	96	94	2	188	403	181		-	181		
Operating Expenses														
Employee Costs	273	314	41	2,053	2,108	55	3,182	5,963	4,059	(227)		3,832		
Borrowing Costs	2.10	014		13	10	(3)	0,102	(7)	20	(221)		20		
Materials and Services	19	241	222	61	111	50	1,518	698	884	210	-	1.093		YTD Positive variance associated with transactions receipted after month end
Depreciation and Amortisation	1	1	-	4	4	-	4	7	11	(0)		11	ŏ	
Other Expenses	1		-	1	1	-	1			(-)			-	
Loss on Disposal				-	-		-							
Internal Expenses	18	14	(4)	101	100	(1)	166	253	315	(143)	-	172		
Overheads	19	19	()	132	132	(.)	249	1.364	797	(571)		227		
Total Expenses attributable to Operations	330	589	259	2,365	2,466	101	5,119	8,278	6,085	(731)	-	5,355		
Operating Result after Overheads and before Capital Amounts	(318)	(575)	258	(2,269)	(2,372)	103	(4,931)	(7,875)	(5,905)	731	-	(5,174)		
Capital Grants	-		-	-	-	-	-	-	-		-	-		
Capital Contributions	1,772	1,408		7,280	8,923	(1,643)	5,162	11,693	22,412	(6,452)	(2,120)	13,840		Tracking lower than expected, but variance has been made based on expected projections
Grants and Contributions Capital Received	1,772	1,408		7,280	8,923	(1,643)	5,162	11,693	22,412	(6,452)	(2,120)	13,840		
Net Operating Result	1,454	832	622	5,011	6,551	(1,540)	230	3,817	16,508	(5,721)	(2,120)	8,666		



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13.7% unfavourable variance driven by increased spend on tipping fees and internal plant and the hire that were earlier than planned.

Income slightly behind expectation at this point, additional grants are expected between now and t end of the financial year.

0	5.04.		eratin	g Sta	teme	-	nent			Cer	ntral oast uncil		
CU	RRENT MON	тн		YEAR T	O DATE				FULL YEAR				
Actuals	Adopted Budget	Variance	Actuals	Adopted Budget	Variance	Last Year YTD Actuals	Last Year Actual	Original Budget	Adopted Changes	Proposed Changes	Year End Forecast	Status	Status Comments
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		
32	30	2	279	220	50	68	215	71	200	70	440		
-	-	~	55			6	6	-	55	-			
0		0	0		0	0	0					Ŭ	
58	168	(109)	567	626	(58)	311	2.514	3.815	615	64	4,494	0	Grant income to be received by end of the financial year
-	-	-	-	-		-	-	-	-	-	-		
-	-	-	-	-	-	-	-	-	-	-	-		
4	7	(3)	8	74	(65)	66	114	238	(32)	(168)	38	0	Project originally identified cannot be delivered within available staff resources. Will be adjusted going forward.
95	205	(110)	909	974	(65)	452	2,850	4,123	937	(34)	5,026	_	going torward.
						1							
594	614	20	4,384	4,376	(8)	5,235	9,656	7,886	(133)	-	7,753		
-	-	-	-	-	467	2,639	-	10,157	-	-	-		
216	266	50	1,291	1,758			6,616		(95)	(130)	9,932		
	CU Actuals \$1000 	CURRENT MON Actuals Adopted Budget \$'000 \$'000 - - -	CURRENT MONTH Actuals Adopted Budget Variance 5'000 5'000 5'000 32 30 2 0 - 0 58 168 (109) 4 7 (3) 95 205 (110)	CURRENT MONTH Actuals Actuals Actuals Actuals \$1000 \$1000 \$1000 \$2 30 2 279 32 30 2 279 32 30 2 279 4 7 0 5000 58 188 (109) 507 4 7 (3) 8 98 208 (110) 909 594 614 20 4,384	CURRENT MONTH Yearance Actuals Adopted Budget Actuals Adopted Budget 32 33 2 279 220 32 33 2 279 200 32 33 2 279 200 34 1 1 55 55 58 168 (109) 557 626 4 7 (3) 8 74 95 285 (110) 909 974 594 614 20 4.384 4.376	Operating Statemet January 2028 CURRENT MONTH YEAR TO DATE Áctuals Ádopted Budget Variance Áctuals Ádopted Variance 5'000 5'0	Operating Statements January 2021 CURRENT MONTH YEAR TO DATE Actuals Adopted Yariance Artuals Adopted Yariance Last Yerb Actuals 5'000 5'00	January 2022 VER TO DATE Actuals Adopted Variance Actuals Madopted Variance Last Year 3000 \$0000 \$0000 \$0000 \$0000 \$0000 \$0000 \$0000 32 30 2 276 220 59 68 215 32 30 2 277 220 59 68 215 32 30 2 277 220 59 68 215 32 30 2 277 220 59 68 215 32 30 2 65 6 6 6 0	Operating Statements January 2021 CURRENT MONTH YEAR TO DATE Last Year Original Actuals Adopted Yarlance Actuals Adopted Yarlance Last Year Original \$1000 \$000 \$000 \$1000 \$1000 \$000	Operating Statements January 2028 CURRENT MONTH YEAR TO DATE FULL YEAR Áctuals Ádopisid Variance Ádopisid Variance List Yéar List Yéar Original Ádopisid Adopisid Charges 5'000	Operating Statement January 2020 CURRENT MONTH YEAR TO DATE FULL YEAR Adopted Variance Actuals Adopted Variance Last Year Original Adopted Changes Changes Stood St	Operating Statement Lanuary 2020 CURRENT MONTH YEAR TO DATE FULL YEAR CURRENT MONTH YEAR TO DATE FULL YEAR Actuals Actua	Operating Statement January 2021 CURRENT MONTH YEAR TO DATE FULL YEAR Monoread Constant Status Aduals Colspan="2">Changes Proposed Constant Status \$1000

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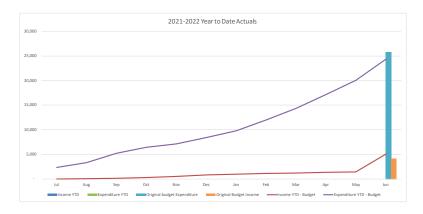
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9,813

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254

(8,586)

Dataset: CCC General Ledger (Primary) Loc: Name: CCC Operating Statement - 01 CEO

Depreciation and Amortisation Other Expenses

Total Expenses attributable to Operations

Capital Contributions Grants and Contributions Capital Received

Loss on Disposal

Internal Expenses

berating Result ter Overheads a

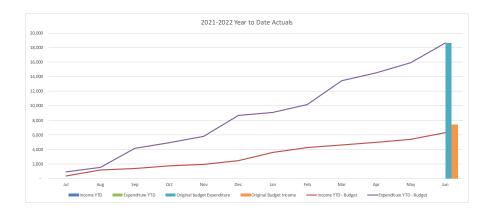
Capital Grants

Net Operating Result

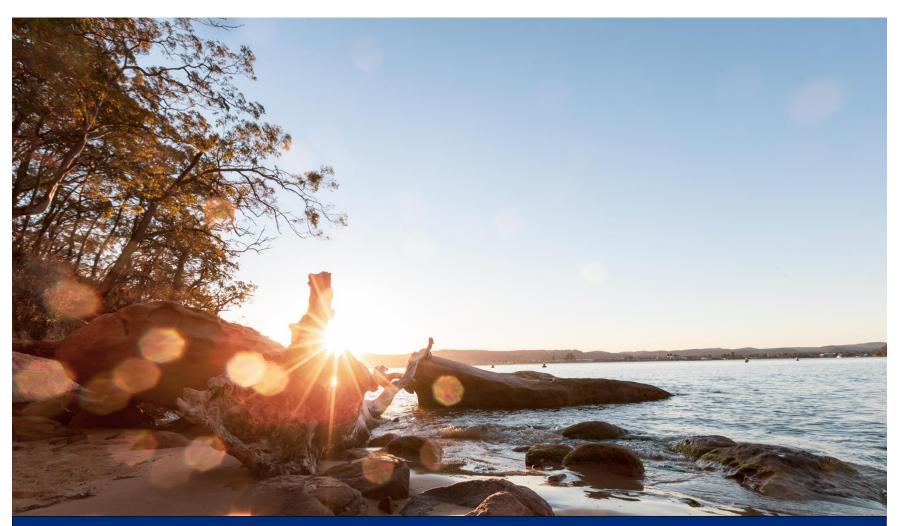
Overheads

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	05.05.	Envi		ental erating Jan				Syste	ems			ntral Coast uncil		
	CI	URRENT MONT	ТН		YEAR TO	DATE				FULL YEAR				
	Actuals	Adopted Budget	Variance	Actuals	Adopted Budget	Variance	Last Year YTD Actuals	Last Year Actual	Original Budget	Adopted Changes	Proposed Changes	Year End Forecast	Status	Status Comments
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		
Operating Income Rates and Annual Charges User Charges and Fees Other Revenue Interest Grants and Contributions Gain on Disposal	20 354 787	205		803 1,744 0 1,045	- 813 1,514 - 1,154	(10) 230 0 (109)	1,069 1,402 0 3,340	2,078 2,607 1 2,802	1,771 2,539 2,774	(1,094)		1,771 2,539 1,681		Shop Inspection fees slightly behind expectations. RFS inklind contributions slightly behind budget. Expected to be on track by year end.
Other Income Internal Revenue Total Income attributable to Operations	- 10 1,171	40 10 1,128	(40)	10 74 3,677	40 70 3,592	(31) 4 85	21 75 5,907	260 155 7,902	243 120 7,447	(1,094)	-	243 120 6,353	0	Outdoor dining approvals slightly behind expectations.
Operating Expenses Employee Costs Borrowing Costs Materials and Services Depreciation and Amortisation	568 - 204 31	224 31	38 - 20 (0)	4,132 - 1,562 217	4,410 - 1,623 217	277 62 (0)	5,145 - 2,240 222	10,033 5 4,486 (1,683)	7,834 - 3,809 513	(95) 103	-	7,739 - 3,911 513	•	
Other Expenses Loss on Disposal Internal Expenses Overheads Total Expenses attributable to Operations	(478) - 100 (95) 329	(95)	41	2,481 - 812 (666) 8,539	2,481 - 1,021 (666) 9,086	(0) 	2,954 727 (335) 10,953	5,520 2,384 298 21,044	5,941 - 1,595 (1,050) 18,642	130 (91) 46		5,941 - 1,728 (1,142) 18,691	•	
Operating Result after Overheads and before Capital Amounts	842	700	142	(4,862)	(5,495)	632	(5,046)	(13,142)	(11,195)	(1,140)	(3)	(12,338)		
Capital Grants Capital Contributions Grants and Contributions Capital Received	0	-	0 - 0	-		-	1,083 111 1,195	996 699 1,695		-	-	-		
Net Operating Result	842	700	142	(4.862)	(5,495)	632	(3.851)	(11,446)	(11,195)	(1.140)	(3)	(12.338)		4



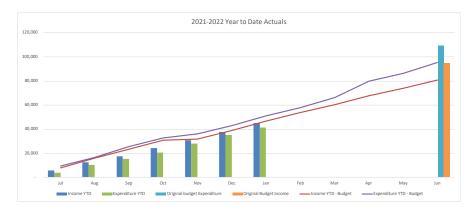
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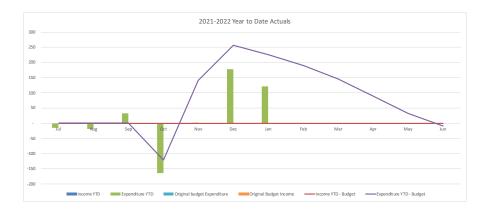
Corporate Affairs Monthly Financial Reports

January 2022

				eratin	orate g Stat						C	ntral oast uncil
	CU	RRENT MON	гн		YEAR TO					FULL YEAR		
	Actuals	Adopted Budget	Variance	Actuals	Adopted Budget	Variance	Last Year YTD Actuals	Last Year Actual	Original Budget	Adopted Changes	Proposed Changes	Year End Forecast
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Jperating Income Rates and Annual Charges User Charges and Fees Other Ravenue Interest Grants and Contributions Gain on Disposal Other income Internal Revenue Colar Income attributable to Operations Operating Expenses Employee Costs Employee Costs Baterials and Contracts Depretation and Amortisation Other Expenses Loss on Disposal Internal Spenses Coverheads Foral Expenses attributable to Operations		- 2.517 288 - 129 - 375 4.692 8,000 8,0000 8,0000 8,000 8,0000 8,0000 8,00000000	- (65) (32) (475) (475) (587) (587) (587) (587) (242 (255) (255) (255) (255) (255) (255) (255) (255) (255) (255) (255) (255) (255) (257) (277) (- 8,267 2,222 1,104 4 2,932 30,516 45,041 29,172 - 39,276 9,500 9,500 9,500 2,52 2,52 4,531 (41,294) 41,531	8,411 2,351 1,003 3,027 32,015 46,807 46,489 9,621 9,621 9,621 44,249 (41,294) 56,930	(143) (129) (129) (1,498) (1,785) (1,785) (1,785) (1,785) (1,785) (1,785) (1,785) (1,785) (1,785) (1,99) (1	9,223 1,566 1,154 2,564 35,418 51,510 39,449 39,449 46,103 12,453 12,453 12,453 (40,189) 64,337	- - - - - - - - - - - - - -	- - - - - - - - - - - - - -	721 357 (746) (14.639) (14.477) (1.785) (1.785) (1.785) (3.083) (6.562) (14.381)	(1,155) (275) (275) (20) (72) (1,585) (2,317) (2,317) (53) (78) (2,449)	12,80 3,50 1,68 4,91 56,07 78,98 54,40 77,77 72,283 61 8,06 (70,790 (70,790 92,90
Operating Result after Overheads and before Capital Amounts	1,049	135	914	3,511	(4,123)	7,634	(12,827)	(24,437)	(14,688)	(95)	864	(13,91
Capital Grants Capital Contributions Grants and Contributions Capital Received	7	-	7	83 - 83	250 - 250	(167) - (167)	2,026 98 2,124	2,676 305 2,981	500 - 500	-	118 - 118	61 61
Net Operating Result	1,056	135	921	3,593	(3,873)	7,467	(10,704)	(21,457)	(14,188)	(95)	982	(13,30



		06.01		rporat				ve			Ce	ntral		
			Ор	eratin	-	temen	It				Co	coast uncil		
				Jar	nuary 2022									
	CL	IRRENT MONT	гн		YEAR T	0 DATE				FULL YEAR				
	Actuals	Adopted Budget	Variance	Actuals	Adopted Budget	Variance	Last Year YTD Actuals	Last Year Actual	Original Budget	Adopted Changes	Proposed Changes	Year End Forecast	Status	Status Comments
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		
Operating Income Rates and Annual Charges User Charges and Fees Other Revenue Interest Grants and Contributions Gain on Disposal Other Income Internal Revenue Total Income attributable to Operations Operating Expenses Employee Costs Borrowing Costs Materials and Services Decreciation and Amortisation			(3)	- - - - - - - - - - - - - - - - - - -	- - - - - - - - - - - - - - - - - - -	(17) 121	(175) (175) (175) 672 - 284	(196) (196) (196) 1,011 657	- - - - - - - - - - - - - - - - - - -			- - - - - - - - - - - - - - - - - - -		
Other Expenses Loss on Disposal Internal Expenses Overheads Total Expenses attributable to Operations	- 1 (113) (56)	- 1 (113) (31)	(0)	- 7 (792) 121	- 7 (792) 226	(0) 105	- - 19 (1,135) (161)	- 55 (1,959) (235)	- 35 (1,331) -	(24) (26) (10)	- - - 120	- - 11 (1,357) 110		
Operating Result after Overheads and before Capital Amounts	56	31	25	(121)	(226)	105	(14)	39	-	10	(120)	(110)		
Capital Grants Capital Contributions Grants and Contributions Capital Received		-	-	-	-	-	-	-	-	-	-	-	00	
Net Operating Result	56	31	25	(121)	(226)	105	(14)	39	-	10	(120)	(110)		

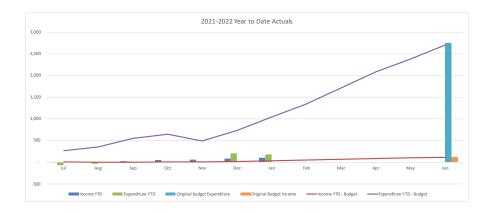


Operating Departure Departure January 2012 January 2012 Status Status </th <th></th> <th></th> <th></th> <th></th> <th>06.02.</th> <th></th> <th></th> <th></th> <th></th> <th></th> <th></th> <th>Ce</th> <th>ntral loasț</th> <th></th> <th></th>					06.02.							Ce	ntral loasț		
Drating tools Or diagnostic for the state of the sta				Op	eratin	q Stat	temen	it				Co	uncil		
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Operating Expenses -		Actuals		Variance	Actuals		Variance	YTD			Adopted Changes		Environt	Status	Status Comments
Rates and Annual Charges - </th <th></th> <th>\$'000</th> <th></th> <th></th>		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		
User Charges and Fees -															
Other Revenue - - 4 - 4 3 6 - <		-	-	-	-	-	-	-	-	-	-	-	-		
Interest -<		-	-	-	-	-	-	(2)	-	-	-	-	-		
Grants and Contributions - </td <td></td> <td>-</td> <td>-</td> <td>-</td> <td>4</td> <td>-</td> <td>4</td> <td>3</td> <td>6</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td></td> <td></td>		-	-	-	4	-	4	3	6	-	-	-	-		
Gain on Disposal - - - 148 -		-	-	-	-	-	-	-	3	-	-	-	-		
Other lacone - <t< td=""><td></td><td>-</td><td>-</td><td>-</td><td>-</td><td>-</td><td>-</td><td>-</td><td>-</td><td>-</td><td>-</td><td>-</td><td>-</td><td></td><td></td></t<>		-	-	-	-	-	-	-	-	-	-	-	-		
Internal Revenue -	Gain on Disposal	-	-	-	-	-	-	-	148	-	-	-	-		
Total income attributable to Operations - - 4 4 2 157 -		-	-	-	-	-	-	-	-	-	-	-	-		
Operating Expenses 4.28 4.17 (10) 3,154 3,069 (65) 4,005 7,912 5,626 (266) - 5,300 Additional costs due to staffing movements Borrowing Costs 219 361 142 2,662 2,806 244 2,956 4,841 4,256 442 4,688 -		-	-	-	-	-	-	-	-	-	-	-	-		
Employee Costs 428 417 (10) 3,154 3,069 (65) 4,005 7,912 5,626 (26) 5,300 Additional costs due to staffing movements Materials and Services 219 361 142 2,562 2,806 244 2,956 4,841 4,256 442 4,688 4 Other Expenses - <th< td=""><td>Total Income attributable to Operations</td><td>-</td><td>-</td><td>-</td><td>4</td><td>-</td><td>4</td><td>2</td><td>157</td><td>-</td><td>-</td><td>-</td><td>-</td><td></td><td></td></th<>	Total Income attributable to Operations	-	-	-	4	-	4	2	157	-	-	-	-		
Employee Costs 428 417 (10) 3,154 3,069 (65) 4,005 7,912 5,626 (26) 5,300 Additional costs due to staffing movements Materials and Services 219 361 142 2,562 2,806 244 2,956 4,841 4,256 442 4,688 4 Other Expenses - <th< td=""><td>Operating Expenses</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></th<>	Operating Expenses														
Borrowing Costs 2	Employee Cente	400	417	(10)	2 1 5 4	2 060	(95)	4 0.05	7.012	E 606	(266)		E 260	0	Additional costs due to staffing merements
Materials and Services 219 361 142 2,562 2,806 244 2,956 4,841 4,256 442 4,688 • Other Expenses - - 0 0		420	417	(10)	3,134	3,009	(65)	4,003	7,912	5,020	(200)	-	5,500	0	Additional costs due to stanling movements
Depreciation and Amortisation - <th-< td=""><td></td><td>040</td><td>-</td><td>440</td><td>0.500</td><td>0.000</td><td>044</td><td>0.050</td><td>1011</td><td>4.050</td><td>440</td><td>-</td><td>4.000</td><td>-</td><td></td></th-<>		040	-	440	0.500	0.000	044	0.050	1011	4.050	440	-	4.000	-	
Other Expenses - - 0 - 00 - 02 -		219	301	142	2,502	2,800	244	2,950	4,841	4,250	442	-	4,698		
Loss on Disposal - -		-	-	-	-			-	-		-	-	-		
Internal Expenses 10 10 0 72 72 0 97 163 141 (18) - 123 0 Overheads (6.994) (5.944) (5.944) (6.983) (12.783) (10.190)		-	-	-	U	-	(0)	-	2	-	-	-	-		
Overheads Total Expenses attributable to Operations (849) - (5.944) (5.944) - (6.893) (12.763) (10.024) (10.190) Operating Result after Overheads and before Capital Amounts 192 (60) 131 (156) 3 159 164 157 - (8) - (8) Capital Grants Capital Contributions Grants and Contributions - <		-	-	-	-	-	-	-	2		-	-	-		
Total Expenses attributable to Operations (192) (60) 131 (156) 3 159 164 157 (8) (8) Operating Result after Overheads and before Capital Amounts 192 60 131 160 (3) 163 (163) 0 - 8 - 8 Capital Grants -				0	72	72	0	97	163	141	(18)	-	123		
Opprating Result after Overheads and before Capital Amounts 192 60 131 160 (3) 163 (163) 0 8 8 Capital Grants Capital Contributions - - - - - - - Grants and Contributions Grants and Contributions - - - - - - Grants and Contributions - - - - - -				-			-			(10,024)		-			
after Overheads and before Capital Amounts 192 60 131 160 (3) 163 (163) 0 8 5 Capital Grants - - - - - - - - Capital Contributions - - - - - - - - Grants and Contributions Capital Received - - - - - - -		(192)	(60)	131	(156)	3	159	164	15/	•	(8)	-	(8)		
Capital Contributions		192	60	131	160	(3)	163	(163)	0	-	8	-	8		
Capital Contributions	Canital Grants		-	-											
Grants and Contributions Capital Received								1	1				-		
	Grants and Contributions Capital Received	-					-				-		-		4
Net Operating Result 192 60 131 160 (3) 163 (163) 0 - 8 - 8				-	-	-	-	-	-	-	-	-		-	1
ner operanity result. 102 vv 131 100 (3) 105 (105) v - 0 - 0	Not Operating Result	402	60	494	460	(2)	400	(103)	0			1			4
	ner operating result	192	80	131	180	(3)	163	(163)	U		8	-	8		



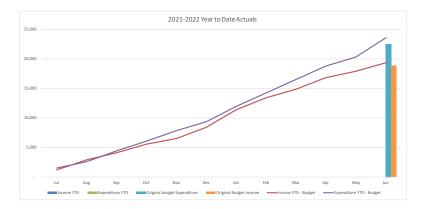
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	CL	JRRENT MON	ГН		YEAR T	O DATE				FULL YEAR				
	Actuals	Adopted Budget	Variance	Actuals	Adopted Budget	Variance	Last Year YTD Actuals	Last Year Actual	Original Budget	Adopted Changes	Proposed Changes	Year End Forecast	Status	Status Comments
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		
Operating Income Rates and Annual Charges User Charges and Fees Other Revenue Interest Grants and Contributions Gain on Disposal Other Income Internal Revenue Total Income attributable to Operations Operating Expenses Employme Costs Borrowing Costs Materials and Services Depreciation and Amortisation Other Expenses Loss on Disposal Internal Expenses Overheads Overheads Overheads	- 9 9 0 - - - - - - - - - - - - - - - - -	12 499 - 358 9 - 12 (569)	59 275 (3)	768 64 - - 89 (3,985)	- 0 3 3 - 13 3 - 15 31 3,599 - 1,273 64 - - - - - - - - - - - - - - - - -	355 505 - - (3)	- 0 5 39 52 4,060 587 67 67 67 67 67 67 97 (4,622) 189	- 1 9	- 1 42 	(35) 35 (395) 267 267 (30) 124 (34)		1 1 7 3 3 5 - 7 3 1 116 6,325 - 2,947 120 120 - 148 (6,832) 2,709		
Operating Result after Overheads and before Capital Amounts	47	(296)	344	(74)	(1,005)	931	(137)		(2,628)	34	-	(2,593)		
Capital Grants Capital Contributions Grants and Contributions Capital Received	-	-	-	-	-	-	50 - 50	50 - 50	-	-		-	•	
Net Operating Result	47	(296)	344	(74)	(1,005)	931	(87)	(1,973)	(2,628)	34	-	(2,593)		



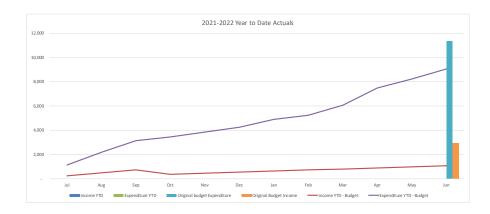
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(06.04	. Eco	nomi	ic Dev	velop	ment	and	Prop	erty		Ce	ntral		
			Оре	rating	g Sta	teme	nt				C	oast uncil		
				Jan	uary 2022									
	cu	RRENT MON	тн		YEAR TO	O DATE				FULL YEAR				
	Actuals	Adopted Budget	Variance	Actuals	Adopted Budget	Variance	Last Year YTD Actuals	Last Year Actual	Original Budget	Adopted Changes	Proposed Changes	Year End Forecast	Status	Status Comments
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		
Operating Income Rates and Annual Charges														
User Charges and Fees	2,297	2,361	(64)	6,879	7,315	(436)	8,136	12,813	11,365	717	(1,155)	10,927	•	Holiday parks behind on year to date budgets to COVID lockdowns and park closures. This should level out later in the year.
Other Revenue	176	262	(87)	739	1,016	(277)	1,505	3,267	2,315	-	(275)	2,040	•	Central Coast Stadium, Cemeteries and Patonga camp ground are behind on year to date budgets due to COVID lockdowns
Interest		-	-	-	-	-	-	-	-	-	-	-		
Grants and Contributions	1	6	(5)	16	40	(24)	62	231	84	-	(61)	23	0	Woy Woy carpark is behind on recovery of electrical reimbursement from TFNSW. This will been addressed once Council approves Q2.
Gain on Disposal	-	-	-	-	-	-	-	454	-		-	-	_	
Other Income	308	375	(68)	2,932	3,025	(94)	2,564	4,354	5,103	(169)	(22)	4,913	0	Commercial rentals behind year to date budgets due to COVID
Internal Revenue Total Income attributable to Operations	2,781	3,004	(223)	10,566	- 11,397	1 (830)	1 12,268	1 21,119	- 18,867	- 548	- (1,513)	17,903		
Operating Expenses Employee Costs	318	298	(20)	2,012	2,121	109	2,545	4,740	3,861	(101)		3,761		
Borrowing Costs	510	200	(20)	2,012	2,121	103	2,040	4,740	3,001	(101)		3,701		
Materials and Services	1,314	1,552	237	4,320	4,617	297	5,722	11,167	10,307	577	(530)	10,354		
Depreciation and Amortisation	283	283	-	1,984	1,984	-	1,921	3,357	3,558	-	-	3,558		
Other Expenses	106	107	1	285	335	50	415	628	488	163	(53)	598		
Loss on Disposal	-	-	-	-	-	-	-	170	-	-	-	-	-	
Internal Expenses	104	118	14	1,070	1,128	58	1,196	2,000	1,813	(94)	(59)	1,660		
Overheads	255	255	-	1,784	1,784	-	1,729	3,890	2,522	537	-	3,058	•	
Total Expenses attributable to Operations	2,380	2,613	233	11,455	11,969	514	13,528	25,966	22,549	1,083	(642)	22,989		
Operating Result after Overheads and before Capital Amounts	401	391	9	(889)	(573)	(316)	(1,261)	(4,847)	(3,682)	(534)	(870)	(5,086)		
Capital Grants	7	-	7	10	250	(240)	1,807	2,380	500	-	-	500		Capital Grants income has been reduced in Q2 adjustment to reflect actuals
Capital Contributions	7	-	-	- 10	- 250	(240)	- 1.807	207 2.587	500	-	-	- 500	-	4
Grants and Contributions Capital Received	7	-	7	10	250	(240)	1,807	2,587	500		-	500		4
Net Operating Result	407	391	16	(879)	(323)	(556)	546	(2,260)	(3,182)	(534)	(870)	(4,586)		



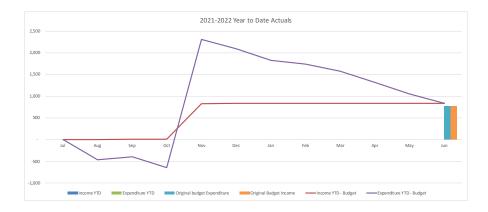
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			Ор	eratin	g Stat	temer	nt				Co	loast uncil		
				Jar	nuary 2022									
	CL	JRRENT MON	тн		YEAR T	O DATE				FULL YEAR				
	Actuals	Adopted Budget	Variance	Actuals	Adopted Budget	Variance	Last Year YTD Actuals	Last Year Actual	Original Budget	Adopted Changes	Proposed Changes	Year End Forecast	Status	Status Comments
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		
Operating Income Rates and Annual Charges User Charges and Fees Other Revenue	-	- 2	(2)	21	- - 17	-			- 29	-				
Interest Grants and Contributions Gain on Disposal Other Income	-	-	(0)	-	-	(1)	-	9	-	-		-		
Internal Revenue	75	88	(13)	287	614	(327)	1,502 1,513	2,597 2,630	2,930	,	-	1,052	٠	Internal revenue for Facilities and Asset Management is tracking at 47%. The variance is primarily due to timing of maintenance activities and covid restrictions, offset by savings in materials and services. Overall revenue of radiities asset management is tracking at 49%
Total Income attributable to Operations Operating Expenses	75	90	(15)	308	632	(324)	1,513	2,630	2,961	(1,878)	-	1,083		Overall revenue for racinities asset management is tracking at 49%
Employee Costs Borrowing Costs Materials and Services	401	433	32	2,901	3,072	171 - 1.167	4,303	8,314 68	5,593	-	-	5,451		
Depreciation and Amortisation Other Expenses	143 189 -	362 189		1,582 1,322	2,749 1,322	1,16/	3,140 1,646	3,235	5,590 3,101 -			4,415 3,101		Expenditure for Facilities and Asset Management is tracking at 68% to forecast budget. The variance is due to savings in employee costs due to vacancies, and reduced materials and contracts expenditure due to covid restrictions
Loss on Disposal Internal Expenses Overheads	- 152 (492)	(492)	g	- 967 (3,447)	1,202 (3,447)	235	1,762 (5,839)	46 2,920 (9,365)	3,402 (6,346)	437	(16)	2,003 (5,910)	ŏ	
Total Expenses attributable to Operations	392	653	260	3,326	4,898	1,573	5,011	10,684	11,340	(2,264)	(16)	9,060		
Operating Result after Overheads and before Capital Amounts	(318)	(563)	245	(3,018)	(4,267)	1,249	(3,498)	(8,054)	(8,379)	386	16	(7,977)		Facilities and Asset Management is tracking at an overall positive variance. Expenditure is forecast to increase in line with budget forecast for the second half of the financial year
Capital Grants Capital Contributions	-	-		-	-	-	169	246	-	-				
Grants and Contributions Capital Received				-			169	246		-	-			
Net Operating Result	(318)	(563)	245	(3,018)	(4,267)	1,249	(3,329)	(7,808)	(8,379)	386	16	(7,977)		

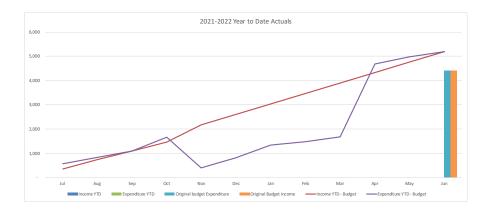


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	Operating Statement													
			Jar	- nuary 2022										
				oui	1001 9 2022									
	CU	IRRENT MON	тн		YEAR T	O DATE				FULL YEAR				
	Actuals	Adopted Budget	Variance	Actuals Adopted Variance Budget			Last Year YTD Actuals	Last Year Actual	Original Budget	Adopted Changes	Proposed Changes	Year End Forecast	Status	Status Comments
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		
perating Income														
Rates and Annual Charges	-	-	-	-	-	-	-	-	-	-	-	-		
User Charges and Fees	0	1	(1)	9	6	3	4	7	10	-	-	10		
Other Revenue	27	-	27	857	825	32	10	813	764	61	-	825		
Interest	-	-	-	-	-	-	-	-	-	-	-	-		
Grants and Contributions	-	-	-	-	-	-	-	-	-	-	-	-		
Gain on Disposal	-	-	-	-	-	-	-	-	-	-	-	-		
Other Income	-	-	-	-	-	-	-	-	-	-	-	-		
Internal Revenue	-		-	-	-	-	-	-	-		-	-	0	
Total Income attributable to Operations	28	1	27	865	831	35	14	820	773	61	-	835		
Operating Expenses														
Employee Costs	291	397	106	2,247	2,783	536	2,963	5,233	4,937	(72)		4.865		
Borrowing Costs	201	007	100	2,247	2,100	000	2,000	0,200	4,007	(12)		4,000		
Materials and Services	71	159	89	4,190	4,804	614	4,305	4,969	8,002	(2,158)		5,844	ĕ	
Depreciation and Amortisation	1	133	03	4,130	4,004	014	4,505	4,303	16	(2,130)		3,044		
Other Expenses					0			10	10			10	ĕ	
Loss on Disposal					-		1					-		
Internal Expenses	5	5	0	36	38	3	57	97	69	(3)		66		
Overheads	(830)	(830)	0	(5.808)	(5.808)	3	(5,285)	(5.980)	(12.251)	(3) 2,295		(9.956)		
Total Expenses attributable to Operations	(462)	(267)				1.153	2.040	4.332	773	2,235		835		1
	(402)	(201)	100	0.0	1,020	1,100	2,040	4,002		0.				
Operating Result after Overheads and before Capital Amounts	490	268	222	195	(993)	1,188	(2,027)	(3,512)	-	(0)	-	(0)		
Capital Grants	-	-	-	-	-	-	-	-	-	-	-	-		
Capital Contributions	-		-	-	-	-	-	-	-		-	-	ĕ	
Grants and Contributions Capital Received	-	-	-	-	-	-	-	-	-	-	-	-		1
• • • • • • • • • • • • • • • • • • • •														1
Net Operating Result	490	268	222	195	(993)	1.188	(2,027)	(3,512)	-	(0)	-	(0)		1
			1		(222)	.,,	(=,==:)	(0,0.12)		(-/				1

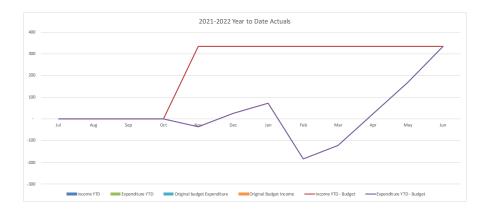


		06.07	'. Info	ormati	ion an	d Tec	hnolo	ogy			Ce	ntral		
	Operating Statement													
				Jar	nuary 2022									
	CL	JRRENT MON	гн		YEAR T	O DATE				FULL YEAR				
	Actuals	Adopted Budget	Variance	Actuals	Adopted Budget	Variance	Last Year YTD Actuals	Last Year Actual	Original Adopted Budget Changes		Proposed Changes	Year End Forecast	Status	Status Comments
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		
Operating Income Rates and Annual Charges User Charges and Fees Other Revenue Interest Grants and Contributions Gain on Disposal Other Income Internal Revenue	- 147 - - - - - - - - - - - - - - - - - - -	- 155 0 - - - - 278 433	(9) (0) - - - - (0)	- 1,301 - - - 1,944 3,252	- 1,086 1 - - - 1,944 3,031	215 6 - - - 0 221	- 1,075 9 - - 1,761 2,844	1,974 30 0 - 3,020 5.024	- 1,862 2 - - - 2,540 4.404			1,862 2 - - - 3,332 5,196		
fotal Income attributable to Operations Operating Expenses Employee Costs Borrowing Costs Materials and Services Depreciation and Amortisation Other Expenses Loss on Disposal	424 598 1,910 303 -	634 	36 - 161 (86) -	4,177 8,444 2,158	4,492 11,159 2,446	315 - 2,715 289 -	7,217 9,263 4,029	12,341 1 21,001 6,598 - 1	8,186 - 17,621 8,751 -	(216) 1,360 (1,785)	(1,835)	7,970 		
Internal Expenses Overheads Total Expenses attributable to Operations	16 (2,409) 418	15 (2,409) 529	-	109 (16,862) (1,974)	108 (16,862) 1,344	(1) - 3,318	96 (18,776) 1,829	96 (31,449) 8,590	310 (30,464) 4,404	1,557	- - (1,835)	185 (28,907) 3,361	•	
Operating Result after Overheads and before Capital Amounts	6	(96)	102	5,226	1,688	3,538	1,016	(3,566)	(0)	(0)	1,835	1,835		
Capital Grants Capital Contributions Grants and Contributions Capital Received	-	-	-	-	-	-	-	-	-	-	-	-	•	
Net Operating Result	6	(96)	102	5,226	1,688	3,538	1,016	(3,566)	(0)	(0)	1,835	1,835		

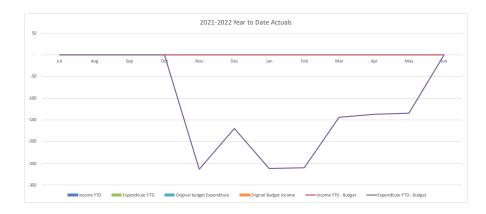


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			0	6.08.	Lega	Unit						ntral		
	Operating Statement													
				Jar	nuary 2022									
	CL	JRRENT MON	тн		YEAR T	O DATE				FULL YEAR				
	Actuals	Adopted Budget	Variance	Actuals Adopted Variance Last Yea Budget YTD Actuals				Last Year Original Adopted Actual Budget Changes			Proposed Year End Changes Forecast		Status	Status Comments
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		
perating Income Rates and Annual Charges User Charges and Fees Other Revenue	0	-	C	- 6 331	- 4 330	3	- 10 20	- 16 31		- 4 330	-	- 4 330		
Interest Grants and Contributions Gain on Disposal Other Income	-	-			-			-	-	-	-	-		
Internal Revenue otal Income attributable to Operations	-	-	Ċ	337	334	- 3	30	47	-	- 334		334	ŏ	
perating Expenses Employee Costs Borrowing Costs Materials and Services	52 - 79	-	16	381 - 384	469 - 1,218	88 - 834	596 - 1,172	1,011 - 1,479	887	(42)	-	846 - 2,257		
Materials and Services Depreciation and Amortisation Other Expenses Loss on Disposal	-	-	120		-	634 - -	1,172		2,498	(241) - -	-			
Internal Expenses Overheads otal Expenses attributable to Operations	(233) (99)	(233) 46	145	13 (1,629) (852)	14 (1,629) 71	1 - 923	21 (2,085) (296)	35 (2,478) 47	44 (3,429)	(20) 637 334		24 (2,793) 334		
perating Result ter Overheads and before Capital Amounts	99	(46)	145	1,189	262	926	326	0	-	0	-	0		
Capital Grants Capital Contributions	-	-		-	-		-	-	-	-	-	-	•••	
rants and Contributions Capital Received et Operating Result	- 99	- (46)	145	- 1,189	- 262	- 926	- 326	- 0	-	-	-	-		



		(06.09.	Peop	ole an	d Cult	ture						
			Central Coast Council										
				Jan	uary 2022								
	CI	URRENT MON	тн		FULL YEAR								
	Actuals			Actuals	Actuals Adopted Va Budget		Last Year YTD Actuals	Last Year Original Actual Budget		Adopted Proposed Changes Changes			
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Operating Income Rates and Annual Charges User Charges and Fees Other Revenue	-	-	-	-	-	-	(3)	(3)		-	-	-	
Interest Grants and Contributions Gain on Disposal	-	-	-	-		-				-	-	-	
Other Income Internal Revenue Total Income attributable to Operations			-	-		-	(3)	- (3)		-	-	-	
perating Expenses Employee Costs Borrowing Costs	521	503	(19)	3,664	3,638	(26)	4,226	7,990	6,302	-	-	6,391	
Materials and Services Depreciation and Amortisation Other Expenses	71	79 0	8 - 1	514 2 -	819 2 9	305 - 9	636 2	1,526 4 -	2,311 4 15	(612)	-	1,699 4 15	
Loss on Disposal Internal Expenses Overheads otal Expenses attributable to Operations	15 (690) (82)	(690)	(1)	- 115 (4,828) (533)	98 (4,828) (262)	(17)	- 162 (6,266) (1,240)	255 (9,778)	242 (8,874)	(74) 597	-	168 (8,277)	
Operating Result Infter Overheads and before Capital Amounts	82				262	270	1,237	(3)	-	(0)	-	(0)	
Capital Grants	-	-	-	-	-	-	-		-	-	-	-	
Capital Contributions Grants and Contributions Capital Received	-	-	-	-	-	-	-	-	-	-		-	
Net Operating Result	82	92	(10)	533	262	270	1,237	0	-	(0)	-	(0)	

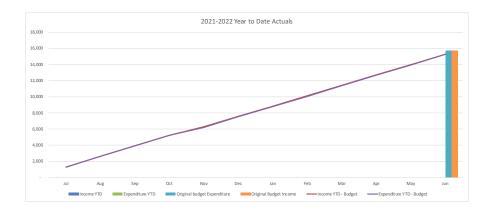


				0. Pla eratin							C	ntral oast uncil		
	cu	JRRENT MON	CH .		YEAR T	O DATE				FULL YEAR				
	Actuals				Actuals Adopted Variance Budget		Last Year YTD Actuals	YTD Actual		Original Adopted Budget Changes		Year End Forecast	Status	Status Comments
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		
Operating Income Rates and Annual Charges User Charges and Fees Other Revenue Interest Grants and Contributions Gain on Disposal Other Income	- (0) 53 - 171 -	- - - 18 - - - - - - - -	- (0) 36 - 47 -	(0) 237 1,074	- 124 950	(0) 113 124	- 165 1,516 1,154	- 1,073 - 2,638 2,007	- 213 2,408	- - (781)		213 1,627		
Internal Revenue	2,461	3,039	()	19,885	20,631	(746)	22,767 25,601	37,758	49,626	(13,154)	-	36,472	0	Proactive under-utilised asset reduction program impacting income, variance offset by favourable other revenue and grants/contributions.
Total Income attributable to Operations Operating Expenses Employee Costs Borrowing Costs Materials and Services Depreciation and Amortisation Other Expenses Loss on Disposal Internal Expenses Overheads	2,685 611 - 913 527 - 255 431	666 1,190 358 - 2655 431	(495) 55 277 (168) -	21,197 4,598 - 7,526 3,962 - 1,826 3,016	21,705 4,890 - 7,496 3,794 - 1,856 3,016	(308) 291 (29) (168) - - - - - - - - - - - - - - - - - - -	5,794 5,794 8,587 4,756 - 224 2,121 11,719	43,476 11,710 - 15,560 7,811 - 260 3,482 4,671	52,247 8,813 - 12,297 9,010 - 4,259 17,868	(13,935) (159) - - - - - - - - - - - - - - - - - - -		38,312 8,654 12,297 9,010 		Variance due to reactive repains, fuel price and use of contract hired trucks and plant to support civil works, the latter expanse offset via initemal revenue. Variance due to timing issue, expect to be rectified in next months results.
Total Expenses attributable to Operations Operating Result	2,737	2,910		20,927	21,051	124	33,202	43,495	52,247	(13,935)	(3)	38,309		
after Overheads and before Capital Amounts	(52)	270	(322)	269	654	(385)	(7,600)	(20)	(0)	(0)	3	3		
Capital Grants Capital Contributions Grants and Contributions Capital Received	-	-	-	73 - 73		73 - 73	- 98 98	- 98 98		-	118 - 118	118 - 118	•	
Net Operating Result	(52)	270	(322)	342	654	(312)	(7,502)	79	(0)	(0)	121	121		



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	06.1 <i>′</i>	1. Pro												
	CI	JRRENT MONT	гн		Tuary 2022					FULL YEAR				
	Actuals	Adopted Budget	Variance	Actuals Adopted Variance Last Year Budget YTD Actuals			Last Year Original Adopted Actual Budget Changes			Proposed Year End Changes Forecast		Status	Status Comments	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		
Operating Income Rates and Annual Charges User Charges and Fees Other Revenue	-		(5)		-	(12)	- - 18	(0) 26	-	-	-	-		
Interest Grants and Contributions Gain on Disposal	-	-	-	-		-	-		-	-	-	-		
Other Income Internal Revenue Total Income attributable to Operations	- 1,388 1,388	- 1,276 1,281	112 107	8,384 8,408	- 8,811 8,846	(427) (438)	9,346 9,365	- 15,016 15,042	- 15,618 15,678	(400) (400)	(72)	- 15,146 15,206	0	Unfavourable variance in internal income attributed to favourable variance in energy expenditure.
Operating Expenses Employee Costs Borrowing Costs	330	320	(10)	-	2,343	(37)	3,069	6,303	4,123	-	-	4,096	0	
Materials and Services Depreciation and Amortisation Other Expenses Loss on Disposal	1,367 0 -	1,295 0 -	(71)	8,494	8,932 2 -	439 - -	9,451 31 -	15,465 46	15,709 57	(283)	(72)	15,353 57 -		Favourable variance attributed to reduction in energy expenditure.
Internal Expenses Overheads Total Expenses attributable to Operations	44 (400) 1.341	41 (400) 1.257	(2)	288 (2,798) 8,366	290 (2,798) 8,770	2	256 (2,736) 10.071	430 (4,747) 17,497	731 (4,942) 15.678	145		497 (4,797) 15,206	ō	-
Operating Result after Overheads and before Capital Amounts	47		23			(35)	(707)	(2,455)		(0)	-	(0)		1
Capital Grants	-	-	-		-	-	-	-	-	-	-	-		
Capital Contributions Grants and Contributions Capital Received		-	-	-			-	-	-	-		-		
Net Operating Result	47	24	23	42	76	(35)	(707)	(2,455)		(0)	-	(0)		4





Public Forum **Policy**

February 2022 Policy No: CCC112

Policy owner:

Approved by: Date of approval: Policy category: Content Manager No: Review date: Governance, Risk & Legal, Office of the CEO Council Day/Month/Year Operational D######### 22 February 2023

Central Coast Council P: 1300 463 954 E: ask@centralcoast.nsw.gov.au W: centralcoast.nsw.gov.au Wyong: 2 Hely St / PO Box 20, Wyong NSW 2259 Gosford: 49 Mann St / PO Box 21, Gosford NSW 2250

Public Forum Policy

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Purpose

To set out the parameters for the hearing oral submissions, prior to each Ordinary Meeting of Council, Extraordinary Meeting of Council, or meeting of Committees of the Council, from members of the public on items of business to be considered at the meeting.

Scope

1. This Policy covers any person who wishes to speak at a Public Forum held prior to an Ordinary Council Meeting, Extraordinary Council Meeting or meeting of Committees of the Council.

General

- 2. Council may hold a Public Forum 30 minutes prior to each Ordinary Meeting of Council for the purpose of hearing oral submissions from members of the public on items of business to be considered at the Ordinary Council Meeting. Public forums may also be held prior to Extraordinary Council Meetings and meetings of Committees of the Council.
- 3. Only items on the relevant, current Agenda Paper can be discussed at the Public Forum.
- 4. Public Forums may be held by audio-visual link.
- 5. Public Forums will be recorded by means of an audio or audio-visual device and made publicly available on Council's website.
- 6. At the start of each Public Forum the Chairperson must inform the persons attending that:
 - (a) the Public Forum is being recorded and made publicly available on Council's website, and
 - (b) persons attending the Public Forum should refrain from making any defamatory statements.
- 7. Public Forums are to be chaired by the Mayor or their nominee, to be rotated on a 6-monthly basis.
- 8. To speak at a Public Forum, a person must first make an application to Council in the approved form, setting out the written submission. Applications to speak at the Public Forum must be received by 10 AM on the day of the Public Forum and must identify the item

of business on the Agenda of the Council Meeting the person wishes to speak on, and whether they wish to speak 'for' or 'against' the item.

- 9. A person may apply to speak on no more than two items of business on the Agenda of the Council Meeting.
- 10. Legal representatives acting on behalf of others are not to be permitted to speak at a Public Forum unless they identify their status as a legal representative when applying to speak at the Public Forum.
- 11. The Chief Executive Officer or their delegate may refuse an application to speak at a Public Forum. The Chief Executive Officer or their delegate must give reasons in writing for a decision to refuse an application.
- 12. No more than eight speakers in total are to be permitted to speak at each Public Forum. Each speaker is limited to three minutes.
- 13. If more than eight speakers apply to speak at a Public Forum, the applications will be processed in order of receipt.
- 14. No more than two speakers are to be permitted to speak 'for' or 'against' each item of business on the Agenda for the Council Meeting.
- 15. If more than the permitted number of speakers apply to speak 'for' or 'against' any item of business, the Chief Executive Officer or their delegate may request the speakers to nominate from among themselves the persons who are to address the Council on the item of business. If the speakers are not able to agree on whom to nominate to address the Council, the Chief Executive Officer or their delegate is to determine who will address the council at the Public Forum.
- 16. If more than the permitted number of speakers apply to speak 'for' or 'against' any item of business, the Chief Executive Officer or their delegate may, in consultation with the Mayor or the Mayor's nominated Chairperson, increase the number of speakers permitted to speak on an item of business, where they are satisfied that it is necessary to do so to allow the Council to hear a fuller range of views on the relevant item of business.
- 17. Approved speakers at the Public Forum are to register with the Council any written, visual or audio material to be presented in support of their address to the Council at the Public Forum, and to identify any equipment needs by 10 AM on the day of the Public Forum. The Chief Executive Officer or their delegate may refuse to allow such material to be presented.
- 18. Speakers will address the Public Forum in the order of the Agenda for the Ordinary Council Meeting.

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- 19. Each speaker will be allowed three minutes to address the Council. This time is to be strictly enforced by the Chairperson.
- 20. Speakers at Public Forums must not digress from the item on the Agenda of the Council Meeting they have applied to address the Council on. If a speaker digresses to irrelevant matters, the Chairperson is to direct the speaker not to do so. If a speaker fails to observe a direction from the Chairperson, the speaker will not be further heard.
- 21. A Councillor (including the Chairperson) may, through the Chairperson, ask questions of a speaker following their address at a Public Forum. Questions put to a speaker must be direct, succinct and without argument.
- 22. Speakers are under no obligation to answer a question put under Clause 21. Answers by the speaker, to each question, are to be limited to one minute.
- 23. Speakers at Public Forums cannot ask questions of the Council, Councillors or Council Staff.
- 24. The Chief Executive Officer or their nominee may, with the concurrence of the Chairperson, address the Council for up to three minutes in response to an address to the Council at a Public Forum after the address and any subsequent questions and answers have been finalised.
- 25. Where an address made at a Public Forum raises matters that require further consideration by Council Staff, the Chief Executive Officer may recommend that the Council defer consideration of the matter pending the preparation of a further report on the matters.
- 26. When addressing the Council, speakers at Public Forums must comply with Council's <u>Code of</u> <u>Meeting Practice</u> and all other relevant Council codes, policies and procedures. Speakers must refrain from engaging in disorderly conduct, publicly alleging breaches of the Council's Code of Conduct or making other potentially defamatory statements.
- 27. If the Chairperson considers that a speaker at a Public Forum has engaged in conduct of the type referred to in Clause 26, the Chairperson may request the person to refrain from the inappropriate behaviour and to withdraw and unreservedly apologise for any inappropriate comments. Where the speaker fails to comply with the Chairperson's request, the Chairperson may immediately require the person to stop speaking.
- Clause 27 does not limit the ability of the Chairperson to deal with disorderly conduct by speakers at Public Forums in accordance with the provisions of Part 15 of the <u>Code of</u> <u>Meeting Practice</u>.
- 29. Where a speaker engages in conduct of the type referred to in Clause 26, the Chief Executive Officer or their delegate may refuse further applications from that person to

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speak at Public Forums for such a period as the Chief Executive Officer or their delegate considers appropriate.

- 30. Councillors (including the Mayor) must declare and manage any conflicts of interest they may have in relation to any item of business that is the subject of an address at a Public Forum, in the same way that they are required to do so at a Council or Committee Meeting. The Council is to maintain a written record of all conflict of interest declarations made at Public Forums and how the conflict of interest was managed by the Councillor who made the declaration.
- 31. Serving Councillors, Members of Federal and State Parliament, as well as nominated candidates at Federal, State or Local Government elections are not permitted to speak at a Public Forum.

Review

Compliance, monitoring and review

32. Suspected breaches or misuse of this policy are to be reported to the Chief Executive Officer. Alleged breaches of this policy shall be dealt with by the processes outlined for breaches of the Code of Conduct, as detailed in the Code of Conduct and in the Procedures for the Administration of the Code of Conduct.

Records management

33. Staff must maintain all records relevant to administering this policy in a recognised Council recordkeeping system.

Definitions

- 34. In this policy:
 - Chairperson:(a) in relation to a meeting of Council means the person presiding at the
meeting as provided by section 369 of the Local Government Act 1993;
and Clauses 6.1 and 6.2 of the Code of Meeting Practice; and
 - (b) in relation to a meeting of a Committee of the Council means the person presiding at the meeting as provided by Clause 20.11 of the Code of Meeting Practice.

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Chief Executive Officer (CEO):	is the Chief Executive Officer of Central Coast Council who undertakes the functions of the General Manager under the <u>Local Government Act 1993</u> , or in the absence of that person, the Staff designated to act for the Chief Executive Officer. Where this Code refers to General Manager it represents Chief Executive Officer and simply reflects the legislation.
Code of Meeting Practice	means Council's Code of Meeting Practice adopted by Council pursuant to the <i>Local Government Act 1993</i> .
Committee of the Council:	means a Committee established by the Council in accordance with Clause 20.2 of the Code of Meeting Practice (being a Committee consisting only of Councillors) or the Council when it has resolved itself into Committee of the Whole under Clause 12.1.
Council Official:	has the same meaning it has in Council's Code of Conduct.
Day:	means calendar day, unless otherwise stipulated by the Act, Regulations or this Code.

Related resources

- 35. Code of Meeting Practice
- 36. <u>Code of Conduct</u>
- 37. Local Government Act 1993 (NSW)

History of revisions

Policy amendment history and version details

Amendment history	Details
Original approval authority details	
	Public Forum provisions removed from Council's Code of Meeting Practice to create this stand-alone Public Forum Policy.



Code of Meeting Practice **Policy** 14 December 2021 Policy No: CCC001

Policy owner: Approved by: Date of approval: Policy category: Content Manager No: Review date: Governance and Risk, Corporate Affairs Central Coast Council 27 April 2021 Council Resolution 118/21 Statutory D14612931 (within 6 months of Local Government Elections)

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1 Introduction

- 1.1 Council's Code of Meeting Practice is made *prescribed* in accordance with the *Model Code of Meeting Practice for Local Councils in NSW*, the *Local Government Act 1993 (NSW)* (the Act), the *Local Government (General) Regulation* 2005 2021 (NSW).
- 1.2 This Code applies to all meetings of Council and Committees of Council of which the members are Councillors.

2 Meeting Principles

- 2.1 Council and committee meetings should be:
 - (a) *Transparent* Decisions are made in a way that is open and accountable;
 - (b) *Informed* Decisions are made based upon relevant, quality information;
 - (c) Inclusive Decisions respect the diverse needs and interests of the Central Coast community;
 - (d) *Principles* Decisions are informed by the principles prescribed under Chapter 3 of the Act
 - (e) *Trusted* Our community has confidence that Councillors and Staff act ethically and make decisions in the interests of the whole community;
 - (f) Respectful Councillors, Staff and meeting attendees treat each other with respect;
 - (g) Effective Meetings are well organised, effectively run and skilfully chaired; and
 - (h) Orderly Councillors, Staff and meeting attendees behave in a way that contributes to the orderly conduct of the meeting.

3 Before the Meeting

Timing of Ordinary Council Meetings

- 3.1 Ordinary Meetings of Council will be held on the second **fourth Tuesday** and fourth-Mondays of the months of February **January** to November inclusive and on the second Monday **Tuesday** of the month of December **at** 2 Hely Street, Wyong commencing at 6.30 pm
 - (a) Council Meetings are to be conducted on Tuesdays during the period of Administration

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- 3.2 Where scheduled Ordinary Meetings of Council fall on a Public Holiday, the meeting will be held on the day immediately after the Public Holiday.
- 3.3 The Agenda Paper will be distributed by 5.00 pm three business days before the meeting.

Extraordinary Meetings

3.4 If the Mayor receives a request in writing, signed by at least two Councillors, the Mayor must call an Extraordinary Meeting of Council to be held as soon as practicable, but in any event, no more than fourteen days after receipt of the request. The Mayor can be one of the two Councillors requesting the meeting. *(Section 366 of theAct)*

Notice to the Public of Council Meetings

- 3.5 Council must give notice to the public of the time, date and place of each of its meetings, including Extraordinary Meetings and of each meeting of Committees of Council. (Section 9(1) of the Act)
- 3.6 The location of Extraordinary Meetings will be those specified for the conduct of Ordinary Meetings.
- 3.7 For the purposes of Clause 3.5, notice of a meeting of Council and of a Committee of Council is to be published before the meeting takes place. The notice must be published on <u>Council's website</u>, and in such other manner that Council is satisfied is likely to bring notice of the meeting to the attention of as many people as possible.
- 3.8 For the purposes of Clause 3.5, notice of more than one meeting may be given in the same notice.

Notice to Councillors of Ordinary Council Meetings

- 3.9 The Chief Executive Officer must send to each Councillor, at least three days before each meeting of Council, a notice specifying the time, date and place at which the meeting is to be held, and the business proposed to be considered at the meeting. (Section 367(1) of the Act)
- 3.10 The notice and the agenda for, and the business papers relating to the meeting may be given to Councillors in electronic form, but only if all Councillors have facilities to access the notice, agenda and business papers in that form. *(Section 367(3) of the Act)*

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Notice to Councillors of Extraordinary Council Meetings

3.11 Notice of less than three days may be given to Councillors of an Extraordinary Meeting of Council in cases of emergency. *(Section 367(2) of the Act)*

Giving Notice of Business to be Considered at Council Meetings

- 3.12 A Councillor may give notice of any business they wish to be considered by Council at its next Ordinary Meeting by way of a Notice of Motion. To be included on the agenda of the meeting, the Notice of Motion must be in writing and must be submitted by 5.00 pm seven business days before the meeting is to be held. A Councillor is limited to submitting one Notice of Motion per Ordinary meeting under this clause.
- 3.13 A Councillor may, in writing to the Chief Executive Officer, request the withdrawal of a Notice of Motion submitted by them prior to its inclusion in the agenda and business paper for the meeting at which it is to be considered.
- 3.14 If the Chief Executive Officer considers that a Notice of Motion submitted by a Councillor for consideration at an Ordinary Meeting of Council has legal, strategic, financial or policy implications which should be taken into consideration by the meeting, the Chief Executive Officer may prepare a report in relation to the Notice of Motion for inclusion with the business papers for the meeting at which the Notice of Motion is to be considered by Council.
- 3.15 A notice of motion for the expenditure of funds or redirection of resources on works and/or services other than those already provided for in the council's current adopted operational plan must identify the source of funding for the expenditure that is the subject of the notice of motion. If the notice of motion does not identify a funding source, the Chief Executive Officer must either:
 - (a) prepare a report on the availability of funds for implementing the motion if adopted for inclusion in the business papers for the meeting at which the notice of motion is to be considered by the council, or
 - (b) by written notice sent to all councillors with the business papers for the meeting for which the notice of motion has been submitted, defer consideration of the matter by the council to such a date specified in the notice, pending the preparation of such a report.

Councillors are to liaise with the Chief Executive Officer (or appropriate delegate) for assistance in costing Notices of Motion and identifying potential funding sources in sufficient time to complete the Notice of Motion and meet the deadline in clause 3.12.

Questions With Notice

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- 3.16 A Councillor may, by way of a notice submitted under Clause 3.12, ask a question for response by the Chief Executive Officer about the performance or operations of Council. A Councillor is limited to submitting one Question with Notice per Ordinary meeting under this clause. A Question with Notice must not comprise a question with multiple parts to it.
- 3.17 A Councillor is not permitted to ask a Question with Notice under Clause 3.15 that comprises a complaint against the Chief Executive Officer or a member of Staff of Council, or a question that implies wrongdoing by the Chief Executive Officer or a member of Staff of Council.
- 3.18 The Chief Executive Officer or their nominee may respond to a Question with Notice submitted under Clause 3.15 by way of a report included in the business papers for the relevant meeting of Council or orally at themeeting. If the preparation of a response is likely to divert significant time and resources of staff the response will be provided no later than the second Ordinary meeting of Council following the meeting at which the Question was published.

Agenda and Business Papers for Ordinary Meetings

- 3.19 The Chief Executive Officer must cause the agenda for a meeting of Council or a Committee of Council to be prepared as soon as practicable before the meeting.
- 3.20 The Chief Executive Officer must ensure that the agenda for an Ordinary Meeting of Council states:
 - (a) all matters to be dealt with arising out of the proceedings of previous meetings of Council, and
 - (b) if the Mayor is the Chairperson any matter or topic that the Chairperson proposes, at the time when the agenda is prepared, to put to the meeting, and
 - (c) all matters, including matters that are the subject of Staff reports and reports of Committees, to be considered at the meeting, and
 - (d) any business of which due notice has been given under Clause 3.12.
- 3.21 Nothing in Clause 3.19 limits the powers of the Mayor to put a Mayoral Minute to a meeting under Clause 9.6.
- 3.22 The Chief Executive Officer must not include in the agenda for a meeting of Council any business of which due notice has been given if, in the opinion of the Chief Executive Officer, the business is, or the implementation of the business would be, unlawful. The Chief Executive Officer must report, without giving details of the item of business, any such exclusion to the next meeting of Council.

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- 3.23 Where the agenda includes the receipt of information or discussion of other matters that, in the opinion of the Chief Executive Officer, is likely to take place when the meeting is closed to the public, the Chief Executive Officer must ensure that the agenda of the meeting (Section 9(2A)(a) of the Act):
 - (a) identifies the relevant item of business and indicates that it is of such a nature (without disclosing details of the information to be considered when the meeting is closed to the public); and
 - (b) states the grounds under section 10A(2) of the Act relevant to the item of business.
- 3.24 The Chief Executive Officer must ensure that the details of any item of business which, in the opinion of the Chief Executive Officer, is likely to be considered when the meeting is closed to the public, are included in a business paper provided to Councillors for the meeting concerned. Such details must not be included in the business papers made available to the public and must not be disclosed by a Councillor or by any other person to another person who is not authorised to have that information.

Statement of Ethical Obligations

3.25 Business papers for all Ordinary and Extraordinary Meetings of the Council and Committees of the Council must contain a statement reminding Councillors of their oath or affirmation of office made under section 233A of the Act and their obligations under the Council's Code of Conduct to disclose and appropriately manage conflicts of interest.

Availability of the Agenda and Business Papers to the Public

- 3.26 Copies of the agenda and the associated business papers, such as correspondence and reports for meetings of Council and Committees of Council, are to be published on <u>Council's website</u>, and must be made available to the public for inspection, or for taking away by any person free of charge at the offices of Council, at the relevant meeting and at such other venues determined by Council. (Section 9(2) and (4) of the Act)
- 3.27 Clause 3.24 does not apply to the business papers for items of business that the Chief Executive Officer has identified under Clause 3.22 as being likely to be considered when the meeting is closed to the public. (Section 9(2A)(b) of the Act)
- 3.28 For the purposes of Clause 3.24, copies of agendas and business papers must be published on <u>Council's website</u> and made available to the public at a time that is as close as possible to the time they are available to Councillors. (*Section 9(3) of the Act*)
- 3.29 A copy of an agenda, or of an associated business paper made available under Clause 3.24, may in addition be given or made available in electronic form. *(Section 9(5) of the Act)*

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Agenda and Business Papers for Extraordinary Meetings

- 3.30 The Chief Executive Officer must ensure that the agenda for an Extraordinary Meeting of Council deals only with the matters stated in the notice of the meeting.
- 3.31 Despite Clause 3.28, business may be considered at an Extraordinary Meeting of Council, even though due notice of the business has not been given, if:
 - (a) a motion is passed to have the business considered at the meeting, and
 - (b) the business to be considered is ruled by the Chairperson to be of great urgency on the grounds that it requires a decision by Council before the next scheduled Ordinary Meeting of Council.
- 3.32 A motion moved under Clause 3.29(a) can be moved without notice but only after the business notified in the agenda for the Extraordinary Meeting has been dealt with.
- 3.33 Despite Clauses 10.20–10.32, only the mover of a motion moved under Clause 3.29(a) can speak to the motion before it is put.
- 3.34 A Motion of Dissent cannot be moved against a ruling of the Chairperson under Clause3.29(b) on whether a matter is of great urgency.

Pre-Meeting Briefing Sessions

- 3.35 Prior to each Ordinary Meeting of Council, the Chief Executive Officer may arrange a premeeting briefing session to brief Councillors on business to be considered at the meeting. Pre-meeting briefing sessions may also be held for extraordinary meetings of Council and meetings of Council.
- 3.36 Pre-meeting briefing sessions are to be held in the absence of the public.
- 3.37 **Pre-meeting briefing sessions may be held by audio-visual link.**
- 3.38 The Chief Executive Officer or a member of Staff nominated by the Chief Executive Officer is to preside at pre-meeting briefing sessions.
- 3.39 Councillors (including the Mayor) must not use pre-meeting briefing sessions to debate or make preliminary decisions on items of business they are being briefed on, and any debate and decision-making must be left to the formal Council or Committee meeting at which the item of business is to be considered.
- 3.40 Councillors (including the Mayor) are to make all reasonable efforts to attend premeeting briefing sessions.

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3.41 Councillors (including the Mayor) must declare and manage any conflicts of interest they may have in relation to any item of business that is the subject of a briefing at a premeeting briefing session, in the same way that they are required to do so at a Council or Committee meeting. Council is to maintain a written record of all conflict of interest declarations made at pre-meeting briefing sessions and how the conflict of interest was managed by the Councillor who made the declaration.

4 Public Forums

- 4.1 Council may hold a Public Forum prior to each Ordinary Meeting of Council for the purpose of hearing oral submissions from members of the public on items of business to be considered at the meeting. Public forums may also be held prior to Extraordinary Council Meetings and meetings of Committees of the Council.
- 4.2 Public Forums are to be chaired by the Mayor or their nominee.
- 4.3 To speak at a Public Forum, a person must first make an application to Council in theapproved form. Applications to speak at the Public Forum must be received by 10 AM onthe day of the Public Forum and must identify the item of business on the Agenda of the Council Meeting the person wishes to speak on, and whether they wish to speak 'for' or 'against' the item.
- 4.4 A person may apply to speak on no more than two items of business on the Agenda of the Council Meeting.
- 4.5 Legal representatives acting on behalf of others are not to be permitted to speak at a Public Forum unless they identify their status as a legal representative when applying to speak at the Public Forum.
- 4.6 The Chief Executive Officer or their delegate may refuse an application to speak at a Public Forum. The Chief Executive Officer or their delegate must give reasons in writing for adecision to refuse an application.
- 4.7 No more than two speakers are to be permitted to speak 'for' or 'against' each item of business on the Agenda for the Council Meeting.
- 4.8 If more than the permitted number of speakers apply to speak 'for' or 'against' any item of business, the Chief Executive Officer or their delegate may request the speakers to-nominate from among themselves the persons who are to address the Council on the item of business. If the speakers are not able to agree on whom to nominate to address the Council, the Chief Executive Officer or their delegate is to determine who will address the council at the Public Forum.

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- 4.9 If more than the permitted number of speakers apply to speak 'for' or 'against' any itemof business, the Chief Executive Officer or their delegate may, in consultation with the-Mayor or the Mayor's nominated Chairperson, increase the number of speakers permitted to speak on an item of business, where they are satisfied that it is necessary to do so toallow the Council to hear a fuller range of views on the relevant item of business.
- 4.10 Approved speakers at the Public Forum are to register with the Council any written, visual or audio material to be presented in support of their address to the Council at the Public-Forum, and to identify any equipment needs by 10 AM on the day of the Public Forum. The Chief Executive Officer or their delegate may refuse to allow such material to bepresented.
- 4.11 The Chief Executive Officer or their delegate is to determine the order of speakers at the Public Forum.
- 4.12 Each speaker will be allowed three minutes to address the Council. This time is to bestrictly enforced by the Chairperson.
- 4.13 Speakers at Public Forums must not digress from the item on the Agenda of the Council-Meeting they have applied to address the Council on. If a speaker digresses to irrelevantmatters, the Chairperson is to direct the speaker not to do so. If a speaker fails to observe a direction from the Chairperson, the speaker will not be further heard.
- 4.14 A Councillor (including the Chairperson) may, through the Chairperson, ask questions of a speaker following their address at a Public Forum. Questions put to a speaker must be direct, succinct and without argument.
- 4.15 Speakers are under no obligation to answer a question put under Clause 4.14. Answers by the speaker, to each question are to be limited to one minute.
- 4.16 Speakers at Public Forums cannot ask questions of the Council, Councillors or Council Staff.
- 4.17 The Chief Executive Officer or their nominee may, with the concurrence of the-Chairperson, address the Council for up to three minutes in response to an address to the Council at a Public Forum after the address and any subsequent questions and answershave been finalised.
- 4.18 Where an address made at a Public Forum raises matters that require further consideration by Council Staff, the Chief Executive Officer may recommend that the Council deferconsideration of the matter pending the preparation of a further report on the matters.
- 4.19 When addressing the Council, speakers at Public Forums must comply with this Code and

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all other relevant Council codes, policies and procedures. Speakers must refrain fromengaging in disorderly conduct, publicly alleging breaches of the Council's Code of-Conduct or making other potentially defamatory statements.

- 4.20 If the Chairperson considers that a speaker at a Public Forum has engaged in conduct of the type referred to in Clause 4.19 the Chairperson may request the person to refrain from the inappropriate behaviour and to withdraw and unreservedly apologise for any inappropriate comments. Where the speaker fails to comply with the Chairperson's request, the Chairperson may immediately require the person to stop speaking.
- 4.21 Clause 4.20 does not limit the ability of the Chairperson to deal with disorderly conduct by speakers at Public Forums in accordance with the provisions of Part 15 of this Code.
- 4.22 Where a speaker engages in conduct of the type referred to in Clause 4.19, the Chief-Executive Officer or their delegate may refuse further applications from that person to speak at Public Forums for such a period as the Chief Executive Officer or their delegate considers appropriate.
- 4.23 Councillors (including the Mayor) must declare and manage any conflicts of interest they may have in relation to any item of business that is the subject of an address at a Public-Forum, in the same way that they are required to do so at a Council or Committee-Meeting. The Council is to maintain a written record of all conflict of interest declarations-made at Public Forums and how the conflict of interest was managed by the Councillor-who made the declaration.
- 4.24 Serving Councillors, Members of Federal and State Parliament, as well as nominatedcandidates at Federal, State or Local Government elections are not permitted to speak at a Public Forum.

5 Coming Together

Attendance by Councillors at Meetings

- 5.1 All Councillors must make reasonable efforts to attend meetings of Council and of Committees of Council of which they are members.
- 5.2 A Councillor may not attend a meeting as a Councillor (other than the first meeting of Council after the Councillor is elected or a meeting at which the Councillor takes an oath or makes an affirmation of office) until they have taken an oath or made an affirmation of office in the form prescribed under section 233A of the Act.
- 5.3 A Councillor cannot participate in a meeting of Council or of a Committee of Council unless personally present at the meeting, *unless permitted to attend the meeting by audio-*

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visual link under this Code.

- 5.4 Where a Councillor is unable to attend one or more Ordinary Meetings of Council, the Councillor should request that Council grant them a leave of absence from those meetings. This Clause does not prevent a Councillor from making an apology if they are unable to attend a Council Meeting. However, the acceptance of such an apology does not constitute the granting of a leave of absence for the purposes of this Code and the Act.
- 5.5 A Councillor's request for leave of absence from Council Meetings should, if practicable, identify (by date) the meetings from which the Councillor intends to be absent and the grounds upon which the leave of absence is being sought.
- 5.6 Council must act reasonably when considering whether to grant a Councillor's request for a leave of absence.
- 5.7 A Councillor's civic office will become vacant if the Councillor is absent from three consecutive Ordinary Meetings of Council without prior leave of Council, or leave granted by Council at any of the meetings concerned, unless the holder is absent because they have been suspended from office under the Act, or because the Council has been suspended under the Act, or as a consequence of a compliance order under section 438HA. (Section 234(1)(d) of the Act)
- 5.8 A Councillor who intends to attend a meeting of Council despite having been granted a leave of absence should, if practicable, give the Chief Executive Officer at least two days' notice of their intention to attend.

The Quorum for a Meeting

- 5.9 The quorum for a meeting of Council is a majority of the Councillors of Council who hold office at that time and who are not suspended from office. *(Section 368(1) of the Act)*
- 5.10 Clause 5.9 does not apply if the quorum is required to be determined in accordance with directions of the Minister in a performance improvement order issued in respect of Council. (Section 368(2) of the Act)
- 5.11 A meeting of Council must be adjourned if a quorum is not present:
 - (a) at the commencement of the meeting where the number of apologies received for the meeting indicates that there will not be a quorum for the meeting, or
 - (b) within half an hour after the time designated for the holding of the meeting, or
 - (c) at any time during the meeting.
- 5.12 In either case, the meeting must be adjourned to a time, date and place fixed:
 - (a) by the Chairperson, or

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- (b) in the Chairperson's absence, by the majority of the Councillors present, or
- (c) failing that, by the Chief Executive Officer.
- 5.13 The Chief Executive Officer must record in Council's minutes the circumstances relating to the absence of a quorum (including the reasons for the absence of a quorum) at or arising during a meeting of Council, together with the names of the Councillors present.
- 5.14 Where, prior to the commencement of a meeting, it becomes apparent that a quorum may not be present at the meeting, or that the *health*, safety and or welfare of Councillors, Council Staff and members of the public may be put at risk by attending the meeting because of a natural disaster (such as, but not limited to flood or bushfire), or a public health emergency, the Mayor may, in consultation with the Chief Executive Officer and, as far as is practicable, with each Councillor, cancel the meeting. Where a meeting is cancelled, notice of the cancellation must be published on <u>Council's website</u> and in such other manner that Council is satisfied is likely to bring notice of the cancellation to the attention of as many people as possible.
- 5.15 Where a meeting is cancelled under Clause 5.14, the business to be considered at the meeting may instead be considered, where practicable, at the next Ordinary Meeting of Council or at an Extraordinary Meeting called under Clause 3.4.

Meetings Held by Audio-Visual Link

- 5.16 A meeting of the Council or a Committee of the Council may be held by audio-visual link where the Mayor determines that the meeting should be held by audio-visual link because of a natural disaster or a public health emergency. The Mayor may only make a determination under this clause where they are satisfied that attendance at the meeting may put the health and safety of Councillors and staff at risk. The Mayor must make a determination under this clause in consultation with the Chief Executive Officer and, as far as is practicable, with each Councillor.
- 5.17 Where the Mayor determines under clause 5.16 that a meeting is to be held by audiovisual link, the Chief Executive Officer must:
 - (a) Give written notice to all Councillors that the meeting is to be held by audio-visual link, and
 - (b) Take all reasonable steps to ensure that all Councillors can participate in the meeting by audio-visual link, and
 - (c) Cause a notice to be published on the Council's website and in such other manner the Chief Executive Officer is satisfied will bring it to the attention of as many people as possible, advising that the meeting is to be held by audio-visual link and providing information about where members of the public may view the meeting.

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5.18 This Code applies to a meeting held by audio-visual link under clause 5.16 in the same way it would if the meeting was held in person. Note: Where a Council holds a meeting by audio-visual link under clause 5.16, it is still required under section 10 of the Act to provide a physical venue for members of the public to attend in person and observe the meeting.

Attendance by Councillors at Meetings by Audio-Visual Link

- 5.19 **Councillors may attend and participate in meetings of the Council and Committees of the Council by audio-visual link with the approval of the Council or the relevant Committee.**
- 5.20 A request by a Councillor for approval to attend a meeting by audio-visual link must be made in writing to the Chief Executive Officer prior to the meeting in question and must provide reasons by the Councillor will be prevented for attending the meeting in person.
- 5.21 Councillors may request approval to attend more than one meeting by audio-visual link. Where a Councillor requests approval to attend more than one meeting by audio-visual link, the request must specify the meetings the request relates to in addition to the information required under clause 5.20.
- 5.22 **The Council must comply with the Health Privacy Principles prescribed under the Health Records and Information Privacy Act 2002 when collecting, holding, using and disclosing health information in connection with a request by a Councillor to attend a meeting by audio-visual link.**
- 5.23 A Councillor who has requested approval to attend a meeting of the Council or a Committee of the Council by audio-visual link may participate in the meeting by audio-visual link until the Council or Committee determines whether to approve their request and is to be taken as present at the meeting. The Councillor may participate in a decision in relation to their request to attend the meeting by audio-visual link.
- 5.24 A decision whether to approve a request by a Councillor to attend a meeting of the Council or a Committee of the Council by audio-visual link must be made by a resolution of the Council or the Committee concerned. The resolution must state:
 - (a) The meetings the resolution applies to, and
 - (b) The reason why the Councillor is being permitted to attend the meetings by audiovisual link where it is on grounds other than illness, disability, or caring responsibilities.
- 5.25 If the Council or Committee refuses a Councillor's request to attend a meeting by audio-visual link, their link to the meeting is to be terminated.

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- 5.26 A decision whether to approve a Councillor's request to attend a meeting by audiovisual link is at the Council's or the relevant Committee's discretion. The Council and Committees of the Council must act reasonably when considering requests by Councillors to attend meetings by audio-visual link. However, the Council and Committees of the Council are under no obligation to approve a Councillor's request to attend a meeting by audio-visual link where the technical capacity does not exist to allow the Councillor to attend the meeting by these means.
- 5.27 The Council and Committees of the Council may refuse a Councillor's request to attend a meeting by audio-visual link where the Council or Committee is satisfied that the Councillor has failed to appropriately declare and manage conflicts of interest, observe confidentiality or to comply with the Code on one or more previous occasions they have attended a meeting of the Council or a Committee of the Council by audiovisual link.
- 5.28 This Code applies to a Councillor attending a meeting by audio-visual link in the same way it would if the Councillor was attending the meeting in person. Where a Councillor is permitted to attend a meeting by audio-visual link under this Code, they are to be taken as attending the meeting in person for the purposes of the Code and will have the same voting rights as if they were attending the meeting in person.
- 5.29 A Councillor must give their full attention to the business and proceedings of the meeting when attending a meeting by audio-visual link. The Councillor's camera must be on at all times during the meeting except as may be otherwise provided for under this Code.
- 5.30 A Councillor must be appropriately dressed when attending a meeting by audio-visual link and must ensure that no items are within sight of the meeting that are inconsistent with the maintenance of order at the meeting or that are likely to bring the Council or Committee into disrepute.

Entitlement of the Public to Attend Council Meetings

- 5.31 Everyone is entitled to attend a meeting of Council, a Committees of Council. or a Public Forum. Council must ensure that all meetings of Council **and** Committees of Council and Public Forums are open to the public. (Section 10(1) of the Act)
- 5.32 Clause 5.16- 5.31 does not apply to parts of meetings that have been closed to the public under section 10A of the Act.
- 5.33 A person (whether a Councillor or another person) is not entitled to be present at a meeting of Council or a Committee of Council or a Public Forum if expelled from the meeting (*Section 10(2) of the Act*):
 - (a) by a resolution of the meeting, or

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(b) by the person presiding at the meeting if Council has, by resolution, authorised the person presiding to exercise the power of expulsion.

Recording and Webcasting of Council Meetings

5.34 **Each meeting of the Council or Committee of the Council is to be recorded by means of an audio or audio-visual device. (Section 236 of the Regulation)**

- 5.35 The proceedings, including all debate, of all Ordinary and Extraordinary Meetings, Committee of Council Meetings and Public Forums held in the Council chamber shall be webcast on <u>Council's website</u> only by Council Staff. Council may edit or modify any recordings prior to broadcasting. Any such edits or modifications will be notified publicly by way of <u>Council's website</u>.
- 5.36 At the start of each recorded meeting, the Chairperson is to make a statement to the effect that the meeting is being audio and audio visually recorded and may be broadcasted over the internet live or at any time after a meeting at the discretion of Council. At the start of each meeting of the Council or a Committee of the Council, the Chairperson must inform the persons attending the meeting that:
 - (a) the meeting is being recorded and made publicly available on the Council's website, and
 - (b) persons attending the meeting should refrain from making any defamatory statements. (Section 236 of the Regulation)
- 5.37 **The recording of a meeting is to be made publicly available on the Council's website:**
 - (a) at the same time as the meeting is taking place, or
 - (b) as soon as practicable after the meeting. (Section 236 of the Regulation)
- 5.38 A recording of each meeting of Council and Committee of Council is to be retained on <u>Council's website</u> for a minimum of 12 months. Recordings of Council Meetings may bedisposed of in accordance with the <u>StateRecords Act 1998 (NSW)</u>. The recording of a meeting is to be made publicly available on the Council's website for a least 12 months after the meeting. (Section 236 of the Regulation)
- 5.39 **Clauses 5.37 and 5.38 do not apply to any part of a meeting that has been closed to the** *public in accordance with section 10A of the Act. (Section 236 of the Regulation)*
- 5.40 *Recordings of meetings may be disposed of in accordance with the <u>State Records</u> <u>Act 1998</u>.*

Attendance of the Chief Executive Officer and Other Staff at Meetings

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- 5.41 The Chief Executive Officer is entitled to attend, but not to vote at, a meeting of Council or a meeting of a Committee of Council of which all of the members are Councillors. *(Section 376(1) of the Act)*
- 5.42 The Chief Executive Officer is entitled to attend a meeting of any other Committee of Council and may, if a member of the Committee, exercise a vote. (*Section 376(2) of the Act*)
- 5.43 The Chief Executive Officer may be excluded from a meeting of Council or a Committee while Council or the Committee deals with a matter relating to the standard of performance of the Chief Executive Officer or the terms of employment of the Chief Executive Officer. (Section 376(3) of the Act)
- 5.44 The attendance of other Council Staff at a meeting, (other than as members of the public) shall be with the approval of the Chief Executive Officer.
- 5.45 The Chief Executive Officer and other Council Staff may attend meetings of the Council and Committees of the Council by audio-visual link. Attendance by Council Staff at meetings by audio-visual link (other than as members of the public) shall be with the approval of the Chief Executive Officer.

6 The Chairperson

The Chairperson at Meetings

- 6.1 The Mayor, or at the request of or in the absence of the Mayor, the Deputy Mayor (if any) presides at meetings of Council. (*Section 369(1) of the Act*)
- 6.2 If the Mayor and the Deputy Mayor (if any) are absent, a Councillor elected to chair the meeting by the Councillors present presides at a meeting of Council. (*Section 369(2) of the Act*)

Election of the Chairperson in the Absence of the Mayor and Deputy Mayor

- 6.3 If no Chairperson is present at a Meeting of Council at the time designated for the holding of the Council Meeting, the first business of the Council Meeting must be the election of a Chairperson to preside at the meeting.
- 6.4 The election of a Chairperson must be conducted:
 - (a) by the Chief Executive Officer or, in their absence, an_employee of Council designated by the Chief Executive Officer to conduct the election; or
 - (b) by the person who called the meeting or a person acting on their behalf if neither Chief Executive Officer nor a designated employee is present at the meeting, or if

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there is no Chief Executive Officer or designated employee.

- 6.5 If, at an election of a Chairperson, two or more candidates receive the same number of votes and no other candidate receives a greater number of votes, the Chairperson is to be the candidate whose name is chosen by lot.
- 6.6 For the purposes of Clause 6.5, the person conducting the election must:
 - (a) arrange for the names of the candidates who have equal numbers of votes to be written on similar slips; and
 - (b) then fold the slips so as to prevent the names from being seen, mix the slips up and draw one of the slips at random.
- 6.7 The candidate whose name is on the drawn slip is the candidate who is to be the Chairperson.
- 6.8 Any election conducted under Clause 6.3, and the outcome of the vote, are to be recorded in the minutes of the Council Meeting.

Chairperson to have Precedence

- 6.9 When the Chairperson rises or speaks during a meeting of Council:
 - (a) any Councillor then speaking or seeking to speak must cease speaking and, if standing, immediately resume their seat; and
 - (b) every Councillor present must be silent to enable the Chairperson to be heard without interruption.

7 Mode of Address

- 7.1 If the Chairperson is the Mayor, they are to be addressed as 'Mr Mayor' or 'Madam Mayor'.
- 7.2 Where the Chairperson is not the Mayor, they are to be addressed as either 'Mr Chairperson' or 'Madam Chairperson'.
- 7.3 A Councillor is to be addressed as 'Councillor[surname]'.
- 7.4 A Council Officer is to be addressed by their official designation or as Mr/Ms[surname].
- 7.5 Councillors shall at all times address other Councillors by their official designation, as Mayoror Councillor (as the case may be) and with the exception of the Chairperson, or any Councillor prevented by physical infirmity, shall stand when speaking except when asking a question.

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8 Order of Business for Ordinary Council Meetings

8.1 The general Order of Business for an Ordinary Meeting of Council shall be:

- Opening the Meeting;
- Acknowledgement of Country;
- Apologies/Requests for Leave of Absence;
- Disclosures of Interest;
- Confirmation of Minutes
- o Notice of Intention to Deal with Matters in Confidential Session;
- Items Considered by Exception;
- Minutes of the Mayor
- Reports of the Chief Executive Officer and the Executive Leadership Team
- Notice of Motion
- Questions With Notice;
- Answers to Questions With Notice;
- o Confidential Items; and
- Conclusion of the Meeting.
- 8.2 The Order of Business as fixed under Clause 8.1 may be altered for a particular meeting of Council if a motion to that effect is passed at that meeting. Such a motion can be moved without notice.
- 8.3 Despite Clauses 10.20–10.32, only the mover of a motion referred to in Clause 8.2 may speak to the motion before it is put.
- 9 Consideration of Business at Council Meetings

Business that can be Dealt with at a Council Meeting

- 9.1 Council must not consider business at a meeting of Council:
 - (a) unless a Councillor has given notice of the business, as required by Clause 3.12; and
 - (b) unless notice of the business has been sent to the Councillors in accordance with Clause 3.9 in the case of an Ordinary meeting or Clause 3.11 in the case of an Extraordinary Meeting called in an emergency.

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- 9.2 Clause 9.1 does not apply to the consideration of business at a meeting, if the business:
 - (a) is already before, or directly relates to, a matter that is already before Council; or
 - (b) is the election of a Chairperson to preside at the meeting; or
 - (c) subject to Clause 9.9, is a matter or topic put to the meeting by way of a Mayoral Minute; or
 - (d) is a motion for the adoption of recommendations of a Committee, including, but not limited to, a Committee of Council.
- 9.3 Despite Clause 9.1, business may be considered at a meeting of Council even though due notice of the business has not been given to the Councillors if:
 - (a) a motion is passed to have the business considered at the meeting; and
 - (b) the business to be considered is ruled by the Chairperson to be of great urgency on the grounds that it requires a decision by Council before the next scheduled Ordinary Meeting of Council.
- 9.4 A motion moved under Clause 9.3(a) can be moved without notice. Despite Clauses 10.20–
 10.32, only the mover of a motion referred to in Clause 9.3(a) can speak to the motion before it is put.
- 9.5 A Motion of Dissent cannot be moved against a ruling by the Chairperson under Clause 9.3(b).

Mayoral Minutes

- 9.6 Subject to Clause 9.9, if the Mayor is the Chairperson at a meeting of Council, the Mayor may, by minute signed by the Mayor, put to the meeting without notice any matter or topic that is within the jurisdiction of Council, or of which Council has official knowledge.
- 9.7 A Mayoral Minute, when put to a meeting, takes precedence over all business on Council's agenda for the meeting. The Chairperson (but only if the Chairperson is the Mayor) may move the adoption of a Mayoral Minute without the motion being seconded.
- 9.8 A recommendation made in a Mayoral Minute put by the Mayor is, so far as it is adopted by Council, a resolution of Council.
- 9.9 A Mayoral Minute must not be used to put without notice matters that are routine and not urgent, or matters for which proper notice should be given because of their complexity. For the purpose of this Clause, a matter will be urgent where it requires a decision by Council before the next scheduled Ordinary Meeting of Council.
- 9.10 Where a Mayoral Minute makes a recommendation which, if adopted, would require the expenditure of funds or redirection of resources on works and/or services other than those

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already provided for in the council's current adopted operational plan, it must identify the source of funding for the expenditure that is the subject of the recommendation. If the Mayoral Minute does not identify a funding source, the council must defer consideration of the matter, pending a report from the Chief Executive Officer on the availability of funds for implementing the recommendation if adopted. The Mayor should liaise with the Chief Executive Officer (or appropriate delegate) for assistance in costing a Mayoral Minute and identifying potential funding sources.

Staff Reports

9.11 A recommendation made in a Council Staff report is, so far as it is adopted by Council, a resolution of Council.

Reports of Committees of Council

- 9.12 The recommendations of a Committee of Council are, so far as they are adopted by Council, resolutions of Council.
- 9.13 If, in a report of a Committee of Council, distinct recommendations are made, Council may make separate decisions on each recommendation.

Questions

- 9.14 A question must not be asked at a meeting of Council unless it concerns a matter on the agenda of the meeting or notice has been given of the question in accordance with Clauses 3.12 and 3.15.
- 9.15 A Councillor may, through the Chairperson, put a question to another Councillor about a matter on the agenda.
- 9.16 A Councillor may, through the Chief Executive Officer, put a question to Council Staff about a matter on the agenda. Council Staffs are only obliged to answer a question put to them through the Chief Executive Officer at the direction of the Chief Executive Officer.
- 9.17 A Councillor or Council Staff to whom a question is put is entitled to be given reasonable notice of the question and, in particular, sufficient notice to enable reference to be made to other persons or to documents. Where a Councillor or Council Staff to whom a question is put is unable to respond to the question at the meeting at which it is put, they may take it on notice and report the response to the next available meeting of Council.
- 9.18 Councillors must put questions directly, succinctly, respectfully and without argument. Question(s) should take no longer than one minute.
- 9.19 The Chairperson must not permit discussion on any reply to, or refusal to reply to, a

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question put to a Councillor or Council Staff.

10 Rules of Debate

Motions to be Seconded

10.1 Unless otherwise specified in this Code, a motion or an amendment cannot be debated unless or until it has been seconded.

Notices of Motion

- 10.2 A Councillor who has submitted a notice of motion under Clause 3.12 is to move the motion the subject of the notice of motion at the meeting at which it is to be considered.
- 10.3 If a Councillor who has submitted a notice of motion under Clause 3.12 wishes to withdraw it after the agenda and business paper for the meeting at which it is to be considered have been sent to Councillors, the Councillor may request the withdrawal of the motion when it is before Council.
- 10.4 In the absence of a Councillor who has placed a notice of motion on the agenda for a meeting of Council:
 - (a) any other Councillor may, with the leave of the Chairperson, move the motion at the meeting; or
 - (b) the Chairperson may defer consideration of the motion until the next meeting of Council.

Chairperson's Duties with Respect to Motions

- 10.5 It is the duty of the Chairperson at a meeting of Council to receive and put to the meeting any lawful motion that is brought before the meeting.
- 10.6 The Chairperson must rule out of order any motion or amendment to a motion that is unlawful or the implementation of which would be unlawful.
- 10.7 Before ruling out of order a motion or an amendment to a motion under Clause 10.6, the Chairperson is to give the mover an opportunity to clarify or amend the motion or amendment.
- 10.8 Any motion, amendment or other matter that the Chairperson has ruled out of order is taken to have been lost.

Motions Requiring the Expenditure of Funds

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10.9 A motion or an amendment to a motion raised during debate which if passed would require the expenditure of funds or redirection of resources on works and/or services other than those already provided for in Council's current adopted operational plan must identify the source of funding for the expenditure that is the subject of the motion. If the motion does not identify a funding source, Council must defer consideration of the matter, pending a report from the Chief Executive Officer on the availability of funds for implementing the motion if adopted. Councillors should liaise with the Chief Executive Officer (or appropriate delegate) for assistance in costing Notices of Motion and identifying potential funding sources in sufficient time for it to be considered at the Meeting.

Amendments to Motions

- 10.10 An amendment to a motion must be moved and seconded before it can be debated.
- 10.11 An amendment to a motion must relate to the matter being dealt with in the original motion before Council and must not be a direct negative of the original motion. An amendment to a motion which does not relate to the matter being dealt with in the original motion, or which is a direct negative of the original motion, must be ruled out of order by the Chairperson.
- 10.12 The mover of an amendment is to be given the opportunity to explain any uncertainties in the proposed amendment before a seconder is called for.
- 10.13 If an amendment has been lost, a further amendment can be moved to the motion to which the lost amendment was moved, and so on, but no more than one motion and one proposed amendment can be before Council at any one time.
- 10.14 While an amendment is being considered, debate must only occur in relation to the amendment and not the original motion. Debate on the original motion is to be suspended while the amendment to the original motion is being debated.
- 10.15 If the amendment is carried, it becomes the motion and is to be debated. If the amendment is lost, debate is to resume on the original motion.
- 10.16 An amendment may become the motion without debate or a vote where it is accepted by the Councillor who moved the original motion.

Foreshadowed Motions

10.17 A Councillor may propose a foreshadowed motion in relation to the matter the subject of the original motion before Council, without a seconder during debate on the original motion. The foreshadowed motion is only to be considered if the original motion is lost or withdrawn and the foreshadowed motion is then moved and seconded. If the original

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motion is carried, the foreshadowed motion lapses.

- 10.18 Where an amendment has been moved and seconded, a Councillor may, without a seconder, foreshadow a further amendment that they propose to move after the first amendment has been dealt with. There is no limit to the number of foreshadowed amendments that may be put before Council at any time. However, no discussion can take place on foreshadowed amendments until the previous amendment has been dealt with and the foreshadowed amendment has been moved and seconded.
- 10.19 Foreshadowed motions and foreshadowed amendments are to be considered in the order in which they are proposed. However, foreshadowed motions cannot be considered until all foreshadowed amendments have been dealt with.

Limitations on the Number and Duration of Speeches

- 10.20 A Councillor who, during a debate at a meeting of Council, moves an original motion, has the right to speak on each amendment to the motion and a right of general reply to all observations that are made during the debate in relation to the motion, and any amendment to it at the conclusion of the debate before the motion (whether amended or not) is finally put.
- 10.21 A Councillor, other than the mover of an original motion, has the right to speak once on the motion and once on each amendment to it.
- 10.22 A Councillor must not, without the consent of Council, speak more than once on a motion or an amendment, or for longer than three minutes at any one time.
- 10.23 Despite Clause 10.22, the Chairperson may permit a Councillor who claims to have been misrepresented or misunderstood to speak more than once on a motion or an amendment, and for longer than five minutes on that motion or amendment to enable the Councillor to make a statement limited to explaining the misrepresentation or misunderstanding.
- 10.24 Despite Clause 10.22, Council may resolve to shorten the duration of speeches to expedite the consideration of business at a meeting.
- 10.25 Despite Clauses 10.20 and 10.21, a Councillor may move that a motion or an amendment be nowput, or the Chairperson may put the motion or amendment:
 - (a) if the mover of the motion or amendment has spoken in favour of it and no Councillor expresses an intention to speak against it; or
 - (b) if at least two Councillors have spoken in favour of the motion or amendment and at least two Councillors have spoken against it.

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- 10.26 The Chairperson must immediately put to the vote, without debate, a motion moved under Clause 10.25. A seconder is not required for such a motion.
- 10.27 If a motion that the original motion or an amendment be now put is passed, the Chairperson must, without further debate, put the original motion or amendment to the vote immediately after the mover of the original motion has exercised their right of reply under Clause 10.20.
- 10.28 If a motion that the original motion or an amendment be now put is lost, the Chairperson must allow the debate on the original motion or the amendment to be resumed.
- 10.29 All Councillors must be heard without interruption and all other Councillors must, unless otherwise permitted under this Code, remain silent while another Councillor is speaking.
- 10.30 Once the debate on a matter has concluded and a matter has been dealt with, the Chairperson must not allow further debate on the matter.
- 10.31 Debate on any item of business on the agenda or transaction without notice may not continue for more than 30 minutes. At the expiration of this time, the Chairperson will stop the Councillor speaking at the time and, after permitting the mover of the motion three minutes right of reply, put the put motion to Council to be voted on in the following form:

Chairperson: "The time for debate has expired. Under Council's Code of Meeting Practice, I now invite the mover of the motion to have a three minutes right of reply, following which I will put the motion to Council forvoting."

10.32 There will be rare occasions when an issue before Council is one of great importance to the whole of the Central Coast when limiting debate appears inappropriate. In these cases, a Councillor must move, prior to the commencement of the debate, to remove the time limit on debate contained in Clause 10.31.

11 Voting

Voting Entitlements of Councillors

- 11.1 Each Councillor is entitled to one vote. (Section 370(1) of the Act)
- 11.2 The Chairperson of a meeting of Council has, in the event of an equality of votes, a second or casting vote. (Section 370(2) of theAct)
- 11.3 Where the Chairperson declines to exercise, or fails to exercise, their second or casting vote, in the event of an equality of votes, the motion being voted upon is lost.

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Voting at Council Meetings

- 11.4 A Councillor who is present at a meeting of Council but who fails to vote on a motion put to the meeting is taken to have voted against themotion.
- 11.5 If a Councillor who has voted against a motion put at a Council Meeting so requests, the Chief Executive Officer must ensure that the Councillor's dissenting vote is recorded in Council's minutes.
- 11.6 The decision of the Chairperson as to the result of a vote is final, unless the decision is immediately challenged and not fewer than two Councillors rise and call for a division.
- 11.7 When a division on a motion is called, the Chairperson must ensure that the division takes place immediately. The Chief Executive Officer must ensure that the names of those who vote for the motion and those who vote against it are recorded in Council's minutes for the meeting.
- 11.8 When a division on a motion is called, any Councillor who fails to vote will be recorded as having voted against the motion in accordance with Clause 11.4 of this Code.
- 11.9 Voting at a meeting, including voting in an election at a meeting, is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system). However, Council may resolve that the voting in any election by Councillors for Mayor or Deputy Mayor is to be by secret ballot.
- 11.10 All voting at Council Meetings, (including meetings that are closed to the public), must be recorded in the minutes of meetings with the names of Councillors who voted for and against each motion or amendment, (including the use of the casting vote), being recorded.

Voting on Planning Decisions

- 11.11 The Chief Executive Officer must keep a register containing, for each planning decision made at a meeting of Council or a Council Committee (including, but not limited to a Committee of Council), the names of the Councillors who supported the decision and the names of any Councillors who opposed (or are taken to have opposed) the decision. (The requirements of this Clause may be satisfied by maintaining a register of the minutes of each planning decision.)
- 11.12 For the purpose of maintaining the register, a division is taken to have been called whenever a motion for a planning decision is put at a meeting of Council or a Council Committee.
- 11.13 Each decision recorded in the register is to be described in the register or identified in a

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manner that enables the description to be obtained from another publicly available document.

11.14 Clauses 11.11–11.13 apply also to meetings that are closed to the public. *(Section 375A of the Act)*

12 Committee of the Whole

- 12.1 Council may resolve itself into a Committee to consider any matter before Council. (Section 373 of the Act)
- 12.2 All the provisions of this Code relating to meetings of Council, so far as they are applicable, extend to and govern the proceedings of Council when in Committee of the Whole, except the provisions limiting the number and duration of speeches. *(Clauses 10.20–10.32 limit the number and duration of speeches)*
- 12.3 The Chief Executive Officer or, in the absence of the Chief Executive Officer, an employee of Council designated by the Chief Executive Officer, is responsible for reporting to Council the proceedings of the Committee of the Whole. It is not necessary to report the proceedings in full but any recommendations of the Committee must be reported.
- 12.4 Council must ensure that a report of the proceedings (including any recommendations of the Committee) is recorded in Council's minutes. However, Council is not taken to have adopted the report until a motion for adoption has been made and passed.

13 Dealing with Items by Exception

- 13.1 Council or a Committee of Council may, at any time, resolve to adopt multiple items of business on the agenda together by way of a single resolution with the exception of items dealing with financial matters of Council.
- 13.2 Before Council or a Committee resolves to adopt multiple items of business on the agenda together under Clause 13.1, the Chairperson must list the items of business to be adopted and ask Councillors to identify any of the individual items of business listed by the Chairperson that they intend to vote against the recommendation made in the Business Paper or that they wish to speak on.
- 13.3 Council or a Committee must not resolve to adopt any item of business under Clause 13.1 that a Councillor has identified as being one they intend to vote against the recommendation made in the Business Paper or speak on.
- 13.4 Where the consideration of multiple items of business together under Clause 13.1 involves a variation to the Order of Business for the Council Meeting, Council or the Committee

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must resolve to alter the Order of Business in accordance with Clause 8.2.

- 13.5 A motion to adopt multiple items of business together under Clause 13.1 must identify each of the items of business to be adopted and state that they are to be adopted as recommended in the business paper.
- 13.6 Items of business adopted under Clause 13.1 are to be taken as having been unanimously adopted.
- 13.7 Councillors must ensure that they disclose and manage any conflicts of interest they may have in relation to items of business considered together under Clause 13.1 in accordance with the requirements of Council's Code of Conduct.

14 Closure of Council Meetings to the Public

Grounds on which Meetings can be Closed to the Public

- 14.1 Council or a Committee of Council may close to the public so much of its meeting as comprises the discussion or the receipt of any of the following types of matters (Section 10A(1) and (2) of the Act):
 - (a) personnel matters concerning particular individuals (other than Councillors);
 - (b) the personal hardship of any resident or ratepayer;
 - (c) information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business;
 - (d) commercial information of a confidential nature that would, if disclosed:
 - (i) prejudice the commercial position of the person who supplied it, or
 - (ii) confer a commercial advantage on a competitor of Council, or
 - (iii) reveal a trade secret;
 - (e) information that would, if disclosed, prejudice the maintenance of law;
 - (f) matters affecting the security of the Council, Councillors, Council Staff or Council property;
 - (g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege;
 - (h) information concerning the nature and location of a place or an item of Aboriginal significance on community land;
 - (i) alleged contraventions of the Council's Code of Conduct.
- 14.2 Council or a Committee of Council may also close to the public so much of its meeting as

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comprises a motion to close another part of the meeting to the public. (Section 10A(3) of the Act)

Matters to be Considered when Closing Meetings to the Public

- 14.3 A meeting is not to remain closed during the discussion of anything referred to in Clause 14.1 (*Section 10B(1) of the Act*):
 - (a) except for so much of the discussion as is necessary to preserve the relevant confidentiality, privilege or security; and
 - (b) if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret – unless the Council or Committee concerned is satisfied that discussion of the matter in an open meeting would, on balance, be contrary to the public interest.
- 14.4 A meeting is not to be closed during the receipt and consideration of information or advice referred to in Clause 14.1(g) unless the advice concerns legal matters that (*Section 10B(2) of the Act*):
 - (a) are substantial issues relating to a matter in which the Council or Committee is involved, and
 - (b) are clearly identified in the advice, and
 - (c) are fully discussed in that advice.
- 14.5 If a meeting is closed during the discussion of a motion to close another part of the meeting to the public (as referred to in Clause 14.2), the consideration of the motion must not include any consideration of the matter or information to be discussed in that other part of the meeting other than consideration of whether the matter concerned is a matter referred to in Clause 14.1. (Section 10B(3) of theAct)
- 14.6 For the purpose of determining whether the discussion of a matter in an open meeting would be contrary to the public interest, it is irrelevant that (*Section 10B(4) of the Act*):
 - (a) a person may misinterpret or misunderstand the discussion; or
 - (b) the discussion of the matter may:
 - (i) cause embarrassment to the Council or Committee concerned, or to Councillors or to Staffs of the Council, or
 - (ii) cause a loss of confidence in the Council or Committee.
- 14.7 In deciding whether part of a meeting is to be closed to the public, the Council or Committee concerned must consider any relevant guidelines issued by the *Departmental* Chief Executive of the Office of Local Government. (Section 10B(5) of the Act)

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Notice of Likelihood of Closure not Required in Urgent Cases

- 14.8 Part of a meeting of Council, or of a Committee of Council, may be closed to the public while the Council or Committee considers a matter that has not been identified in the agenda for the meeting under Clause 3.22 as a matter that is likely to be considered when the meeting is closed, but only if *(Section 10C of the Act)*:
 - (a) it becomes apparent during the discussion of a particular matter that the matter is a matter referred to in Clause 14.1, and
 - (b) Council or the Committee, after considering any representations made under Clause 14.9, resolves that further discussion of the matter:
 - (i) should not be deferred (because of the urgency of the matter), and
 - (ii) should take place in a part of the meeting that is closed to the public.

Representations by Members of the Public

- 14.9 Council, or a Committee of Council, may allow members of the public to make representations to or at a meeting, before any part of the meeting is closed to the public, as to whether that part of the meeting should be closed. (Section 10A(4) of the Act)
- 14.10 A representation under Clause 14.9 is to be made after the motion to close the part of the meeting is moved and seconded.
- 14.11 Where the matter has been identified in the agenda of the meeting under Clause 3.22 as a matter that is likely to be considered when the meeting is closed to the public, in order to make representations under Clause 14.9, members of the public must first make an application to the Council in the approved form. Applications must be received by 10 AM on the day of the Council Meeting at which the matter is to be considered.
- 14.12 The Chief Executive Officer (or their delegate) may refuse an application made under Clause 14.11. The Chief Executive Officer or their delegate must give reasons in writing for a decision to refuse an application.
- 14.13 No more than two Speakers are to be permitted to make representations under Clause 14.9.
- 14.14 If more than the permitted number of Speakers apply to make representations under Clause 14.9, the Chief Executive Officer or their delegate may request the Speakers to nominate from among themselves the persons who are to make representations to the Council. If the Speakers are not able to agree on whom to nominate to make representations under Clause 14.9, the Chief Executive Officer or their delegate is to determine who will make representations to the Council.

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- 14.15 The Chief Executive Officer (or their delegate) is to determine the order of Speakers.
- 14.16 Where Council or a Committee of Council proposes to close a meeting or part of a meeting to the public in circumstances where the matter has not been identified in the agenda for the meeting under Clause 3.22 as a matter that is likely to be considered when the meeting is closed to the public, the Chairperson is to invite representations from the public under Clause 14.9 after the motion to close the part of the meeting is moved and seconded. The Chairperson is to permit no more than two Speakers to make representations in such order as determined by the Chairperson.
- 14.17 Each Speaker will be allowed three minutes to make representations, and this time limit is to be strictly enforced by the Chairperson. Speakers must confine their representations to whether the meeting should be closed to the public. If a Speaker digresses to irrelevant matters, the Chairperson is to direct the Speaker not to do so. If a Speaker fails to observe a direction from the Chairperson, the Speaker will not be further heard.

Expulsion of Non-Councillors from Meetings Closed to the Public

- 14.18 If a meeting or part of a meeting of the Council or a Committee of the Council is closed to the public in accordance with section 10A of the Act and this Code, any person who is not a Councillor and who fails to leave the meeting when requested, may be expelled from the meeting as provided by section 10(2)(a) or (b) of the Act.
- 14.19 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by the Council or person presiding, may, by using only such force as is necessary, remove the first-mentioned person from that place and, if necessary restrain that person from re-entering that place for the remainder of the meeting.

Obligations of Councillors Attending Meetings by Audio-Visual Link

14.20 **Councillors attending a meeting by audio-visual link must ensure that no other person** is within sight or hearing of the meeting at any time that the meeting is closed to the public under section 10A of the Act.

Information to be Disclosed in Resolutions Closing Meetings to the Public

- 14.21 The grounds on which part of a meeting is closed must be stated in the decision to close that part of the meeting and must be recorded in the minutes of the meeting. The grounds must specify the following *(Section 10D of theAct):*
 - (a) the relevant provision of section 10A(2) of the Act;
 - (b) the matter that is to be discussed during the closed part of the meeting;

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(c) the reasons why the part of the meeting is being closed, including (if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret) an explanation of the way in which discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

Resolutions Passed at Closed Meetings to be Made Public

- 14.22 If Council passes a resolution during a Council Meeting, or a part of a meeting, that is closed to the public, the Chairperson must make the resolution public as soon as practicable after the meeting, or the relevant part of the meeting, has ended, and the resolution must be recorded in the publicly available minutes of the meeting.
- 14.23 Resolutions passed during a Council Meeting, or a part of a meeting, that is closed to the public must be made public by the Chairperson under Clause 14.21 during a part of the meeting that is webcast.

15 Keeping Order at Meetings

Points of Order

- 15.1 A Councillor may draw the attention of the Chairperson to an alleged breach of this Code by raising a point of order. A point of order does not require a seconder.
- 15.2 A point of order cannot be made with respect to adherence to the principles contained in Clause 2.1.
- 15.3 A point of order must be taken immediately it is raised. The Chairperson must suspend the business before the meeting and permit the Councillor raising the point of order to state the provision of this Code they believe has been breached. The Chairperson must then rule on the point of order either by upholding it or by overruling it.

Questions of Order

- 15.4 The Chairperson, without the intervention of any other Councillor, may call any Councillor to order whenever, in the opinion of the Chairperson, it is necessary to do so.
- 15.5 A Councillor who claims that another Councillor has committed an act of disorder, or is out of order, may call the attention of the Chairperson to the matter.
- 15.6 The Chairperson must rule on a question of order immediately after it is raised but, before doing so, may invite the opinion of the Council.

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15.7 The Chairperson's ruling must be obeyed unless a motion dissenting from the ruling is passed.

Motions of Dissent

- 15.8 A Councillor can, without notice, move to dissent from a ruling of the Chairperson ona point of order or a question of order. If that happens, the Chairperson must suspend the business before the meeting until a decision is made on the motion of dissent.
- 15.9 If a motion of dissent is passed, the Chairperson must proceed with the suspended business as though the ruling dissented from had not been given. If, as a result of the ruling, any motion or business has been rejected as out of order, the Chairperson must restore the motion or business to the agenda and proceed with it indue course.
- 15.10 Despite any other provision of this Code, only the mover of a motion of dissent and the Chairperson can speak to the motion before it is put. The mover of the motion does not have a right of general reply.

Acts of Disorder

- 15.11 A Councillor commits an act of disorder if the Councillor, at a meeting of the Council or a Committee of the Council *(Section 182 of the Regulation):*
 - (a) contravenes the Act or any **R**egulation in force under the Act or this Code; or
 - (b) assaults or threatens to assault another Councillor or person present at the meeting; or
 - (c) moves or attempts to move a motion or an amendment that has an unlawful purpose or that deals with a matter that is outside the jurisdiction of the Council or the Committee, or addresses or attempts to address the Council or the Committee on such a motion, amendment or matter; or
 - (d) insults, or makes personal reflections unfavourable personal remarks about, on or imputes improper motives to any other Council official, or alleges a breach of the Council's Code of Conduct; or
 - (e) says or does anything that is inconsistent with maintaining order at the meeting or is likely to bring the Council or the Committee into disrepute.
- 15.12 The Chairperson may require a Councillor (Section 233 of the Regulation):
 - (a) to apologise without reservation for an act of disorder referred to in Clauses 15.11(a), or (b); or (e), or
 - (b) to withdraw a motion or an amendment referred to in Clause 15.11(c) and, where appropriate, to apologise without reservation,

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(c) or to retract and apologise without reservation for *any statement that constitutes* an act of disorder referred to in Clauses 15.11(d) and (e).

How Disorder at a Meeting may be Dealt With

15.13 If disorder occurs at a meeting of Council, the Chairperson may adjourn the Council Meeting for a period of not more than 15 minutes and leave the Chair. Council, on reassembling, must, on a question put from the Chairperson, decide without debate whether the business is to be proceeded with or not. This Clause applies to disorder arising from the conduct of members of the public as well as disorder arising from the conduct of Councillors.

Expulsion from Meetings

- 15.14 All Chairpersons of a Council Meeting and Committees of the Council are authorised under this Code to expel any person other than a Councillor, from a Council or Committee Meeting, for the purposes of section 10(2)(b) of the Act. Councillors may only be expelled by resolution of Council or the Committee of Council.
- 15.15 Clause 15.14 does not limit the ability of the Council or a Committee of the Council to resolve to expel a person, including a Councillor, from a Council or Committee meeting, under section 10(2)(a) of the Act.
- 15.16 A Councillor may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of the Council for having failed to comply with a requirement under Clause 15.12. The expulsion of a Councillor from the meeting for that reason does not prevent any other action from being taken against the Councillor for the act of disorder concerned. (Section 233(2) of the Regulation)
- 15.17 A member of the public may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of the Council for engaging in or having engaged in disorderly conduct at the meeting.
- 15.18 Where a Councillor or a member of the public is expelled from a meeting, the expulsion and the name of the person expelled, if known, are to be recorded in the minutes of the meeting.
- 15.19 If a Councillor or a member of the public fails to leave the place where a meeting of the Council is being held immediately after they have been expelled, a police officer, or any person authorised for the purpose by the Council or person presiding, may, by using only such force as is necessary, remove the Councillor or member of the public from that place and, if necessary, restrain the Councillor or member of the public from re-entering that place for the remainder of the meeting.

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How Disorder by Councillors Attending Meetings by Audio-Visual Link May be Dealt With

- 15.20 Where a Councillor is attending a meeting by audio-visual link, the Chairperson or a person authorised by the Chairperson may mute the Councillor's audio link to the meeting for the purposes of enforcing compliance with this Code.
- 15.21 If a Councillor attending a meeting by audio-visual link is expelled from a meeting for an act of disorder, the Chairperson of the meeting or a person authorised by the Chairperson, may terminate the Councillor's audio-visual link to the meeting.

Use of Mobile Phones and the Unauthorised Recording of Meetings

- 15.22 Councillors, Council Staff and members of the public must ensure that mobile phones are turned to silent during meetings of the Council and Committees of the Council.
- 15.23 A person must not live stream or use an audio recorder, camera, video camera, mobile phone or any other device to make a recording of the proceedings of a meeting of the Council or a Committee of the Council without the prior authorisation of the Council or the Committee.
- 15.24 Without limiting clause 15.17, a contravention of clause 15.23 or an attempt to contravene that clause, constitutes disorderly conduct for the purposes of clause 15.17. Any person who contravenes or attempts to contravene Clause 15.21, may be expelled from the Council Meeting as provided for under section 10(2) of the Act.
- 15.25 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by the Council or person presiding, may, by using only such force as is necessary, remove the first-mentioned person from that place and, if necessary, restrain that person from re-entering that place for the remainder of the meeting.

16 Conflict of Interest

16.1 All Councillors and, where applicable, all other persons, must declare and manage any conflicts of interest they may have in matters being considered at meetings of the Council and Committees of the Council in accordance with the Council's Code of Conduct. All declarations of conflicts of interest and how the conflict of interest was managed by the person who made the declaration must be recorded in the minutes of the meeting at which the declaration was made.

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16.2 **Councillors attending a meeting by audio-visual link must declare and manage any** conflicts of interest they may have in matters being considered at the meeting in accordance with the Council's Code of Conduct. Where a Councillor has declared a pecuniary or significant non-pecuniary conflict of interest in a matter being discussed at the meeting, the Councillor's audio-visual link to the meeting must be suspended or terminated and the Councillor must not be in sight or hearing of the meeting at any time during which the matter is being considered or discussed by the Council or Committee, or at any time during which the Council or Committee is voting on the matter.

17 Decisions of the Council

Council decisions

- 17.1 A decision supported by a majority of the votes at a meeting of Council at which a quorum is present is a decision of the Council. *(Section 371 of the Act)*
- 17.2 Decisions made by the Council must be accurately recorded in the minutes of the meeting at which the decision is made.

Rescinding or Altering Council Decisions

- 17.3 A resolution passed by Council may not be altered or rescinded except by a motion to that effect of which notice has been given under Clause 3.12. (Section 372(1) of the Act)
- 17.4 If a notice of motion to rescind a resolution is given at the meeting at which the resolution is carried, the resolution must not be carried into effect until the motion of rescission has been dealt with. (Section 372(2) of the Act)
- 17.5 If a motion has been lost, a motion having the same effect must not be considered unless notice of it has been duly given in accordance with Clause 3.12. (Section 372(3) of the Act)
- 17.6 A notice of motion to alter or rescind a resolution, and a notice of motion which has the same effect as a motion which has been lost, must be signed by three Councillors if less than three months has elapsed since the resolution was passed, or the motion was lost. *(Section 372(4) of the Act)*
- 17.7 If a motion to alter or rescind a resolution has been lost, or if a motion which has the same effect as a previously lost motion is lost, no similar motion may be brought forward within three months of the meeting at which it was lost. This Clause may not be evaded by substituting a motion differently worded, but in principle the same. *(Section 372(5) of the Act)*
- 17.8The provisions of Clauses 17.5–17.7 concerning lost motions do not apply to motions of
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adjournment. (Section 372(7) of the Act)

- 17.9 A notice of motion submitted in accordance with Clause 17.6 may only be withdrawn under Clause 3.13 with the consent of all signatories to the notice of motion.
- 17.10 A notice of motion to alter or rescind a resolution relating to a development application must be submitted to the Chief Executive Officer no later than 9.30 AM on Friday after the meeting at which the resolution was adopted.
- 17.11 A motion to alter or rescind a resolution of the Council may be moved on the report of a Committee of the Council and any such report must be recorded in the minutes of the meeting of the Council. (Section 372(6) of the Act)
- 17.12 Subject to Clause 17.7, in cases of urgency, a motion to alter or rescind a resolution of the Council may be moved at the same meeting at which the resolution was adopted, where:
 - (a) a notice of motion signed by three Councillors is submitted to the Chairperson; and
 - (b) a motion to have the motion considered at the meeting is passed; and
 - (c) the Chairperson rules the business that is the subject of the motion is of great urgency on the grounds that it requires a decision by the Council before the next scheduled Ordinary Meeting of the Council.
- 17.13 A motion moved under Clause 17.12(b) can be moved without notice. Despite Clauses 10.20–10.32, only the mover of a motion referred to in Clause 17.12(b) can speak to the motion before it is put.
- 17.14 A motion of dissent cannot be moved against a ruling by the Chairperson under Clause 17.12(c).

Recommitting Resolutions to Correct an Error

- 17.15 Despite the provisions of this Part, a Councillor may, with the leave of the Chairperson, move to recommit a resolution adopted at the same meeting:
 - (a) to correct any error, ambiguity or imprecision in the Council's resolution; or
 - (b) to confirm the voting on the resolution.
- 17.16 In seeking the leave of the Chairperson to move to recommit a resolution for the purposes of Clause 17.15(a), the Councillor is to propose alternative wording for the resolution.
- 17.17 The Chairperson must not grant leave to recommit a resolution for the purposes of Clause 17.15(a), unless they are satisfied that the proposed alternative wording of the resolution would not alter the substance of the resolution previously adopted at the meeting.

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- 17.18 A motion moved under Clause 17.15 can be moved without notice. Despite Clauses 10.20–10.32, only the mover of a motion referred to in Clause 17.15 can speak to the motion before it is put.
- 17.19 A motion of dissent cannot be moved against a ruling by the Chairperson under Clause 17.15.
- 17.20 A motion moved under Clause 17.15 with the leave of the Chairperson cannot be voted on unless or until it has been seconded.

18 Time Limits on Council Meetings

- 18.1 Meetings of Council and Committees of the Council are to conclude no later than 10.30 PM on the night of the meeting.
- 18.2 If the business of the Meeting is unfinished at 10.30 pm, Council or the Committee may, by resolution, extend the time of the Ordinary Meetings of Council.
- 18.3 If the business of the Meetings is unfinished at 10.30 pm and Council does not resolve to extend the Meeting, the Chairperson must either:
 - (a) defer consideration of the remaining items of business on the Agenda to the next Ordinary Meeting of Council; or
 - (b) adjourn the Meeting of Council to a time, date and place fixed by the Chairperson.
- 18.4 Clause 18.3 does not limit the ability of Council or a Committee of the Council to resolve to adjourn a Meeting at any time. Any such resolution adjourning the Meeting must fix the time, date and place that the Meeting is to be adjourned to.
- 18.5 Where an adjournment is made under Clause 18.3 or Clause 18.4, the Chief Executive Officer must:
 - (a) individually notify each Councillor of the time, date and place at which the Meeting will reconvene, and
 - (b) publish the time, date and place at which the Meeting will reconvene on the <u>Council's</u> <u>website</u> and in such other manner that the Chief Executive Officer is satisfied is likely to bring notice of the time, date and place of the Reconvened Meeting to the attention of as many people as possible.

19 After the Meeting

Minutes of Meetings

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- 19.1 Council is to keep full and accurate minutes of the proceedings of meetings of the Council (Section 375(1) of the Act.
- 19.2 At a minimum, the Chief Executive Officer must ensure that the following matters are recorded in the Council's minutes:
 - (a) the names of Councillors attending a Council Meeting and whether they attended the meeting in person or by audio-visual link,
 - (b) details of each motion moved at a Council Meeting and of any amendments moved to it;
 - (c) the names of the mover and seconder of the motion or amendment;
 - (d) whether the motion or amendment was passed or lost; and
 - (e) such other matters specifically required under this Code.
- 19.3 The minutes of a Council Meeting must be confirmed at a subsequent meeting of the Council. (Section 375(2) of the Act)
- 19.4 Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.
- 19.5 When the minutes have been confirmed, they are to be signed by the person presiding at the subsequent meeting. (Section 375(2) of the Act)
- 19.6 The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed. Any amendment made under this Clause must not alter the substance of any decision made at the meeting.
- 19.7 The confirmed minutes of a Council Meeting must be published on the <u>Council's website</u>. This Clause does not prevent Council from also publishing unconfirmed minutes of its meetings on its website prior to their confirmation.

Access to Correspondence and Reports Laid on the Table at, or Submitted to, a Meeting

- 19.8 Council and Committees of Council must, during or at the close of a meeting, or during the business day following the meeting, give reasonable access to any person to inspect correspondence and reports laid on the table at, or submitted to, the meeting. *(Section 11(1) of the Act)*
- 19.9 Clause 19.8 does not apply if the correspondence or reports relate to a matter that was received or discussed or laid on the table at, or submitted to, the meeting when the meeting was closed to the public. (*Section 11(2) of theAct*)

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- 19.10 Clause 19.8 does not apply if the Council or the Committee resolves at the meeting, when open to the public, that the correspondence or reports are to be treated as confidential because they relate to a matter specified in section 10A(2) of the Act. (Section 11(3) of the Act)
- 19.11 Correspondence or reports to which Clauses 19.9 and 19.10 apply are to be marked with the relevant provision of section 10A(2) of the Act that applies to the correspondence or report.

Implementation of Decisions of the Council

19.12 The Chief Executive Officer is to implement, without undue delay, lawful decisions of the Council. (Section 335(b) of the Act) Council Committees

20 Council Committees

20.1 This Part only applies to Committees of the Council whose members are all Councillors.

Council Committees whose Members are all Councillors

- 20.2 Council may, by resolution, establish such Committees as it considers necessary.
- 20.3 A Committee of Council is to consist of the Mayor and such other Councillors as are elected by the Councillors or appointed by the Council.
- 20.4 The quorum for a meeting of a Committee of the Council is to be:
 - (a) such number of members as the Council decides; or
 - (b) if the Council has not decided a number a majority of the members of the Committee.

Functions of Committees

20.5 Council must specify the functions of each of its Committees when the Committee is established, but may from time to time amend those functions.

Notice of Committee Meetings

20.6 The Chief Executive Officer must send to each Councillor, regardless of whether they are a Committee member, at least three days before each meeting of the Committee, a notice specifying:

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- (a) the time, date and place of the meeting; and
- (b) the business proposed to be considered at the meeting.
- 20.7 Notice of less than three days may be given of a Committee meeting called in an emergency.

Attendance at Committee Meetings

- 20.8 A Committee member (other than the Mayor) ceases to be a member of a Committee if the Committee member:
 - (a) has been absent from three consecutive meetings of the Committee without having given reasons acceptable to the Committee for the member's absences; or
 - (b) has been absent from at least half of the meetings of the Committee held during the immediately preceding year without having given to the Committee acceptable reasons for the member's absences.
- 20.9 Clause 20.8 does not apply if all of the members of the Council are members of the Committee.

Non-Members Entitled to Attend Committee Meetings

- 20.10 A Councillor who is not a member of a Committee of the Council is entitled to attend, and to speak at a meeting of the Committee. However, the Councillor is not entitled:
 - (a) to give notice of business for inclusion in the agenda for the meeting; or
 - (b) to move or second a motion at the meeting; or
 - (c) to vote at the meeting.

Chairperson and Deputy Chairperson of Council Committees

- 20.11 The Chairperson of each Committee of the Council must be:
 - (a) the Mayor; or
 - (b) if the Mayor does not wish to be the Chairperson of a Committee, a member of the Committee elected by the Council; or
 - (c) if the Council does not elect such a member, a member of the Committee elected by the Committee.
- 20.12 Council may elect a member of a Committee of the Council as Deputy Chairperson of the Committee. If the Council does not elect a deputy chairperson of such a Committee, the Committee may elect a Deputy Chairperson.

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- 20.13 If neither the Chairperson nor the Deputy Chairperson of a Committee of the Council is able or willing to preside at a meeting of the Committee, the Committee must elect a member of the Committee to be acting Chairperson of the Committee.
- 20.14 The Chairperson is to preside at a meeting of a Committee of the Council. If the Chairperson is unable or unwilling to preside, the Deputy Chairperson (if any) is to preside at the meeting, but if neither the Chairperson nor the Deputy Chairperson is able or willing to preside, the acting Chairperson is to preside at the meeting.

Procedure in Committee meetings

- 20.15 Subject to any specific requirements of this code, each Committee of Council may regulate its own procedure. The provisions of this code are to be taken to apply to all Committees of Council unless Council or the Committee determines otherwise in accordance with this Clause.
- 20.16 Whenever the voting on a motion put to a meeting of the Committee is equal, the Chairperson of the Committee is to have a casting vote as well as an original vote unless Council or the Committee determines otherwise in accordance with Clause 20.15.
- 20.17 Voting at a Council Committee meeting is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system).

Closure of Committee Meetings to the Public

- 20.18 The provisions of the Act and Part 14 of this Code apply to the closure of meetings of Committees of the Council to the public in the same way they apply to the closure of meetings of the Council to the public.
- 20.19 If a Committee of the Council passes a resolution, or makes a recommendation, during a meeting, or a part of a meeting that is closed to the public, the Chairperson must make the resolution or recommendation public as soon as practicable after the meeting or part of the meeting has ended, and report the resolution or recommendation to the next meeting of the Council. The resolution or recommendation must also be recorded in the publicly available minutes of the meeting.
- 20.20 Resolutions passed during a meeting, or a part of a meeting that is closed to the public must be made public by the Chairperson under Clause 20.19 during a part of the meeting that is webcast.

Disorder in Committee Meetings

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20.21 The provisions of the Act and this Code relating to the maintenance of order in Council Meetings apply to meetings of Committees of the Council in the same way as they apply to meetings of the Council.

Minutes of Council Committee Meetings

- 20.22 Each Committee of the Council is to keep full and accurate minutes of the proceedings of its meetings. At a minimum, a Committee must ensure that the following matters are recorded in the Committee's minutes:
 - (a) the names of Councillors attending a meeting and whether they attended the meeting in person or by audio-visual link,
 - (b) details of each motion moved at a meeting and of any amendments moved to it;
 - (c) the names of the mover and seconder of the motion or amendment;
 - (d) whether the motion or amendment was passed or lost; and
 - (e) such other matters specifically required under this Code.
- 20.23 All voting at meetings of Committees of the Council (including meetings that are closed to the public), must be recorded in the minutes of meetings with the names of Councillors who voted for and against each motion or amendment, (including the use of the casting vote), being recorded.
- 20.24 The minutes of meetings of each Committee of the Council must be confirmed at a subsequent meeting of the Committee.
- 20.25 Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.
- 20.26 When the minutes have been confirmed, they are to be signed by the person presiding at that subsequent meeting.
- 20.27 The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed. Any amendment made under this Clause must not alter the substance of any decision made at the meeting.
- 20.28 The confirmed minutes of a meeting of a Committee of the Council must be published on the <u>Council's website</u>. This Clause does not prevent the Council from also publishing unconfirmed minutes of meetings of Committees of Council on its website prior to their confirmation.

21 Irregularities

21.1 Proceedings at a meeting of a Council or a Council Committee are not invalidated because of (Section 374 of the Act):

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- (a) a vacancy in a civic office; or
- (b) a failure to give notice of the meeting to any Councillor or Committee member; or
- (c) any defect in the election or appointment of a Councillor or Committee member; or
- (d) a failure of a Councillor or a Committee member to declare a conflict of interest, or to refrain from the consideration or discussion of, or vote on, the relevant matter, at a Council or Committee meeting in accordance with the Council's Code of Conduct; or
- (e) a failure to comply with this Code.

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22 Definitions

the Act:	means the Local Government Act 1993.	
Act of Disorder:	means an act of disorder as defined in Clause 15.11 of this Code.	
Amendment:	in relation to an original motion, means a motion moving an amendment to that motion.	
Audio Recorder:	any device capable of recording speech.	
Audio-Visual Link	Means a facility that enables audio and visual communication between persons at different places.	
Business Day:	means any day except Saturday or Sunday or any other day the whole or part of which is observed as a public holiday throughout New South Wales.	
Chairperson:	(a) in relation to a meeting of Council - means the person presiding at the meeting as provided by section 369 of the <u>Local Government Act 1993</u> ; and Clauses 6.1 and 6.2 of this Code; and	
	(b) in relation to a meeting of a Committee of the Council - means the person presiding at the meeting as provided by Clause 20.11 of this Code.	
Chief Executive Officer (CEO):	is the Chief Executive Officer of Central Coast Council who undertakes the functions of the General Manager under the <u>Local Government Act 1993</u> , or in the absence of that person, the Staff designated to act for the Chief Executive Officer. Where this Code refers to General Manager it represents Chief Executive Officer and simply reflects the legislation.	
this Code	means Council's Code of Meeting Practice adopted by Council pursuant to the <i>Local Government Act 1993</i> .	
Committee of the Council:	means a Committee established by the Council in accordance with Clause 20.2 of this Code (being a Committee consisting only of Councillors) or the Council when it has resolved itself into Committee of the Whole under Clause 12.1.	
Council Official:	has the same meaning it has in Council's Code of Conduct.	

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Day:

means calendar day, unless otherwise stipulated by the Act, Regulations or this Code.

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Division:	means a request by two Councillors under Clause 11.6 of this Code requiring the recording of the names of the Councillors who voted both for and against a motion
Foreshadowed Amendment:	means a proposed amendment foreshadowed by a Councillor under Clause 10.18 of this Code during debate on the first amendment
Foreshadowed Motion:	means a motion foreshadowed by a Councillor under Clause 10.17 of this Code during debate on an original motion
Open Voting:	means voting on the voices or by a show of hands or by a visible electronic voting system or similar means.
Planning Decision:	means a decision made in the exercise of a function of a Council under the <u>Environmental Planning and Assessment Act 1979</u> including any decision relating to a development application, an environmental planning instrument, a development control plan or a development contribution plan under that Act, but not including the making of an order under Division 9.3 of Part 9 of that Act.
Performance Improvement Order:	means an order issued under section 438A of the Act.
Quorum:	means the minimum number of Councillors of Committee members necessary to conduct a Council Meeting.
Regulation:	means the Local Government (General) Regulation 2005 2021.
Webcast:	a video or audio broadcast of a meeting transmitted across the internet either concurrently with the meeting or at a later date.
Year:	means the period beginning 1 July and ending the following 30 June.

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History of revisions

Amendment history	Details
Original approval authority details	Central Coast Council
	September 2016
	Creation of Central Coast Council Code of Meeting Practice.
Version 1	26/07/2017
	D12761195
	Minor amendments to update Code.
Version 2	27/11/2017
	D12848633
	Amendments re meeting frequency and times.
Version 3	12/02/2018
	D13057229
	Amendments taking into consideration feedback received.
Version 4	24/09/2018
	D13247377
	Additions to items resolved by exception, public Speakers and time limit.

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Amendment history	Details
Version 5	11/06/2019
	D13556922
	Amended in accordance with the Model Code of Meeting Practice for Local Councils in NSW
Version 6	28 September 2020 Council Resolution No 933/20
	D14164959
	Amending location of where Ordinary Council meetings are held and other minor amendments to update Code.
Version 7	27 April 2021 Council Resolution No 118/21
	D14612931
	Amending location of where Ordinary Council meetings are held, providing for timing of meeting during Administration period and amend provision regarding publication of Agenda Paper. Restrictions as to number of Notices of Motion and Questions with Notice. Requirement for identification of source of funds for Notices of Motion and Mayoral Minutes. Requirement for consultation regarding source of funds for Notices of Motion and Mayoral Minutes. Requirement that Councillors make effort to attend pre-meeting briefings. Restriction on items that can be resolved by exception.
Version 8 (this version)	14 December 2021
	D14899598
	Amending to reflect changes to the Model Code of Meeting Practice for NSW Councils.
	Amending frequency of Ordinary Council Meetings to monthly.

Removal of Part 4 – Public Forums

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lance Identified	Number of Submissions (Total 49)	Coursel Davanage	
Issue Identified Exhibition Timing	1 (0.49%)	Council Response This objection is noted. However, Council agreed to accept and consider submissions beyond the mandated 42-day period, and has considered submissions received after the deadline.	
Monthly Meetings	29 (14.21%)	nis is not supported. The average of 7 Council Reports for consideration at fortnightly meetings throughout 2021 has resulted in a disproportionate use of Council resources for the consideration of that business. It is titinated that the change to monthly meetings will result in savings of over \$40,000 per year.	
Distribution of Papers	22 (10.78)	This provision has not been amended in the exhibited draft Code. The submissions are not supported as it is considered that the appropriate balance has been struck between issuance of papers and consultation on agendas.	
Notice of Meeting	18 (8.82%)	his provision has not been amended in the exhibited draft Code. The submissions are not supported. On 27 April 2021, Council resolved to adopt an amended Code of Meeting Practice. Those amendments at that time cluded the deletion of the word business from clause 3.9. However, that deletion remains visible in the present Code as a struck through term. Council acknowledges this oversight.	
Questions on Notice	24 (11.76%)	A plurality of submissions considered that the length of time for responses to Questions on Notice by Council Staff is excessive. It is accepted that this provision ought have been amended to reflect to proposal for monthly meetings. Accordingly, a further amendment to cl3.18 is proposed, to reduce the timeframe for response from the <i>fourth</i> subsequent Ordinary Meeting of Council, to the <i>second</i> subsequent Ordinary Meeting of Council. Where responses are capable of being provided in lesser duration, Council staff will endeavour to do so.	
Executives to Disclose Conflicts	1 (0.49%)	This is not supported as it is considered that the provision as drafted provides sufficient impetus for executives to disclose conflicts of interest.	
Public Forum	32 (15.68%)	This is not accepted. Public Forum is intended to continue as a regular activity of Council, to be conducted prior to the commencement of Ordinary Meetings of council. The proposal to have Public Forum conducted pursuant to an operational policy, rather than included in the Code, is to allow an incoming elected body to revise the Public Forum to fit its purpose, and to provide greater flexibility to the initiative. There is no intention o remove public participation in the Public Forum. Further, in 2021, 10 of the 21 Ordinary Council meetings attracted participation in the Public Forum (11 meetings included participants in the Open Forum initiative introduced by the former Administrator, Mr Persson). The number of individuals speaking at those for a totalled 5g throughout 2021. The lack of uptake does not justify the use of Council resources on this activity, when several other opportunities for engagement and participation exist, including the Public Forum.	
Edit Recordings	30 (14.7%)	This is not supported. The provision at clause 5.35 allows Council to edit recordings 'prior to broadcasting' subject to appropriate disclosures. Clause 5.35 provides Council with a mechanism to ensure defamatory statements or material otherwise liable to lead to legal liability is not broadcast. The provisions in the clause do not entitle Council to otherwise edit or dispose of recordings other than pursuant to the State Records Act.	
AVL Meetings	17 (8.33%)	Objections to these provisions is not supported. The submissions contended that such participation should be a decision for an incoming elected body. The provisions make clear that attendance by AVL is to be in circumstances of public health or other emergency, or otherwise on application. Accordingly, the submissions' position is misfounded.	
Location of Meetings	1 (0.49%)	This objection is noted. However, Council agreed to accept and consider submissions beyond the mandated 42-day period, and has considered submissions received after the deadline.	
Time Limit for Public Forum Speakers	1 (0.49%)	This is not supported as it is considered adequate for speakers to be granted 3 minutes of speaking time to address their issues.	
Minutes Taking	1 (0.49%)	This is acknowledged and considered adequately provided for in the Code.	
Inclusion of Acknowledgment of Country	1 (0.49%)	This is not supported. It is appropriate that an Acknowledgement of Country be included at the start of every Council Meeting. The Model Code of Meeting Practice includes Acknowledgement of Country as one of the optional provisions for inclusion in the Order of Business.	
Mode of Address	1 (0.49%)	This is not supported. There is no available data to suggest that Council Staff, Councillors, or any Administrator has failed to appropriately or respectfully address members of the public.	
Acts of Disorder	1 (0.49%)	This is not supported as these are mandatory provisions of the Model Code.	

2.7

Attachment 1



Structural Review of the Water and Sewer Business

Central Coast Council – Structural Review of the Water and Sewer Business

Structural Review of the Water and Sewer Business

Central Coast Council – Structural Review of the Water and Sewer Business

Prepared for: Central Coast Council PO Box 20 Wyong NSW 2259

Prepared by: Kellogg Brown & Root Pty Ltd ABN 91 007 660 317

24 December 2021

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Limitations Statement

The sole purpose of this report and the associated services performed by Kellogg Brown & Root Pty Ltd (KBR) is to provide advice in accordance with the scope of services set out in the contract between KBR and **Central Coast Council** ('the Client'). That scope of services was defined by the requests of the Client, by the time and budgetary constraints imposed by the Client, and by the availability of access to the site.

KBR derived the data in this report primarily from information provided by Council employees information provided by Council employees. The passage of time, manifestation of latent conditions or impacts of future events may require further exploration at the site and subsequent data analysis, and re-evaluation of the findings, observations and conclusions expressed in this report.

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Revision History

Revision	Date	Comment	Originated by	Checked by	Technical Approval	Project Approval
1A	24/12/21	Draft report	M. Bradbury	C. Hewitt	A. MacDonald	A. MacDonald
1B	16/11/21	Draft Report	M. Bradbury	C. Hewitt	A. MacDonald	A. MacDonald
1C	24/12/21	Final Report	M. Bradbury	C. Hewitt	A. MacDonald	A. MacDonald



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APPENDIX A

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Summary of legislative framework for IPART oversight of Central Coast Council



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Executive summary

This report considers the Central Coast Council Water Authority operating model and provides advice on a better institutional model that will address significant financial and cultural impediments.

Recently, the Central Coast Council has experienced substantial financial problems. Since 2017, its operating costs increased by \$46 million (8.2%), while its income decreased by \$131 million (18%). This resulted in a 2017 operating surplus of \$65 million becoming a 2020 operating deficit of \$89 million. Over \$200 million of restricted reserves were used unlawfully or without council approval. All funds must now be repaid.

'Restriction of reserves' applies because the council is governed by the *Local Government Act 1993* (NSW) (LG Act). Other economically regulated water businesses (Hunter Water and Sydney Water) do not experience this constraint.

The council's financial deterioration resulted in councillors being replaced by an administrator. This report does not dwell on factors resulting in debt accumulation. These have been amply investigated by others. Rather, it identifies options that will improve the council's financial position and performance.

There is no silver bullet. Fully resolving these issues will take a combination of legislative amendment and business improvement. Both will take time and management focus. Our experience working with the council's executive and administrator suggests that the necessary steps are being taken. Further, with the NSW Government's support, the issues can be resolved with an elegant institutional change (see below).

SUMMARY OF THE PROBLEM AND POSSIBLE RESPONSES

The Central Coast Council is governed by both the LG Act and, as a substantial water supply authority, the *Water Management Act 2000* (NSW) (WM Act). It is the only council subject to both acts, creating a needlessly complex and restrictive regulatory environment. In particular, the LG Act imposes restrictions on the operation of its water business other water businesses do not face (e.g. 'restriction of reserves'). Moreover, the WM Act also imposes economic regulation, a burden other council water businesses do not experience. The NSW Government should remove one of these regulatory burdens if it wishes the ratepayers of the Central Coast to benefit from an innovative, prudent and efficient water business.

This regulatory environment severely restricts the options available to the Central Coast Council to allocate its cash reserves to capital expenditure upgrades that are most needed. Dual regulation also restricts the council in its endeavours to repay debt accrued in its restricted funds. If the council's water business were to be treated like other economically regulated water businesses, it could sensibly allocate capital to prioritised areas of need and repay debt.

This dual restriction makes it difficult for the council to manage its restricted water fund loan, while surplus cash in the restricted wastewater fund is unable to be allocated to debt retirement.

In simple terms, the three legislative/institutional options to resolve issues created by dual regulation are:

- Remove the Central Coast Council's water and sewer business from being subject to the LG Act (recommended).
- 2. Amend the LG Act to remove its influence from parts of the business that are also subject to the WM Act (acceptable, but it will not allow the water business to achieve its efficient and innovative potential under an independent skills-based board).
- 3. Remove the Central Coast Council's water and sewer business from the WM Act (not recommended, due to the scale of the water business and as this model applies to similar businesses Hunter and Sydney Water).



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Option 1: Remove the Central Coast Council's water and sewer business from the Local Government Act

The water and sewer business could be removed from the relevant restrictions of the LG Act through corporatising the water and sewer functions to establish a separate, Central Coast Council owned corporation, which would have the ability to pay a dividend when appropriate.

The Central Coast Water Corporation Act 2006 (NSW) (CCWC Act) was enacted to facilitate the establishment of the Central Coast Water Corporation as a water supply authority and to enable the previous councils – Gosford City Council and Wyong Shire Council – to separately transfer their water supply, sewerage, and drainage functions to the corporation. The Act was never proclaimed.

Since then, those councils have amalgamated. The Act would therefore need to be amended for the corporation to function properly and for the assets to be transferred to a single corporation. However, this represents a fairly advanced legislative mechanism for creating a corporation. It would require only relatively minor amendments.

The features of this corporatisation include:

- The Central Coast Water Corporation is not restricted by the LG Act, apart from in respect of its
 accounting records and the auditor-general.
- The new entity would still be subject to IPART regulation.
- The council retains ultimate decision-making power over the corporation and can still override decisions of the corporation's board.
- The council can transfer staff, assets and liabilities to the corporation without approval or oversight from any other authority.
- The council may receive dividends from the corporation.
- The council would still be required to include the performance of the corporation in its consolidated accounts and include such an entity in its performance metrics.

Option 1 is recommended – it is the most realistic option to remove the council from dual regulation. The large scale of the council's water business makes it sufficiently like Hunter Water and Sydney Water for a consistent model to apply. Corporatisation will allow an efficient and innovative culture to develop, which is difficult to achieve as part of local government with its wide mandate.

Option 2: Amend the Local Government Act

Section 409(3)(a) of the LG Act outlines restrictions regarding the pending funds raised for water supply and/or sewerage services or other purposes. This section could be amended so that it did not apply if the money raised was regulated by IPART.

As a result, the council water business could spend funds raised for either water supply or sewerage services as it saw fit, without restriction. This would also allow for the council to repay accumulated loans.

Although this option would address some of the financial restrictions placed on the council, it is a short-term solution that fails to address institutional aspects of business performance set out in this report. The NSW Government could make this short-term amendment now. However, ultimately it will be called upon to make a second legislative amendment in the form of Option 1 later.

This is not considered to be the most administratively efficient pathway for the state. Moreover, Option 2 forgoes the benefits of such a large-scale water business operating under an independent and skilled board.

Option 2 is not recommended.

Option 3: Remove Central Coast Council's water and sewer business from the Water Management Act

Central Coast Council is considered a 'water supply authority' under the WM Act. The WM Act expressly allows the Governor to add water supply authorities by proclamation to the WM Act. However, it does not appear to



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contemplate removal of water supply authorities from the WM Act. It is considered that the WM Act would have to be amended to remove Central Coast Council as water supply authority from Schedule 3 for the WM Act to not relate to the council.

If the council was removed as a water supply authority under the WM Act, then it would provide water supply and sewerage services under the LG Act instead.

However, being removed as a water supply authority under the WM Act would have limited practical utility in relation to regulation because Central Coast Council is separately captured by a declaration that the water supply services, and sewerage services provided by Gosford City Council and Wyong Shire Council are government monopoly services. This means that IPART would continue to regulate the council even if it was removed from Schedule 3 of the WM Act.

IPART has a standing reference to regulate both:

• Water supply authorities and county councils established for the supply of water - 'Water supply authority' is defined under the Independent Pricing and Regulatory Tribunal Act 1992 (IPART Act) as having the same meaning as in the WM Act.

And

 water supply and sewerage services respectively provided by Gosford City Council and Wyong Shire Council. This authority was provided under an order under the Government Pricing Tribunal Act 1992 (NSW) dated 14 February 1997.

This means that the water supply and sewerage services provided by Gosford City Council and Wyong Shire Council are still within the jurisdiction and regulatory authority of IPART. Therefore, being removed as a water supply authority under the WM Act, and subsequently supplying water under the LG Act, does not remove the council from the regulation of IPART. This approach would not provide the permanent solution that council is seeking.

In comparison to the powers of a water supply authority under the WM Act, the council would have substantially less autonomy comparatively if it supplies water under the LG Act, including:

- not being able to impose water restrictions
- not being able to construct or extend any water treatment works or provide sewage to be discharged, treated or supplied except in accordance with the approval of the Water Minister
- having to seek approval from the Water Minister to construct works for water supply, sewerage and drainage purposes.

Our assessment is that Option 3 and, the accompanying removal of economic regulation by IPART will not be palatable to the government, given the scale of the council's water business and the similarities with other regulated businesses. Given the recent and ongoing financial issues facing the council, there should not be an expectation that future oversight will be lowered. The ongoing IPART review is likely to result in an increase in revenue, in which case there will be a view that the regulatory mechanisms are effective.

In any case, under Option 3, it is not certain that the cessation of IPART regulation would result. IPART would continue to have a standing reference to regulate water supply authorities and county councils established for the supply of water.

Accordingly, Option 3 is not recommended.

MOVING TOWARDS A SOLUTION

All these options involve legislative amendment and thus require NSW Government support. The options are mutually exclusive – only one can be implemented. Option 2 could, however, be followed by Option 1.



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The preferred solution, Option 1, is the only long-term or permanent solution. That is, for the NSW Government to corporatise council's water and sewerage business via an amendment to the Central Coast Water Corporation Act.

Options should be discussed with key stakeholders to test the appetite for legislative change. If consultation with the NSW Government indicates support for Option 1, then it should be pursued immediately. If not, the solution is likely to implement Option 2 now and Option 1 later – that is, in the medium term (three to five years). There is a cost to ratepayers associated with the indefinite delay of forming a Central Coast Water Corporation with an independent, skilled board of directors and the ability to attract the industry's best and brightest to forge a culture of prudence, efficiency and innovation.

The pathway to corporatisation has the following advantages:

- The legislative mechanism already exists (subject to a minor amendment, to accommodate amalgamation).
- There is additional financial flexibility and ability to pay a dividend to council
- There is an ability to recruit and retain specialist staff outside the council's salary structures
- Establishment of governance and management systems suitable for a business with \$200 million annual revenue
- Improved focus on delivery of efficient and innovative services to ratepayers (residents and businesses).

As corporatisation resolves the issue of the interaction between the Acts, we recommend that the legislative change sought from the NSW Government be the amendment to the CCWC Act.

However, to improve the cash flow of the council in the short term, focused on the water fund, the following suggestions could be implemented without legislative amendment. However, the council must conform with existing requirements:

- The water and sewer business could pay Central Coast Council a dividend of up to about \$4 million a year, which could be invested back into the water fund.
- A combined price regime could be introduced (that is, combined water and sewer charges), so that this combined revenue can then be used for either water or sewer functions. This would allow revenue to be used to reduce the water fund deficit in the medium term.

NON-LEGISLATIVE/STRUCTURAL IMPROVEMENTS

Aside from the above significant reforms aimed at resolving a single financial issue, the council has several opportunities to improve its performance without legislative or structural change. The following table summarises the problems and opportunities and recommends steps that the council could take in relation to each.

Summary of problems and opportunities

Problem / opportunity	Steps to improve
Organisation grew rapidly, amalgamation not embedded, process and management yet to catch up	Aspects of the amalgamated council have not been integrated. To achieve the projected cost savings, it is recommended that forecast cost savings be compared to actual performance. Plus, there is opportunity to leverage the IPART process to rapidly implement cost savings that it recommends.
Cost of each activity is not known by responsible manager	Central Coast Council needs to reform its budgeting and financial reporting systems to ensure that not only is it aware of what is happening, but that the community also has a transparent view of the council's financial position.
Increase operational performance and efficiency through improved processes, systems and training for	One of the key initiatives for the council is to understand the knowledge, skill and ability gaps and opportunities across the organisation. This includes measuring the gaps in management, staff and specialised technical staff.



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Central Coast Council – Structur	al Review of the Water and Sewer Business
management and staff. Energise, retain and attract best staff	Knowledge, Skills and Abilities (KSA) is a framework that facilitates the assessment of individuals' KSA against the requirements for a specific role.
Become a leading-edge business that thrives in economic regulation	Relative to 2019 pricing process, there was a need to increase resources for preparation of the IPART submission. This was done. Early indications from IPART are that higher prices will be approved. However, without cultural and process change, the business may revert to its previous approach. There needs to be renewed focus on prudent and efficient spending that is reflected in business cases for operating and capital expenditure. Business cases need to embed the IPART regulatory drivers so that customer value is a core of the business.

CONCLUSIONS

On balance, these problems and opportunities can be best delivered by a corporation. The council's water business is the largest non-corporatised water and sewer service provider in NSW. Corporate governance and maturity are increasingly required for a business of this size. The key benefits of corporatisation include:

- the corporation will no longer be constrained by the LG Act
- a board will manage the business in accordance with appropriate oversight under the Corporations Act
- the corporation will focus on its customers and attract and retain the best staff.

NEXT STEPS

- Commence discussions with the NSW Government to make an amendment to the CCWC Act.
- Continue to reform the business, in preparation for its operation as a stand-alone water company.



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1 Background and history

1.1 SCOPE

Kellogg Brown & Root Pty Ltd (KBR) was engaged to review the current operating model of the Central Coast Council Water Authority and provide advice and recommendations to deliver the most sustainable future for both the council and the Water Supply Authority.

1.2 HISTORY OF CENTRAL COAST COUNCIL

Central Coast Council was formed in 2016 through the amalgamation of the former Wyong and Gosford councils. However, since 2006 the idea of creating separate water and sewer corporation has been considered. This resulted in the creation of the *Central Coast Water Corporation Act 2006* (NSW) (CCWC Act).

As Central Coast Council is an amalgamated council, water and sewer prices were regulated by the Independent Pricing and Regulatory Tribunal (IPART). This process resulted in substantially less revenues than sought and contributed to the financial crisis confronting the council.



1.2.1 Central Coast Water Corporation Act 2006

The CCWC Act was enacted to facilitate the establishment of the Central Coast Water Corporation as a water supply authority and to enable the previous councils, Gosford City Council and Wyong Shire Council, to transfer their water supply, sewerage, and drainage functions to the corporation.

The CCWC Act required the Minister to make a proclamation before it could commence. On 23 February 2011, the Minister for Water made a proclamation appointing 25 February 2011 as the commencement date for the CCWC Act, except for the provisions relating to the designation of the Central Coast Water Corporation as a water supply authority for the purpose of the WM Act. This means that although the CCWC Act has formally commenced, the corporation cannot perform the functions of a water supply authority under the WM Act.

Since of the CCWC Act commenced, the former Gosford City Council and Wyong Shire Council merged. This means that the CCWC has no effect or force in its current form. The Central Coast Council is not governed by the CCWC Act. The CCWC Act would require substantive amendments to be utilised for a future water corporation for the area.

The CCWC Act provides for the constitution and functions of the water corporation and for its establishment as a water supply authority under the WM Act.

At a practical level, the CCWC Act does the following:

- establishes the Central Coast Water Corporation and imposes usual restrictions on its powers
- sets out broad objectives for the corporation in relation to its functions



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- gives the council a veto right over the decisions of the corporation
- provides for dividends to be paid to the council
- expressly states that the council does not guarantee the corporation's obligations
- allows for the council in its discretion to transfer any staff, assets, rights and liabilities to the corporation except for land under the Crown Land Management Act 2016 (NSW)
- designates the corporation as a water supply authority under the WM Act, which in turn gives it the rights and protections under the WM Act, such as entry powers and compulsory acquisition powers (not yet enacted)
- makes provision for existing licences and authorisations under certain legislation to be deemed held by the corporation to the extent it relates to functions or assets transferred by the council.

In October 2010, the Central Coast Water Corporation Amendment Bill 2010 passed both Houses of Parliament. The Bill facilitates the establishment of the Central Coast Water Corporation by providing the councils with greater powers in relation to the transfer of functions, assets, rights and liabilities.

The former councils engaged PwC to forecast the costs and benefits of potential operating models. PwC identified two preferred operating models that provided total financial returns of approximately \$135 million to \$140 million.

AECOM reviewed PWC's work and found that:

- the analysis is technically sound but is built around a range of assumptions most notably, cost savings based on redundancies
- when those assumptions were updated to reflect recent council decisions, the results of the cost-benefit analysis becomes negative.

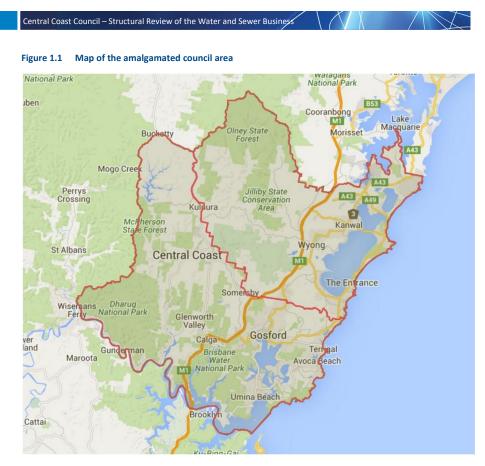
1.2.2 Amalgamation

In 2015, a review of local government boundaries by IPART recommended that Wyong Shire and Gosford City councils merge to form one single council with an area of 1681 square kilometres and support a population of approximately 330,000. This proposal was supported by Wyong Shire and Gosford City councils, who had submitted the proposal to merge as part of the NSW Government's Fit for the Future reform process (see Figure 1.1).

On 12 May 2016, with the release of the Local Government (Council Amalgamations) Proclamation 2016, the Central Coast Council was formed from Wyong Shire and Gosford City councils.



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Extensive financial forecasting undertaken prior to the amalgamation found that substantial savings could be realised upon amalgamation. In its review, the Local Government Boundaries Commission concluded that:

a merger of the two Councils would result in savings. These savings will arise once transitional requirements are completed. $^{\rm 1}$

1.2.3 Performance since amalgamation

The financial performance since amalgamation has not achieved the savings that were expected. Expenses have increased, while revenues have fallen.

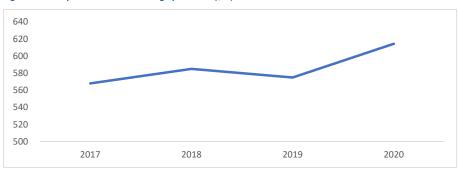
In the three years since 2017, Central Coast Council's operating expenditure increased by \$46 million (8.2%).

¹ Local Government Boundaries Commission, <u>Proposed merger of Gosford City and Wyong Shire councils</u>, 2016.





Figure 1.2 Expenses from continuing operations (\$m)



Source: Various Central Coast Council annual reports.

This increase in total operating expenditure across council's business was primarily driven by an increase in total employee costs of \$55 million (32.8%).

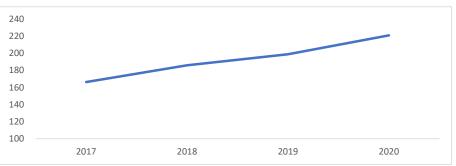
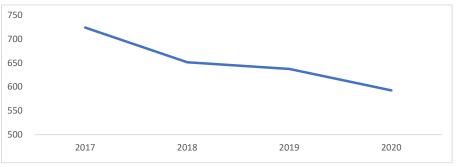


Figure 1.3 Employee costs (\$m)

Source: Various Central Coast Council annual reports.

At the same time as expenses across council's business were rapidly increasing, income was falling. Between 2017 and 2020, income decreased by 18%.





Source: Various Central Coast Council annual reports.

The combination of increasing costs and decreasing income resulted in turning a strong surplus of \$65 million in 2017 into a large deficit of \$89 million in 2020. As a result of this financial performance, on 30 October 2020, the Minister for Local Government, Shelley Hancock, announced the suspension of the elected council and the appointment a new interim administrator of Central Coast Council for an initial period of three months.



The \$89 million operating deficit in council finances required an emergency \$6.2 million loan provided by the NSW Government² in order for the council to pay its own staff. A further \$150 million of borrowings was secured from two commercial banks.

On 2 December 2020, the administrator's 30-day interim report revealed 'catastrophic budget mismanagement', including accumulated losses of \$232 million since 2016, increased debt from \$317 million (2016) to \$565 million (2020), and an estimated operating loss of \$115 million for 2020/2021 financial year. The administrator also noted that since 2019–20, more than \$200 million of restricted reserves had been either unlawfully used or used without the approval of the council.

The report found that the use of restricted reserve funds for capital works contributed to the poor financial position of the council.

On 2 March 2021, David Farmer was announced as the next CEO of the council, commencing his term on 12 April 2021.

On 15 April, the interim administrator, Dick Persson, sent his final report to Minister Hancock expressing the view that by far the greatest reason the council became insolvent was due to mismanagement of its budget over the years following the merger and leading up to its suspension.

1.3 LAST IPART REVIEW, AND THE FORECAST FOR THE NEXT PERIOD

The water and sewer business is regulated by IPART.

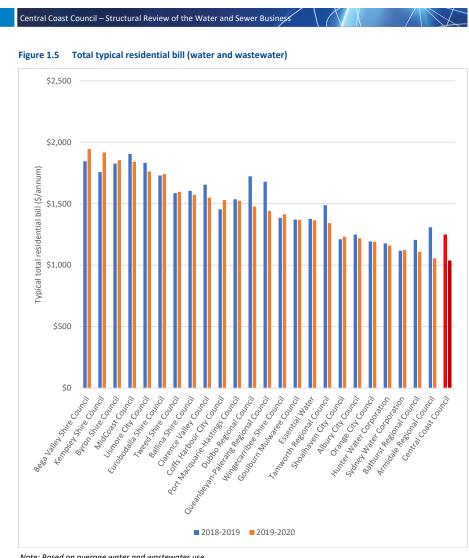
In 2019, IPART's review of Central Coast Council's proposed water, sewer and stormwater charges for 1 July 2019 to 30 June 2022 determined that the council should recover \$18.2 million less revenue annually, or \$54 million less revenue (10.2%) than its \$536 million proposal. This resulted in a reduction in prices of approximately 12% between 2018-19 and 2019-20.

This was driven in part by IPART reducing the council's operating expenditure (opex) by \$12 million per annum (12%) and capital expenditure (capex) by \$88 million (31%). An exceptional adjustment was also included to account for the \$10.3 million of undelivered capex.

As a result of the IPART decision, customers in the Central Coast currently face the lowest bills for water and wastewater in New South Wales as reported to the National Performance Review³. The typical bill for residential customers fell 16% from 2018–19 to 2019–20 due to IPART's price determination.

² S Hancock, <u>Central Coast Council facing suspension</u>, media release, Office of Local Government, NSW Government, 21 October 2020, accessed 30 October 2021.
 3 Bureau of Meteorology, National performance report 2019–20: urban water utilities, Australian Government, 2021.





Note: Based on average water and wastewater use

Source: Bureau of Meteorology, National performance report 2019–20: urban water utilities, part A, Australian Government, 2021.

This assessment was recently confirmed by IPART:4

In fact, in 2019/20 Central Coast households paid the lowest bills for water and wastewater services of all households in NSW. Central Coast household bills have consistently been ranked in the lowest 37% in NSW and have fallen substantially in these rankings over time. We consider it likely that these bills have not been able to cover the true cost of providing good quality services.

The reduction in the revenue requirement was not met with reductions in spending. The result was an overspend in FY2020 (Figure 1.6) and financial insolvency.

⁴ IPART, Review of Central Coast Council water, wastewater and stormwater prices from 1 July 2022, issues paper, 2021.





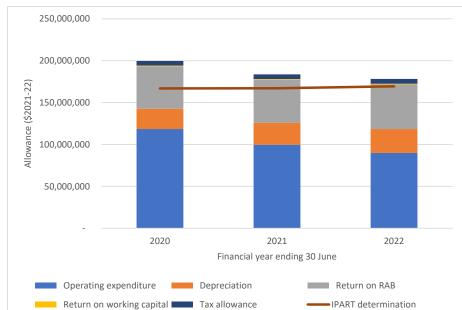


Figure 1.6 IPART's 2020–2022 determination and actual revenue requirement

Source: Central Coast Council data.

The council subsequently integrated the recommendations provided by IPART in the last determination and developed a prudent and efficient expenditure proposal for the 2022–2026 pricing determination.

The 2022–2026 strategy and associated pricing proposal focus on key issues in the council assets, including:

- fixing sewerage (treatment, pump stations and mains)
- ensuring a safe working environment
- fixing drinking water quality (e.g. treatment, reservoirs and pump stations)
- undertaking planned maintenance on to prevent performance indicators continuing to unfavourably rise.

The amount of revenue that the council proposed to recover from its customers over the next period (called the notional revenue requirement), as well as the proposed and IPART-determined revenue from the last period are shown in Figure 1.7.





Source: Central Coast Council, submission to IPART.

This revenue requirement represents prudent and efficient expenditure to address the issues that are affecting Central Coast customers. The forecast bill impacts of the proposed notional impacts have been calculated for residential and non-residential water, wastewater and stormwater customers (Figure 1.8).

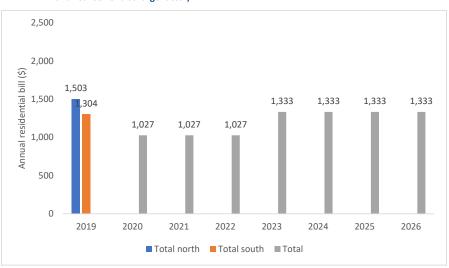


Figure 1.8 Total residential bill-water, sewer and stormwater (20 mm connection, 150 kL consumption and 75% sewer discharge factor)

Notes: Total north and south refer to the Wyong Council (North) and Gosford Council (South). The residential bill is based on a 20 mm connection, 150 kL consumption and 75% sewer discharge factor.



The proposed increase in annual water and sewer bills results in Central Coast Council moving to the third-lowest bill over the 25 councils (Figure 1.9).

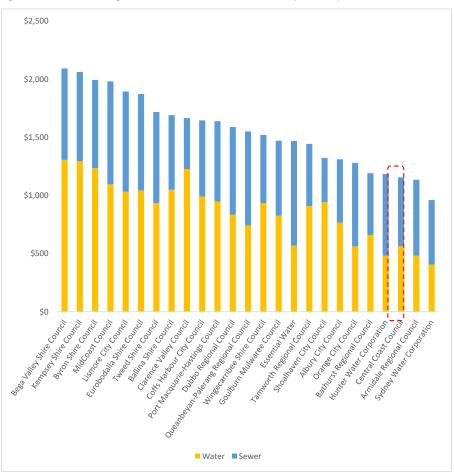


Figure 1.9 Forecast average annual water and sewer bill in 2022–23 (\$2021–22)

All water and sewer bills are inflated to 2023–23 dollars using IPART inflation guidance – does not include drainage charge. Based on 150 kL annual consumption for Central Coast Council and average water use for the remaining councils.



2 Approach

Our approach to this engagement has been to combine our strategic approach with direct engagement with Central Coast Council staff in order to determine the best operating model.

We have delivered this engagement through a three-phase process, in collaboration with council staff. The phases were:

- 1. Define the problem, opportunities and the issues that are important factors in deciding on the future structure.
- 2. Discuss the options, including the legal implications of each option.
- 3. Set out in a report a full assessment of the problem, opportunities, and viability of the relevant options, including the legal and commercial implications. Include an action plan so that further targeted investigations / implementation can take place immediately.

2.1 PROBLEM AND OPPORTUNITY – DEFINITION

Central Coast Council is contemplating a range of new operating models to ensure that Central Coast residents have a sustainable council and water provider. Any change will have implications for generations and requires a sound evidence base.

Before initiating a substantial organisational change, it is beneficial to understand well the current circumstances and where the organisation would be in the future without organisational change. This will establish the base case that is used to measure alternatives against.

2.1.1 Individual discussions

We took time to understand the perspectives of the organisation. The purpose of individual discussions was to directly understand the aims and objectives that are driving considerations of changing the operating model. These strategic discussions were held with a range of senior staff members (Table 2.1).

Interviewee	Role
Rik Hart	Administrator
David Farmer	Chief Executive Officer
Natalia Cowley	Chief Financial Officer and Director, Corporate Affairs
Jamie Loader	Director, Water and Sewer
Krystie Bryant	Unit Manager, People and Culture
Ed Hock	Acting Unit Manager of Governance
Danielle Hargreaves	Unit Manager Headworks and Treatment
Luke Welfare	Unit Manager Operations and Maintenance
Daniel Kemp	Unit Manager Planning and Delivery
Jenny Back	Business Performance Specialist
Luke Hutchinson (and 3 CCC union representatives)	United Services Union

Table 2.1 Interviews conducted



2.1.2 Workshop

A workshop was held with senior executives of the council (Table 2.2).

Table 2.2 W	orkshop	attendees
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Attendee	Role
Rik Hart	Administrator
David Farmer	Chief Executive Officer
Natalia Cowley	Chief Financial Officer and Director, Corporate Affairs
Jamie Loader	Director, Water and Sewer

The aim of the workshop was to test the problem and opportunity statements. During this workshop, it became apparent that the primary problem experienced by the council water business is related to the dual legislation.

This report is structured so that this issue is separately and directly addressed.

2.2 OPTIONS ANALYSIS

The second phase of our investigation will assess each of the structural models against the benefits sought, considerations and risks. We have undertaken a qualitative and quantitative analysis to allow for consideration of each model against each factor.

We will then provide a score (out of 5) to measure how each model addresses each factor. We will average the scores, to determine an overall ranking of the structural models. These average scores will also be produced by weighting each factor based on the importance given to each during workshop 1.

2.2.1 Case studies

Several water businesses have restructured over recent years. It will be valuable to learn of the issues that they overcame and the ongoing operating environment.

We have undertaken case studies of two urban water utilities through confidential and targeted interviews, research and benchmarking.

2.2.2 Case Study 1 – TasWater

TasWater commenced operations on 1 July 2013 following the merger of the three former regional Tasmanian water and sewerage corporations and a common services provider. The merger involved the managed transfer of \$1.53 billion in water and sewerage assets and 842 full-time employees to the new corporation.

2.2.3 Case Study 2 – Hunter Water

As a state-owned corporation (SOC), Hunter Water provides drinking water, wastewater, recycled water and some stormwater services to a population of almost 600,000 people in homes and businesses across the Lower Hunter. Hunter Water was the first SOC to be proclaimed within New South Wales pursuant to the *State-Owned Corporations Act 1989*.



3 Base case

The Water supply authority in Central Coast Council is responsible for the delivery of water, wastewater and stormwater drainage services to the Central Coast community. Currently, the WSA is the only water supply entity in New South Wales that is both a business unit within a local government and an entity actively regulated by IPART. The effects of this structure are significant.

3.1 FINANCIAL CONTRIBUTION OF THE WSA TO THE COUNCIL

The WSA, as an IPART-regulated entity, has prices set by the regulator based on pricing determinations. Central Coast Council's pricing submission for IPART's final determination was lodged on 4 September 2021. The resulting determination will set prices for water, wastewater and stormwater drainage services from 2023 to 2026.

The previous IPART determination set the revenue allowance and prices for the period 2020 to 2022. Since that determination, the WSA spent more than the IPART revenue allowance (Figure 3.1).

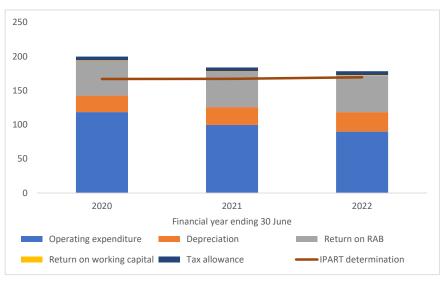


Figure 3.1 WSA's IPART allowance and actual expenditure (\$m)

Source: Council data.

There are multiple causes for this imbalance between revenue and expenditure, including:

- the substantial cut in allowable revenue from IPART's last determination
- unpredicted increases in operating costs
- the challenges created by WSA, as a unit within the Central Coast Council, sharing the use of the council's corporate service function
- the current organisational structure resulting in the blending of WSA's capital expenditure into the council's capital expenditure and debt.

Overall, the WSA has generated a loss for the council. By contrast, other separate water entities in other jurisdictions are profitable, with very different financial metrics. The council is now rightly asking whether the current structure is the best approach for it and the WSA.



3.2 COUNCIL FINANCIAL ISSUES

On 6 October 2020, Central Coast Council announced it was in a 'serious financial situation' and faced an 'immediate and serious liquidity' issue. On 30 October 2020, the Minister for Local Government, Shelley Hancock MP, suspended the council and appointed an administrator, Mr Dick Persson AM.

In April 2021, an experienced CEO, David Farmer, was appointed to lead the council.

3.3 FINANCIAL SNAPSHOT

The final report of the interim administrator in November 2020 concluded that 'by far the greatest reason [the council] became insolvent was due to mismanagement of their budget over the years following the merger and leading up to their suspension'.

Furthermore, the downfall of the council's operating budget was intensified and accelerated, due to several unfortunate circumstances, such as the 2019 IPART water pricing decision, bushfires, floods and COVID.

Notwithstanding the above events, the interim administrator stated that 'nothing excuses the negligence of those in charge for their relative inaction, which was manifestly much too little and much too late'.

As noted, the IPART decision to reduce revenue by around \$39 million per annum from a reduction in water and sewer annual charges placed the council under significant financial pressure. This issue was further amplified through failing to reduce. In some instances, expenditure, such as employee and internal costs (Grant Thornton, 2020).

Under the current legislative framework, the council operates under two major pieces of legislation, the LG Act and the WM Act, and at times this causes complexity around setting rates, fees and charges for different services provided by the council.

Central Coast Council, within its overall statutory responsibilities, is a statutory authority for water supply and related purposes, under the WM Act. The council's Water Supply Authority controls resources to carry out water supply, sewerage, stormwater, drainage and ancillary activities within the council's local government area, and these functions have been consolidated in in a set of financial statements.

Table 5.13.1 outlines the income statement for 2020 (highlighting a \$31.5 million operating loss) and Table 3.2 summarise the financial position at June 2020 for the council's Water Supply Authority.

Table 3.1 Central could water supply Authority income statement at 50 sure 2020				
Category	2020 \$'000	2019 \$'000		
Rates and annual charges	78,370	125,048		
User charges and fees	77,507	69,526		
Other revenues	179	250		
Operating grants	593	810		
Capital grants	16,765	25,877		
Interest and investment income	4,370	5,839		
Total income from continuing operations	177,784	227,350		
Employee benefits and on-costs	37,267	34,765		
Borrowing costs	15,302	17,228		

 Table 3.1
 Central Coast Council Water Supply Authority – income statement at 30 June 2020



Central Coast Council – Structural Review of the Water and Sewer Business	X		1	T	-
central coast council - Structural neview of the water and sewer business				X	

Category	2020 \$'000	2019 \$'000
Materials and contracts	22,244	22,991
Depreciation and amortisation	78,675	76,651
Other expenses	53,261	41,383
Net losses from the disposal of assets	2,559	3,014
Total expenses from continuing operations	209,308	196,032
Net operating result from continuing operations	(31,524)	31,318

Table 3.2 Central Coast Council Water Supply Authority – statement of financial position at 30 June 2020

	2020 \$'000	2019 \$'000
Current assets	205,116	219,728
Non-current assets	3,706,737	3,696,912
Total assets	3,911,853	3,916,640
Current liabilities	94,532	91,865
Non-current liabilities	203,449	201,335
Total liabilities	297,981	293,200
Net assets	3,613,872	3,623,440
Accumulated surplus	3,462,846	3,496,873
Revaluation reserves	151,026	126,567
Total equity	3,613,872	3,623,440

The financial statements were prepared on a going concern basis, which assumed the Water Supply Authority will be able to meet its debts and other financial obligations as they fall due.

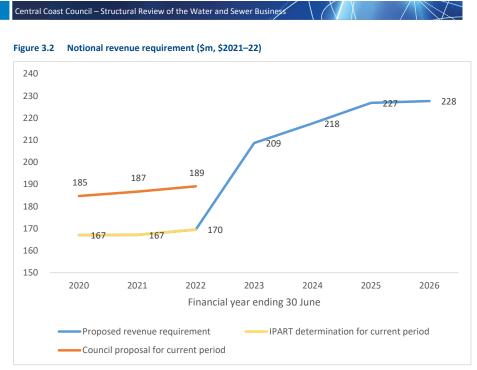
Since Central Coast Council's serious financial situation was disclosed in October 2020, the council has achieved several measures to provide confidence of the short-term viability of it and the WSA. These measures included:

- obtaining \$150 million in bank loans—which has returned the council to a positive unrestricted cash and investment position
- reducing staff numbers through an organisational restructure and redundancy program
- implementing strategies to reduce materials and contracts expenditure
- identifying underperforming assets for sale
- securing a one-off 15% special rate variation.

The pricing proposal recently submitted to IPART would result in a \$39 million increase in water and sewer revenues in the first year. Achieving this result would substantially relieve the financial pressures on the council from 1 July 2022.



2.7



Source: Central Coast Council, submission to IPART.



4 Key problem and possible solutions

The process to define the problem focused on identifying key problems faced by Central Coast Council due to the current structure and regulatory environment. The identified problems include:

- cash flows issues caused by a large deficit in the water fund. The interaction between two Acts
 means that the council does not have sufficient flexibility to manage the deficit
- the cost of each activity is not known/understood by the responsible manager
- the organisation grew rapidly, amalgamation was not embedded, and the process and management approach are yet to catch up.

The key problem relates to the water fund deficit and the lack of flexibility that the council has to manage it. This is largely caused by the interrelationship of the Acts, while the other problems and opportunities relate to the structure. As the legal/regulatory challenges have consequential impact on the structure, this issue is dealt with in this chapter in isolation. The other identified problems and opportunities that impact on the structural decision are discussed in a subsequent chapter.

4.1 OVERVIEW OF THE EXISTING REGULATORY FRAMEWORK

The water and sewer business is currently a function of the council, which means that it is governed by two separate, and potentially conflicting, regulatory frameworks.

As a function of the council, it is governed by the local government regulatory framework and the oversight of the Office of Local Government.

As a defined water supply authority, it is governed by the water management regulatory framework and the oversight of IPART.

4.1.1 Local government regulatory framework

Central Coast Council is governed by the provisions of the LG Act and the relevant associated regulations, including the Local Government (General) Regulation 2005 (NSW) (LGR). The LG Act provides, among other things, the legal framework for the management and operation of the council and the responsibilities and powers of the council, and persons involved in the operation of the organisation.⁵

The LG Act also sets out the principles of sound financial management that apply to the council, which indicate the way finances should be management and overseen by the council.⁶ The management and reporting on financial management by the council is governed by the Local Government Code of Accounting Practice and Financial Reporting (Code), which was formed under the LGR.⁷

The local government regulatory framework controls, among other things, the expenditure of capital and operational funds by the council.

4.1.2 Water management regulatory framework

Central Coast Council is governed by the provisions of the WM Act and the Water Management (General) Regulation 2018 (NSW) (WMR). The council is a declared 'water supply authority' under

⁷ LGR, section 201.



⁵ LG Act, section 7.

⁶ LG Act, section 8B.

the WM Act 8 , and as such is subject to the obligations, requirements and restrictions set down by the WM Act and WMR. 9

The WM Act provides the regulatory framework for a water supply authority, including the council, to levy service charges and impose fees and other charges in relation to the supply and management of water and water infrastructure within its area of management.¹⁰ This includes, but is not limited to:

- water service charges
- sewerage service charges
- drainage service charges.

As a water supply authority, the council is subject to the IPART Act. The IPART Act empowers IPART to regulate the management of government monopoly services, including conducting investigations and making determinations in relation to the pricing for a government monopoly service.

The service charges, fees and other charges imposed by the council in relation to its management and supply of water within the council area are subject to the governance of the IPART Act, and the prices are set by pricing determinations issued by IPART.

IPART acknowledges this situation and the complexity it creates¹¹:

The council operates under a complex and unique regulatory framework for its water, wastewater and stormwater services. It is the only council for which we regulate prices for these services. And unlike other water utilities that we regulate (e.g. Sydney Water and Hunter Water), it does not have an operating licence that sets performance standards, compliance requirements or a customer contract. Central Coast Council is both a council under the Local Government Act 1993 (NSW), and a water supply authority under the Water Management Act 2000 (NSW).'

4.2 CENTRAL COAST WATER CORPORATION FRAMEWORK

The CCWC Act was enacted to facilitate the establishment of the Central Coast Water Corporation as a water supply authority and to enable the previous councils, Gosford City Council and Wyong Shire Council, to transfer all their water supply, sewerage, and drainage functions to the corporation.

The CCWC Act required the Minister to make a proclamation before it could commence. On 23 February 2011, the Minister for Water made a proclamation appointing 25 February 2011 as the commencement date for all of the CCWC Act, except for the provisions that relate to the designation of the corporation as a water supply authority for the purpose of the WM Act. This means that although the CCWC Act has formally commenced, the corporation cannot perform the functions of a water supply authority under the WM Act.

Since the commencement of the CCWC Act, Gosford City Council and Wyong Shire Council. This means that the CCWC Act has no effect or force in its current form. Central Coast Council is not governed by the CCWC Act. Further detail regarding the framework of the water corporation is outlined above.

¹¹ IPART, <u>Review of Central Coast Council water, wastewater and stormwater prices from 1 July 2022</u>, issues paper, 2021.



⁸ WM Act, section 285.

⁹ WM Act, section 292.

¹⁰ WM Act, section 310.

4.3 CONSEQUENCE OF THE REGULATORY ENVIRONMENT

Each Act separately provides a safeguard to protect the funds raised by residents. In isolation, each safeguard works perfectly well, but when combined, it appears to have some unintended consequences.

The LG Act creates restricted funds so that money raised can only be spent on the purpose for which it is raised. If a regular council has a shortage in an area, or unexpected additional costs, it can adjust its future water and sewer prices. However, under the WM Act, Central Coast Council cannot do this. It must seek IPART's approval in order to increase prices. However, the manner in which IPART sets prices and the way the LG Act requires councils to account for its assets are quite different.

For example, if an asset is funded through a grant, IPART will not allow for the depreciation of this asset to be recovered through prices. However, in practice, at the end of its life it would need to be replaced. The funds for replacement have not been accumulated through prices. The LG Act requires the council to account for its depreciation.

For reasons that have been subject to past enquiry, and are currently subject to a Commission of Enquiry, the restricted water fund has a loan of approximately \$200 million. At the same time, there is a surplus of approximately the same amount in the restricted sewer fund. The requirements of the LG Act do not allow for the surplus in the sewer fund to pay off the deficit in the water fund.

This issue is expected to be partially resolved through the next regulatory period. The council recently submitted to IPART water price rises of 40% to commence from 1 July 2022. If a substantial component of this price rise is approved, the council's water revenue will increase materially.

There are a number of possible options to resolve this problem. The options that do not require legislative change are the easiest to implement.

4.4 NON-LEGISLATIVE SOLUTIONS

There are three non-legislative options to manage the loans taken out by the restricted water fund.

Take out new loans and/or roll over existing loans

The \$200 million of loans in the restricted water fund need to be repaid/rolled over time. However, the financial state of the council as a whole has resulted in there been some difficulty in raising funds.

The 2020 Grant Thornton report outlined that based on the debt service cover ratio (operating income available to debt servicing for interest, principal, and lease payments), there is limited ability to borrow further given the current performance and existing debt profile.

Despite these issues, the council has secured borrowings through two major commercial banks supported by a letter from the NSW Government. These borrowings were secured at a good commercial rate.

There is a risk that this approach cannot be repeated indefinitely, particularly in the short term. However, the council should continue to improve its financial situation by further implementing the strategies outlined in the administrator's report, and continue to improve its financial metrics.

Implement a dividend policy to transfer surplus funds

Central Coast Council could develop a program to utilise the mechanisms in the LG Act to issue a dividend to itself from the surplus in the sewerage business, which it could then apply to the deficit in the water supply business. This program would require approval and would be subject to oversight. The amount of the surplus would be limited, although it could still provide some short- to medium-term relief.





The LGA allows the council to issue dividends to itself from its water supply services and/or sewerage services in certain circumstances.¹² This could allow the council to issue a dividend that it could then apply toward any purpose allowed for spending of the monies under the LG Act or another law, including water supply services.

To be eligible to issue a dividend, the council must comply with, and indicate in an open meeting that it has complied with, the Best-Practice Management of Water Supply and Sewerage Guidelines published by the Department of Water and Energy¹³. Under the guidelines, the council may issue a dividend for tax-equivalents or an annual dividend from surplus if certain conditions are met. These conditions require:

- obtaining an independent compliance audit report verifying that the council has demonstrated achievement of all the required outcomes for best practice criteria set out in the guidelines
- obtaining an independent financial audit report (conducted in accordance with Australian Accounting Standards and the requirements of the Ministers for Water Utilities and Local Government) that verifies the water supply and/or sewerage special purpose financial reports are a true and accurate reflection of the business and the overhead reallocation charge to these businesses is a fair and reasonable cost
- resolving in a council meeting open to the public that it has achieved the required outcome for each of the best practice criteria set out in the guidelines
- submitting various documentation (including the above audit reports) to the Department of Water and Energy, notifying it of the intention to pay the dividend and seeking its approval to the proposed dividend payment.

If the council's services comply with the guidelines, then the council may be entitled to issue a dividend. The dividend must meet the following conditions:

- It must not exceed 50% of the surplus in any one year.
- It must not exceed the number of sewerage assessments at 30 June multiplied by \$30, less any dividend for tax equivalent.
- It may only be paid so that the total dividend from surplus paid in each rolling 3-year period does not exceed the total surplus in the same period.

As there are approximately 132,000 sewerage assessment (connections), based on the \$30 limit, the total dividend could not exceed \$3.96 million.

Implement a combined price regime

The Best-Practice Management of Water Supply and Sewerage Guidelines allow for the introduction of integrated water pricing for water supply and sewerage services under the LG Act. It is possible that an integrated water pricing structure under the guidelines would allow the council to charge a combined access charge (i.e. a special rate) and a combined usage charge (i.e. a special charge) for water supply and sewerage services. The purpose of this would be to free-up future amounts collected by the council from the current restriction and allow funds to be expended in the area of greatest need, which in the current circumstances would be the water supply services.

The LG Act allows for the council to make a single combined annual charge for water supply services and sewerage services.¹⁴ It should be noted that while the LG Act permits the council to make a

¹⁴ LG Act, section 501.



¹² LG Act, section 409(5).

¹³ Department of Water and Energy, <u>Best-practice Management of Water Supply and Sewerage Guidelines</u>, NSW Government, 2007.

charge for any of the services, including water supply and sewerage services, it does not explicitly permit a combined usage charge for the services.

It is considered likely that if the council were able to seek the introduction of the integrated water pricing provisions contemplated in the guidelines, then the monies received would have a combined purpose. This would mean that:

- under the LG Act, the money could be applied for both purposes
- under the guidelines, may be transferred between the water supply and sewerage businesses in accordance with the relevant financial plan.

This would require the council to demonstrate to the Minister that both the water supply and sewerage businesses would remain financially sustainable under the financial plan. The mobility of funds between the water supply and sewerage services would be limited to amounts collected following the implementation of the combined charges. All amounts collected under the existing split charge model would continue to be restricted to uses related to the purpose it was collected for.

This strategy would require further written confirmation from the Office of Local Government prior to implementation to ensure that it will be effective, and to improve the likelihood to approval by the Minister.

Conclusion

These options could each improve the financial performance of the council. However, they will not create a permanent solution to the issue of dual regulation.

4.5 LEGISLATIVE SOLUTIONS

In simple terms, the three legislative options to resolve the issues created through this dual regulation is to:

- remove the water and sewer business from the LG Act
- remove the water and sewer business from the WM Act
- amend the LG Act to remove its influence from areas that are also subject to the WM Act.

Remove the water and sewer business from the Local Government Act

The water and sewer business could be removed from the relevant restrictions of the LG Act through corporatising the water and sewer functions to establish a separate, fully owned corporation.

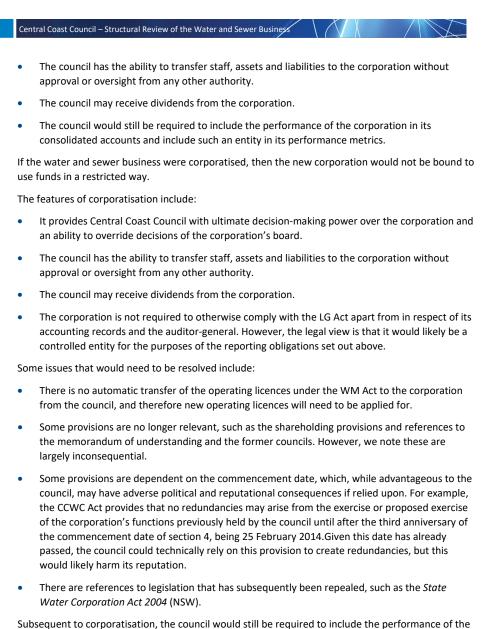
The CCWC Act was enacted to facilitate the establishment of the corporation as a water supply authority and to enable the previous councils, Gosford City Council and Wyong Shire Council, to transfer all their water supply, sewerage and drainage functions to the Central Coast Water Corporation.

The Act was never proclaimed. Further, since amalgamation, the Act would need to be amended in order for it to function properly. However, there is a mechanism to create a corporation.

The features of corporatisation include:

- The Central Coast Water Corporation is not be restricted by the LG Act apart from in respect of
 its accounting records and the auditor-general.
- This new entity would still be subject to IPART regulation.
- Central Coast Council retains ultimate decision-making power over the corporation and an ability to override decisions of the corporation's board.





Subsequent to corporatisation, the council would still be required to include the performance of the corporation in its consolidated accounts and include such an entity in its performance metrics. According to the Local Government Code of Accounting Practice and Financial Reporting 2020/21, the consolidated performance indicators should include all results from the council, including controlled entities.

Central Coast Council reports against these metrics in its annual report. The annual report sets out the consolidated results, and performance by fund. In the 2019-20 financial statements, of the six measures, the council did not achieve the following four benchmarks:

- operating performance ratio
- unrestricted current ratio
- debt service current ratio
- rates, annual charges and interest outstanding percentage.



Corporatisation would not change this requirement to report against these metrics in a consolidated fashion.

Remove the water and sewer business from the Water Management Act

Most councils have the capacity to increase their water and sewer prices. However, Central Coast Council has its water and sewer prices regulated by IPART. This means that the maximum price is set and can only be reviewed every four years.

During this review, IPART allows the council to set its prices based on its prudent and efficient costs. There is a set procedure for setting prices, and IPART has limited flexibility in setting prices to address the council's current issue.

This option could only be pursued if the council was not subject to the provisions of the WM Act.

The mechanism to remove council from IPART regulation would require an amendment to the WM Act to remove the council as a water supply authority in Schedule 3 of the WM Act. The process for amending the WM Act could be significant and time-consuming and would require support from both the NSW Government and other members of the NSW Parliament.

The process includes:

- submission of a proposal to cabinet by the minister.
- preparation of a draft bill by the parliamentary counsel on the minister's instruction
- issue of a notice of motion by the minister
- introduction of the bill by the minister
- debate of the bill, procedural votes and further steps relating to amendments and reading of the bill, review, and amendments by the legislative council (if required), final voting and assent by the Governor based on legal advice from the Attorney General

If the council is removed as a water supply authority under the WM Act, we understand that it would then provide water supply and sewerage services under the LGA instead. Importantly, under the IPART Act, IPART has a standing reference to regulate both:

- water supply authorities and county councils established for the supply of water 'water supply authority' is defined under the IPART Act as having the same meaning as in the WM Act, and
- water supply and sewerage services respectively provided by a Gosford City Council and Wyong Shire Council.¹⁵

This means that even if the Council is removed as a water supply authority under the WM Act, and subsequently supplies water services under the LG Act, it would still be subject to the IPART Act and the regulatory authority of IPART. It is entirely within the regulatory power and authority of IPART to continue regulating the Council, even after the Council is removed as a water supply authority under the WM Act.

A description of the legislative and regulatory framework is provided in Appendix C.

IPART have not always exercised its regulatory oversight role over suppliers of water services provided by councils. However, it is our view that it is unlikely that IPART would decline to exercise regulatory oversight over the Central Coast Council in the current circumstances for the following reasons:

• Council has been subject to the active oversight of IPART and in 2019 received an unfavourable finding in relation to the Council's financial management and governance of the water and

¹⁵ Independent Pricing and Regulatory Tribunal (Water; Sewerage and Drainage Services) Order 1997



sewerage business. It would be counter to the purpose of IPART for it to abandon its oversight function with Council while the issues previously identified are still being resolved.

- The removal as a water supply authority under the WM Act would likely be perceived as an overt attempt to avoid the regulatory oversight of IPART.
- The Council would be a large supplier of water and sewerage services and would be the largest non-regulated supplier in NSW.

If removal as a water supply authority under the WM Act were to be pursued, it is recommended that it involve consultation with IPART to understand whether IPART would intend to seek to regulate the Council following its removal from the WM Act.

Amend the Local Government Act

Section 409(3)(a) of the LG Act outlines restrictions regarding spending funds raised for water supply and/or sewerage services on other purposes. This section could be amended so that it did not apply if the money raised was regulated by IPART. This amendment would require the same process as outlined above and would likely be subject to significant consultation across government.

Legal advice confirmed that it is technically possible for this amendment to allow the council to spend funds raised for water supply and/or sewerage services without the current restriction, provided the wording and structure of the relevant amendment allowed for this.

Conclusion

Central Coast Council is not able to operate appropriately under the two Acts. As the CEO of the council said, the council 'is neither fish nor fowl'.¹⁶ Change is required.

Our view is that being removed from IPART regulation will be very difficult and may not be permanent.

A superior approach is to remove the water and sewer business from the restrictions imposed by the LG Act. This can be done by either establishing a corporation through the CCWC Act, or through amendment to the LG Act.

Our view is that the water and sewer business should be corporatised. The next sections outline the other benefits for a business of this size. Given that the parliament may only be inclined to make a single amendment, the creation of a corporation as the ultimate solution should be pursued.

¹⁶ D Farmer, Central Coast Council Public Inquiry, public hearing, transcript, 15 October 2021



5 Problem and opportunity assessment

We identified a number of other problems and opportunities, in addition to the legislative problem. This chapter sets out each of the issues, and some additional steps to solve the problems and take advantage of the opportunities.

5.1 PROBLEM 1: ORGANISATION GREW RAPIDLY, AMALGAMATION NOT EMBEDDED, PROCESS AND MANAGEMENT APPROACH IS YET TO CATCH UP

In 2016, the application for the local government areas of Gosford City Council and Wyong Shire Council was approved by the Office of Local Government.¹⁷ The resulting population of the merged councils is shown in Table 5.1.

Table	5.1	Council	noni	lations
i ubic		counten	pope	nations

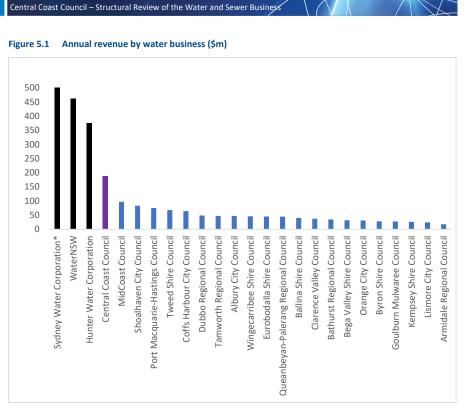
Council	2016	2031
Gosford City Council	173,650	189,050
Wyong Shire Council	164,500	197,850
Central Coast Council	338,150	386,900

Source: NSW Department of Planning, Industry and Environment, 2014 NSW Projections (Population, Household and Dwellings).

Following the merger, the council water business became the fourth-largest water business by revenue and the largest council-owned water business in New South Wales.

¹⁷ Local Government Boundaries Commission, <u>Proposed Merger of Gosford City and Wyong Shire Councils</u>, April 2016.





Corporations in black, Central Coast Council in purple, and councils in blue.

Source: Bureau of Meteorology, National performance report 2019–20: urban water utilities, part A, Australian Government 2021.

At the time of the merger, KPMG estimated a net financial saving of \$115 million over 20 years if the merger proceeded, even though both councils submitted detailed financial analysis which disputed the savings mooted in the merger proposal. However, Gosford City Council undertook an independent analysis that showed a long-term financial benefit of around \$180 million over 10 years.

In relation to IPART assessments of the Central Coast Councils' ability to meet the scale and capacity criteria set down by the Independent Local Government Review Panel, the report noted that neither council satisfied the scale and capacity criterion, although both satisfied the financial criteria.

Based on the examinations by KPMG, Gosford City Council, SGS Economics and Planning, Wyong Shire Council and IPART, it was concluded that a merger of the two councils would result in savings. These savings would arise once transitional requirements were completed.

These forecast savings have not been met, with the merged council generating a negative operating result since the merger, leading to financial difficulties and the appointment of an administrator.



Central Coast	Council – Structural	Review of the Water ar	nd Sewer Business		
Figure 5.2	Council operating	g result			
Ope	rating Resu	ult before Ca	apital Grant	ts and Co	ntributions
		Increase	🗖 Decrease 🔳 To	otal	
100,000					
50,000	65,433	-22,701	5,126		
-50,000				-88,738	
-100,000					
-150,000					-115,101
-200,000 └		30-Jun-18		30-Jun-20	
	30-Jun-17		30-Jun-19		Forecast 30 June 21

Source: Central Coast Council, Administrator's Final Report, 2021.

The administrator, in the final report on the financial difficulties, stated that the greatest reason the council became insolvent was the mismanagement of its budget over the years following the merger and leading up to its suspension. Post-merger, staff costs rose 43%, while revenue had risen by only 6%, in part due to the IPART decision on the 2020–22 water, sewer and stormwater charges.

The administrator also noted that since 2019–20, more than \$200 million of restricted reserves had been either unlawfully used or used without the approval of the council.

Finally, there was no evidence that the new council made any serious attempts to identify savings available from merging two large organisations; the council expanded all aspects of its spending with little regard or understanding of the financial consequences.

5.2 PROBLEM 2: THE COST OF EACH ACTIVITY IS NOT KNOWN/UNDERSTOOD BY THE RESPONSIBLE MANAGER

The council does seek to provide decision-makers with the financial information required to make decisions in real time. Monthly reports are provided to the relevant managers. This information is generally provided 2 to 3 weeks after the end of the month. We understand that the end-of-year accrual adjustments have been material and have materially change performance against budget. However, by the time the end of year accrual adjustment is made, it is too late for managers to respond.

We understand that processes have recently improved and that managers should be able to properly account for their work-in-progress, materials and services. Given that these improvements have been recently implemented, there is merit is monitoring their implementation to ensure that the produce the outcomes sought.

The key benefits of having granular financial information allow for managers to make procurement decisions based on least cost. This has the benefits of deciding whether to insource or outsource functions. A considerable number of functions are performed internally. This may be least cost provision. However, a detailed breakdown of each function would allow a strategic approach to procurement, taking into account a range of factors, including cost, quality and risk.

To address this, the council should continue to improve its financial reporting systems to allow a comparison of provided costs internally, versus outsourcing. This assessment may result in more, or less, outsourcing, depending on the discovered nature of the costs.



5.3 PROBLEM 3: CHALLENGE IN ACCESSING CASH TO FUND WATER INFRASTRUCTURE IMPROVEMENTS

The council (and the Water Supply Authority) can borrow funds under section 621 of the *Local Government Act 1993*. The intention to do so is required to be outlined in the council's draft operational plan.

Councils must also apply to the Office of Local Government, completing a loan borrowing request issued in May each year. If, during the year, the council is required to increase its proposed borrowings or change the purpose of the initial request, a council resolution must be passed prior to drawing down of any funds.

If there is an increase, the council must also notify the Office of Local Government by resubmitting the electronic loan borrowing request form including the updated amounts.

NSW local council have an option to secure loans from NSW Treasury Corporation (TCorp) to assist with the cost of borrowing. However, it is not the mandated provider of local government loans.

TCorp's participation in local government lending has played an important role in improving pricing in the market, with major commercial banks reducing their lending margins to local councils. Financial institutions have also responded to the entry of TCorp in the market by offering extended loan terms to local councils.

TCorp offers loan facilities to NSW local councils seeking funding for projects which make up part of their annual capital expenditure programme, including roads, buildings, stormwater drainage, water and sewer networks. Funding for various asset replacements and improvements of the Water Supply Authority could be applied for from TCorp.

Loan facilities will not be provided to councils to:

- finance operating activities or recurring expenditure such as annual asset maintenance
- e establish or expand a council-run business in competition with existing privately run businesses
- acquire an existing privately owned business
- refinance existing privately financed debt, except at the scheduled maturity of existing loans where loans have not been fully amortised.

TCorp will provide a loan facility for up to 100% of the cost of an individual capital project, providing the council's annual overall borrowing program does not exceed 80% of its annual capital expenditure.

Loan facilities with competitive rates are available to local councils who qualify and satisfy TCorp's credit criteria. TCorp can lend to local councils that have:

- been deemed 'Fit for the Future', or
- been assessed as meeting the financial benchmarks set by the NSW Government, or
- submitted and had approved an improvement plan showing how they plan to meet the financial benchmarks set by the NSW Government.

Borrowing from the TCorp requires additional monthly reporting, which some consider to be an administrative burden and to detract from borrowing through TCorp.

The 2020 Grant Thornton report outlined that based on the debt service cover ratio (operating income available to debt servicing for interest, principal and lease payments), there is limited ability to borrow further based on the current performance and existing debt profile.

However, the council has secured borrowings through two major commercial banks, based on a letter from the NSW Government. These borrowings were secured a good commercial rate.



In November 2020, an offer of a principal and interest loan of \$50 million was accepted by the council on a fixed 5-year term amortising over 15 years. Furthermore, a loan was secured for \$100 million on a fixed 3-year term, amortising over 15 years in December 2020.

For the Water Supply Authority to access borrowings for specific infrastructure upgrade, an ability to repay the debt will have to be demonstrated. The current IPART determination and the ability to operate within budget will be a significant determining factor to demonstrate the Water Supply Authority's repayment ability.

The legal advice (Attachment B) confirms that the council would still be required to provide consolidated financial accounts, under any of the contemplated models (except joint venture, depending on model).



6 **Opportunities**

ABILITY TO IMPROVE THE VALUE OF THE WATER SUPPLY AUTHORITY AND ITS ASSETS

As outlined, there is an opportunity to improve the overall performance (and increase its visibility) of the Central Coast Council's Water Supply Authority. One benefit of improving performance and visibility is further understanding the impact of the Water Supply Authority on the Central Coast Council, in particular if it were to be removed from the control and benefit of the council (e.g. future dividend payments and other direct and indirect benefits provided to council).

Increasing the transparency, scrutiny and monitoring of the performance of the Water Supply Authority will support an improvement in understanding its direct and indirect value to the council. For example, additional skills and efficiencies of a larger corporate service team due could provide services to the Water Supply Authority benefiting other areas of the council.

Furthermore, the increased level of monitoring and scrutiny should lead to an improvement in performance and direct and indirect returns provided to the council.

Consideration should also be given to addressing the discrepancy between the valuation of the Water Supply Authority's assets. At present, there is a significant difference between the value of the Water Supply Authority assets on the financial statements and the regulated asset base:

- The 2020 financial statements value net assets at \$3.61 billion.
- IPART's regulatory asset base is \$1.3 billion.

Annual charges are set through consideration of a return 'on' capital (weighted average cost of capital multiplied by regulatory asset base), a return 'of' capital (regularity depreciation) and operating expenditure. If the regulatory asset base were to be reviewed and adjusted towards the financial statement value, the maximum annual revenue that could be collected from customers predominantly through annual charges would increase.

ABILITY TO USE WATER AND SEWER BUSINESS TO FINANCIALLY SUPPORT OTHER COUNCIL ACTIVITIES (DIVIDEND)

At present, the Water Supply Authority does not provide a dividend (or a direct financial return) to the council due to its poor financial performance.

However, the council does receive some benefit from the Water Supply Authority through a contribution to the council's corporate service division. Through increasing the capacity of the corporate service division to accommodate the provision of services to the Water Supply Authority, there is the potential for economies of scale to be achieved. This could be done through greater efficiencies through additional scale and capacity for the provision of services from internal resources rather than more expensive external resources (e.g. an in-house legal resource, human resources, commercial or accounting support). This presents an opportunity for lower cost of delivery and access to more internal resources for the Water Supply Authority and the Council.

However, there is a risk that diseconomies or scale and/or other inefficiencies of combining services to the Water Supply Authority and to the council. Examples include using the same processes and systems for the Water Supply Authority and the council (e.g. a complex water and sewer business using the same system as the council's library function).

6.1.1 Dividend payments

Through an improvement to the overall financial performance of the Water Supply Authority, an opportunity to make a meaningful contribution to the council may be established. This will be



considered an appropriate return on the owner's investment in the Water Supply Authority. This is typical of similar water authorities providing a dividend to their shareholders. For example:

- TasWater provided dividends to its local council shareholders of \$10 million in 2020 and \$20 million in 2019.
- Hunter Water has a target dividend payout ratio of 70% of after-tax profits, which typically leads to a dividend target of between \$30 million and \$45 million per year.

As discussed previously, the IPART decision to reduce water and sewer annual charges by around \$39 million per year placed the council under significant financial pressure and eliminated any consideration of a dividend payment.

Should a more favourable IPART determination be made, where revenue collected will consider a reasonable return on the Water Supply Authority's regulatory asset base, will provide greater opportunity for a meaningful dividend to be provided to the council by the Water Supply Authority. However, the IPART determination will confirm the revenue to be recovered by customers, the Water Supply Authority will still have to establish an improved operating performance to ensure forecasted returns are delivered.

There may be a risk of establishing the practise of dividend payments from the Water Supply Authority to the council. There have been instances where shareholders have requested special dividend payments on regulated utilities, which have been typically funded by the regulated utility taking out additional borrowings (e.g. Hunter Water).

In some instances, there has been resistance from customers about water utilities paying dividends to their shareholders, in particular local councils and state governments—especially in cases where water bills have increased. However, in many instances the shareholders have made significant investments in water and sewer infrastructure, and they rely on the return on their original investment to fund important local government services.

6.1.2 Capital Structure

The water and sewer business currently raises its debt through the general council. Under a corporate model, the water and sewer corporatisation may raise its own debt without recourse to the council. However, potential lenders may seek a guarantee from the council. Additionally, the expected dividend payments could contribute towards repayment of council's debt.

6.2 INCREASE OPERATIONAL PERFORMANCE AND EFFICIENCY THROUGH IMPROVED PROCESSES, SYSTEMS AND TRAINING FOR MANAGEMENT AND STAFF

There is an opportunity for the council to achieve short- and medium-term operational performance, organisational efficacy and staff satisfaction and retention through the development and implementation of a High-Performance Work System (HPWS) that include improvements to staff and management training, capabilities, communication and engagement.

An HPWS is a staff and management system that vertically and horizontally aligns employment practices to positively impact the training, capability and motivation of employees. In practice, this means that the council would invest in identifying gaps in the management of staff and operations, and designing and delivering targeted programs to address those gaps with short- and medium-term solutions.

6.2.1 Concerns with existing system and processes

This study, including interviews with employees and management union representatives, identified concerns regarding:

current levels of training and fit-for-purpose capabilities among staff and management



- a lack of a strategic processes and systems to identify professional development needs, and a lack of strategies to address problems and opportunities in performance
- a lack of fit-for-purpose management training to ensure that all managers have the necessary knowledge, skill, and abilities to lead and manage the staff under their management
- a lack of role clarity for all staff and management
- a lack of effective communication about staff and management expectations, functions and responsibilities
- a lack of clarity in career progression and professional development.

6.2.2 Identification of opportunities for development and training

One of the key initiatives for the council is to understand the knowledge, skill and ability gaps and opportunities across the organisation. This includes measuring the gaps in management, staff and specialised technical staff.

Knowledge, Skills and Abilities (KSA) is a framework that facilitates the assessment of individuals' KSA against the requirements for a specific role. Table 6.1 outlines the principles of this framework.

Table 6.1 Knowledge, Skills and Abilities framework

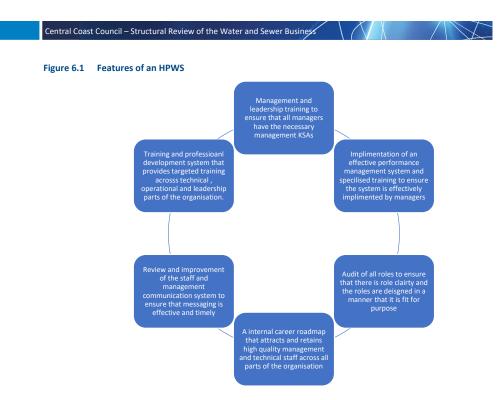
of concepts. It is theoretical and not practical. An individual may training or hands-on experience. Skills, yet there is a subtle but important difference. Abilities	Knowledge	Skills	Abilities
some textbook knowledge of it but have no experience applying it. To be fully effective in a role or function, an individual may needof theoretical knowledge. Developing skills allows an individual to perform more complex and challenging tasks.that a person brings to a task situation. Everyone has abiliti and these abilities qualify the to be able to perform certain	of concepts. It is theoretical and not practical. An individual may understand a topic or tool or some textbook knowledge of it but have no experience applying it. To be fully effective in a role or function, an individual may need to expand and deepen their knowledge of key topics and	proficiencies developed through training or hands-on experience. Skills are the practical application of theoretical knowledge. Developing skills allows an individual to perform more	roles and contribute in certain

The purpose of this framework is to improve the effectiveness of recruitment, job design, internal promotions and the development of training plans for staff and management.

6.2.3 Design, development, and implementation of an HPWS

An HPWS could be designed, developed and implemented to address each of the existing concerns with the staff and management systems. The necessary features of a HPWS for the Central Coast Council are set out in Figure 6.1.





6.2.4 Energise, retain and attract the best staff

The council's Water Service Authority has significant operational and commercial challenges, which require good staff. There is an opportunity to use the potential restructuring of the organisation to energise, retain and attract the best staff.

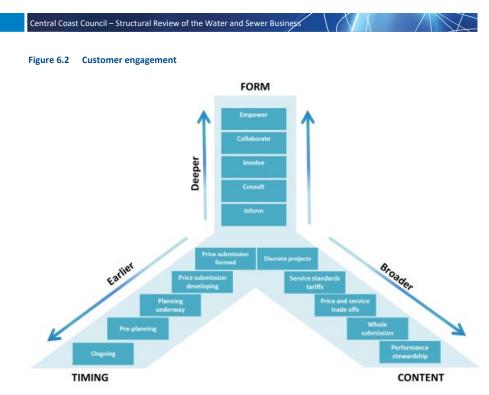
The conditions for energising, retaining and attracting the best staff are complex, but the ability to link improved performance of the business to staff efforts can create a sense of accomplishment. The current structure, along with recent events, have seen a marked decrease in the morale of the staff.

6.3 DELIVERY OF GREATER CUSTOMER VALUE AND A CUSTOMER-CENTRIC APPROACH (COMMUNITY AND REPUTATION)

There is an opportunity is to deliver greater customer value and build a customer-centric service provider. The 'customer-centric utility' is a growing approach among water regulators in Australia, United Kingdom and New Zealand.

A central part of the customer-centric approach is moving ongoing engagement on pricing and water security. The ambition is to build customer engagement into the day-to-day activities of the service provider, which aligns with the approach taken by regulators such as the Victorian Essential Services Commission (ESC) as shown in Figure 6.2. The ESC is focusing on reducing the regulatory burden on water service providers that can show that customers have clearly stated they want a particular standard of service and are happy to pay for it.





Source: Victorian Essential Services Commission, PREMO model, 2016.

The Central Coast Council already faces several challenges that have impacted its reputation within the broader community. In the short term, improving performance across key community and reputational indicators (Table 6.2) would be positive for customers.

Table 6.2 Community and reputational indicators

Community indicators	Reputation indicators
 Customer service levels Compliance with environmental obligations Safety of services Response and processing time (interaction with water provider) Customer experience Engagement program 	 Negative publicity amongst media and community. Labour and workplace tension Breaches of legislation and regulatory licences Decline in service quality Customer service
Customer complaints	

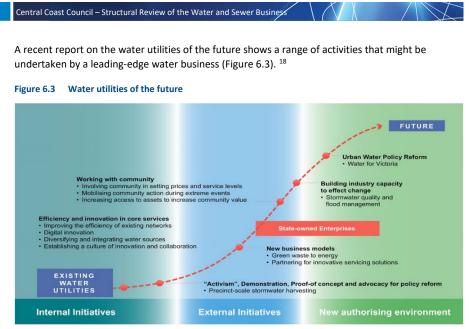
6.4

4 BECOME A LEADING-EDGE BUSINESS THAT THRIVES IN ECONOMIC REGULATION

The final opportunity is the development of an organisation that leads in the industry and is proactive in how it is regulated. Types of activities that are typical of leading-edge businesses include:

- investment needed for community but not funded by current IPART determination, potentially paid for in next submission
- a change in system or work processes to reflect water business best practice
- R&D investment and information-gathering trips.





Source: CRC for Water Sensitive Cities, Water Utilities of the Future, 2018.

The chart shows three phases:

- Phase 1: internal initiatives efficiency improvements and research and development
- Phase 2: external initiatives new business models and community engagement
- Phase 3: new authorising environment engaging in policy and influencing the regulatory landscape.

A leading-edge business works across these phases to build a resilient and community-oriented water business.

¹⁸ CRC for Water Sensitive Cities, *Water Utilities of the Future*, 2018.



7 Option assessment against problems/ opportunities

We have accessed a number of structures to consider which ones would provide improvement to the council and its customers.

Table 7.1 Summary of options						
Options	Description					
Keep and optimise	 Retain existing organisational structure, governance and reporting lines. The water and sewer business continues to be run by a general manager, who reports to the CEO. Corporate functions continue to be provided by the council, and water and sewer continue to pay a portion of these costs. No structural change, but improvements in operational delivery by improving focus on customer outcomes. 					
Commercialise	 Structural separation of the water and sewer business from the rest of the council. The commercialised business would be required to target certain financial and service objectives. The commercialised business would perform its own functions including legal, finance and HR. An advisory panel could oversee the performance of the business and provide a governance role similar to that of a company board. 					
Corporatise	 Under the corporatised model, the water and sewer business become a Pty Ltd company, fully owned by the council. It is functionally separate to the council and would pay a dividend to the council. Would require the Central Coast Water Corporation Act 2006 to be amended and proclaimed. 					
Joint venture	 Likely a joint venture with a neighbouring provider (Sydney Water or Hunter Water). Consolidation of functions with an existing water and sewer business. 					
Sell assets	 This would involve the sale of assets to another organisation who would then control the assets. Any dividend associated with these assets would then accrue to the new owners. 					
County council	 County councils generally occur where a combination of councils combine their water and sewer asset to operate across a larger network. 					

This section assesses whether each of the identified problems are resolved by modifying the organisational structure. To undertake the assessment, we have identified whether the problem is fully or partially resolved, noting that there is some subjectivity in this approach.

7.1

ORGANISATION GREW RAPIDLY, AMALGAMATION NOT EMBEDDED, PROCESS AND MANAGEMENT APPROACH IS YET TO CATCH UP

The assessment of the options against the problem of not achieving the forecast benefits of amalgamation and the ability to improve overall management is shown in Table 7.2.



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Central Coast Council – Structural Review of the Water and Sewer Business	$ \land \land$	\mathbf{X}				4
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 Table 7.2
 Achieving amalgamation benefits and improving overall management

Options	Assessment	Comments
Keep and optimise	0.5	 Limited ability to implement amalgamation benefits, given that the current structure has not enabled this to occur to date. Potential to improve processes and management approach.
Commercialise	1.0	 Ability to integrate amalgamation objectives into the commercial operations of the business unit. Develop new processes and management approach to support the business unit within the council.
Corporatise	1.0	 Processes and management approach can be improved in a corporatised organisation. Limited ability to impact on the council.
Joint venture	0	 A joint venture would result in a new merged entity, which would not allow for the identified amalgamation benefits to be achieved.
Sell assets	0	 Selling assets would result in a new merged entity, which would not allow for the identified amalgamation benefits to be achieved.
County council	No change	

The commercial business unit provides the greatest opportunity to implement the proposed amalgamation benefits, as the water business and the council are aligned, but there is the added benefit of a distinct change in processes and management approach.

7.2 THE COST OF EACH ACTIVITY IS NOT KNOWN/UNDERSTOOD BY THE RESPONSIBLE MANAGER

This function does not depend on structural reforms, and similair outcomes can be delivered under any structure.

7.3 ABILITY TO IMPROVE THE GOVERNANCE AND OVERSIGHT

The assessment of the options against the opportunity of the ability to value assets is outlined in Table 7.3.

Table 7.3 Ability to value assets

Options	Assessment	Comments
Keep and optimise	0.5	 Improved monitoring and oversight could be achieved but would require governance improvements.
		 However, these improvements would be restricted under the current structure.
Commercialise	0.5/1.0	 Improved monitoring and oversight could be achieved but would require governance improvements.
		 These improvements would be limited under a commercial structure. However, it could be considered as an interim step or a prerequisite of transitioning to a corporate model if it was deemed to be the preferred option.
Corporatise	1.0	 A new governance structure would deliver a superior oversight and monitoring of the performance of the Water Supply Authority.
Joint venture	n/a	-
Sell assets	n/a	-



	X			7	
Central Coast Council – Structural Review of the Water and Sewer Business	X		1	X	

Options	Assessment	Comments
County council	0.5/1.0	 Improved monitoring and oversight could be achieved but would require governance improvements.
		 These improvements would be limited under a county council structure. However, could be considered as an interim step or a pre-requisite of transitioning to a corporate model if it was deemed to be the preferred option.

A more sophisticated and skills-based governance structure of a corporation (and potentially a commercial or county council) entity will improve the monitoring and transparency of the preformance of the Water Supply Authority, which should ultimately improve its performance and the ability to value the business and its assets.

7.4 DELIVERY OF GREATER CUSTOMER VALUE AND A CUSTOMER CENTRIC APPROACH

The opportunity to deliver greater customer value and a customer centric approach is shown in Table 7.4.

Options	Assessment	Comments
Keep and optimise	0.5	 Limited ability to implement customer centric approach given coordination with Council and regulatory complexity Improved focus on customer value has been achieved through the two customer engagement processes that were undertaken as part of the current IPART pricing proposal
Commercialise	0.5	Same as 'Keep and optimise'
Corporatise	1	 Significant increase in the ability to implement customer centric approach with less regulatory complexity and no coordination required with Council
Joint venture	0.5	Linkage with partnership will likely improve focus on customer value
Sell assets	0.5	 Potential for greater focus on customers Privatised water businesses are not common and have been criticised for a lack of customer orientation
County council	TBC	

 Table 7.4
 Customer value and customer centric approach staff assessment

The assessment of the opportunity against the options indicated that the corporatization option would enable a customer-centric approach. A strong indication of this potential is the success that a number of corporatised water businesses have had in increasing customer value under the Victorian PREMO model.

7.5 ENERGISE, RETAIN AND ATTRACT THE BEST STAFF

The opportunity to energise, retain and attract the best staff is shown in Table 7.5.



Table 7.5 Attract/retain excellent staff assessment

Options	Assessment	Comments
Keep and optimise	0	 Current low staff morale and council pay scales impede strong changes to staff retainment and attraction.
Commercialise	0	• No change to the ability to retain or attract staff.
Corporatise	0.5	• This model will provide greater flexibility in employment benefits, conditions and structures.
Joint venture	0.5	• This model will provide greater flexibility in employment benefits, conditions and structures.
Sell assets	0	 This would likely result in the loss of key employees, due to a reduction in operational and management requirements.
County council	TBC	

7.6 BECOME A LEADING-EDGE BUSINESS THAT THRIVES IN ECONOMIC REGULATION

The final opportunity assessed against the options is the ability to become a leading-edge business. The results of this assessment is shown in Table 7.6.

Options	Assessment	Comments
Keep and optimise	0.5	 Limited ability to undertake leading-edge activities, given regulatory complexity.
Commercialise	0.5	• Same as above.
Corporatise	1	 Strong ability to undertake leading-edge activities, including removal of complexity.
Joint venture	0.5	 Increased ability to undertake leading edge activities, although it will depend on ambition of the partner organisation.
Sell assets	0	 Ambition of the organisation will depend on the financing and profit focus of the organisation.
County council	TBC	

Table 7.6 Leading edge business opportunity assessment

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ABILITY TO IMPROVE THE PERFORMANCE OF THE WATER SUPPLY AUTHORITY TO SUPPORT OTHER COUNCIL ACTIVITIES (E.G. DIVIDEND)

The assessment of the options against the opportunity of the ability to value assets is outlined in Table 7.7.

Table 7.7 Ability to improve the performance of the Water Supply Authority to support other council activities

Options	Assessment	Comments
Keep and optimise	0.5	 Improved monitoring and oversight could be achieved but would require governance improvements. However, these improvements would be restricted under the current structure.
Commercialise	0.5/1.0	 Improved could be achieved but would require governance improvements.
		 These improvements would be limited under a commercial structure. However, it could be considered as an interim



Options	Assessment	Comments
		step or a prerequisite of transitioning to a corporate mod if it was deemed to be the preferred option.
Corporatise	1.0	 A new governance structure would deliver a superior oversight and monitoring of the performance of the Wate Supply Authority.
Joint venture	n/a	-
Sell assets	n/a	Monitoring and oversight.
County council	0.5/1.0	 Improved monitoring and oversight could be achieved bu would require governance improvements.
		 These improvements would be limited under a county council structure. However, they could be considered as a interim step or a prerequisite of transitioning to a corporate model if it was deemed to be the preferred option.

There needs to be an overall improvement to the performance of the Water Supply Authority. This may be achieved with an improvement to the monitoring and oversight of its performance through adopting a more structured and mature governance structure. A commercialised business may be able to move towards this and been considered as an interim or prerequisite step before embarking on a corporatised model.

7.8 CONCLUSION

On balance, a corporation would be best able to respond to the challenges faced by the council. The benefits of a corporation include:

- improved oversight and governance of a skills-based independent board that could make longterm plans away from the political cycle
- better ability to focus on customer outcomes, without the constraint of needing to coordinate with council
- improved capacity to introduce more flexible employment arrangements, so that specialist staff can be recruited
- head office functions directly answerable to the water and sewer business



Central Coast Council – Structural Review of the Water and Sewer Business

8 Next steps

The final planning and detail of the next steps to be undertaken by the Central Coast Council will depend on the decision on the future structure of the water and sewerage business. For example, a corporate structure will require planning and implementation steps that will be different to the planning and implementation required to enter a joint venture.

Notwithstanding this, the framework of the planning and implementation for the council should be strategically focused and designed to achieve continual improvement in practices, performance and customer service. The recommended framework for the planning and implementation steps for the council are set out at Figure 8.1.

Figure 8.1 Business planning framework

Determination	 This paper provides guidance on the possible and recommended future structure for the water and sewerage business 	
of future structure	 This step requires further consultation with key political, commercial and other government stakeholders before a final determination is made 	
Short term: business	 The short-term focus of the council should be on business improvement acr the four key pillars of the organisation: financial, customers, systems and processes, staff and innovation 	oss
improvement	These short-term improvements can be pursued regardless of the future structure, so they can be commenced immediately	
Medium term: business	• The Central Coast Council must effectively manage the the business transformation process regardless of the future structure that is selected (even if the current structure is retained)	
transformation	 Professional change management planning and implementation is critical to ensure the future structure is effective, successful and accepted by 	
	stakeholders	
Long term: business sustainability	• The future water and sewerage business will have a mandate to build effective, sustainable services for the residents and businesses in the Centra Coast region. It requires best practice planning and implentation to achieve that in a sustainable manner	ı

8.1 SHORT TERM: BUSINESS IMPROVEMENT

Based on the issues identified in this paper, and the other known opportunities to improve the council water and sewer business, management can immediately commence planning and developing business improvement action plans.

The business improvement strategy needs to address issues, risks, and opportunities across the four organisation pillars:

- Financial
- Customers
- Systems and processes
- Staff and innovation.



Central Coast Council – Structural Review of the Water and Sewer Business

The development and implementation of a real-world, realisable strategy for business improvement across the four organisation pillars can be achieved using the balanced scorecard model. The balanced scorecard model facilitates management to:

- set the strategic agenda of the organisation for management and operational improvement
- develop a set of tangible measures to monitor performance against a set of objectives across the four organisational pillars
- collect and analyse a combination of financial and non-financial data sets to measure performance across the four organisational pillars
- implement a portfolio of initiatives that will positively impact on the performance of the measures and objectives across the four organisational pillars.

Medium term: business transformation

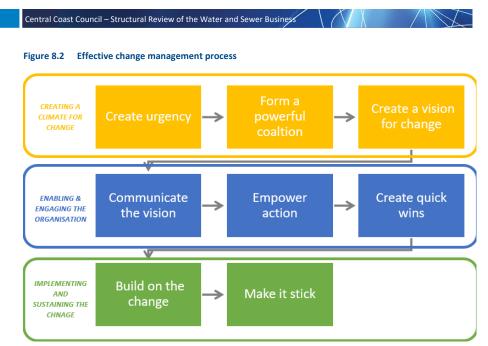
The council must decide on the future structure of the water and sewerage business. That structure will dictate whether the origination requires moderate transformation and change, or wholesale transformation and change across every aspect of the management and operation.

Regardless of the future structure, the business transformation must be planned and subject to rigorous and strategic change management. There would be a slow, planned transition away from using Council support services. Some services may continue to be shared, with some support services delivered by council – for example depots, payroll and accounts payable. Council support could be provided via a service contract and a market testing has the potential to drive performance within the corporate services arms of Council.

There will need to be a focus on ensuring least cost service delivery to ensure that future overhead costs decrease, rather than increase. A net increase in overhead costs would not be positive for the consolidated entity, or the residents of the Central Coast.

Many previous changes implemented in the council have struggled to be effective and have suffered from a lack of effective change management leadership, process and oversight. We recommend that rigorous change management processes and leadership be implemented to effectively plan and direct the change to maximise the success of the transformation. The core principles of an effective change management process are set out below.





Based on the 8-step process for leading change, developed by John Paul Kotter, Harvard Business School.

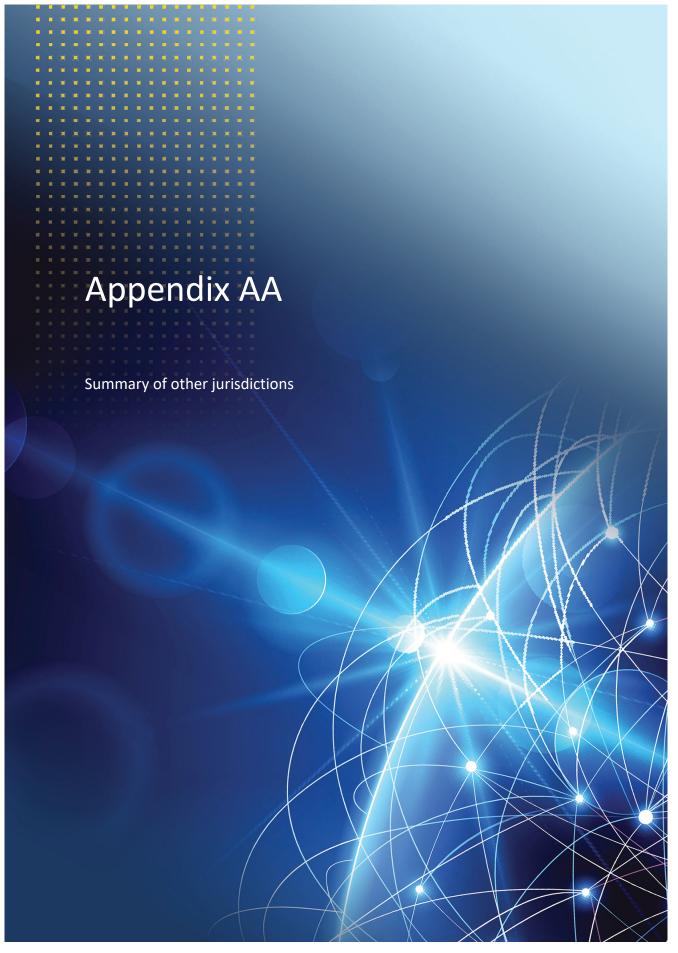
8.2 LONG TERM: BUSINESS SUSTAINABILITY

The water and sewerage business will have a large and multi-faceted mandate for the delivery of customer services, risk and safety management and the achievement of sustainability across the service area. Achieving business sustainability, both internally and externally, will require the water and sewerage business to put in place effective policies, processes and strategic planning to set and achieve the goals required of a modern business that manages and delivers water and sewerage products and services.

The key areas that must be addressed in the long term by the water and sewerage business include:

- achieving cultural change across the organisation for both management and staff
- building a culture and practice of continual improvement of services, performance and assets
- addressing and meeting the global sustainability goals so that the water and sewerage business is both compliant and an effective leader in the Central Coast community
- achieving best practice processes, systems and performance across the organisation
- developing and implementing business model innovations to improve water services management, performance and asset oversight and reporting, asset management systems and predictive/proactive maintenance.





SUMMARY OF OTHER JURISDICTIONS

TasWater

The Tasmanian approach has been to achieve scale in operations through amalgamating regional utilities under joint council ownership to deliver a program of asset upgrades.

Furthermore, the model has allowed the injection of capital from the Tasmanian Government to address asset investment and water quality concerns.

Background

Prior to 1 July 2009, Tasmania's water services were provided by a combination of:

- three regional bulk water authorities
- 28 of the 29 local government councils.

Collectively, the councils were responsible for administering over 90 water supply schemes, while reticulated sewerage wastewater treatment services were provided by 27 councils within their respective council boundaries.

In 2011, discussions commenced with owner councils about the potential benefits of a single statewide water and sewerage corporation. After a series of reviews, council owners in all regions agreed to move to a single corporation that merged the current four corporations.

These council-owned entities were amalgamated under the auspices of the National Water Initiative (NWI), with the establishment of TasWater in 2013 as a corporation in accordance with the *Corporations Act 2001*.

TasWater now provides water and sewerage services across Tasmania. Its objectives and ownership arrangements underpinned by the Water and Sewerage Corporation Act 2012.

Unlike most other government corporations, TasWater is currently owned by the 29 local Tasmanian councils and not the Tasmanian Government, and local councils receive dividend payments in proportion to their ownership stake.

Figure A1 TasWater business snapshot, July 2020





New operating framework

The newly established entity embarked on establishing a new operating framework focused on a several key elements, including:

- a direct relationship with the customers of the business to understand their needs and values
- an independent skills-based board to provide governance, strategic direction and accountability for performance of the business, encompassing financial, technical, marketing, risk management and compliance aspects
- cost-reflective pricing to provide efficient resource allocation and demand signals water businesses are expected to cover the full cost of their activities, including a return on the capital the community has invested in the business
- efficient capital structures allowing the business to access commercially priced debt to fund infrastructure that benefits current and future generations, while providing a dividend to the community for its investment in the water business
- maintaining an investment grade credit rating to allow for commercial debt to be raised, reflecting the low risks of the water businesses, and to be financially sustainable in the long term
- shareholder performance monitoring accountability to ensure the business is delivering for customers today, is meeting shareholder expectations and is sustainable in the long term.

Recent developments

In 2017, the Tasmanian Government announced a takeover bid for TasWater, due to asset investment and water quality concerns.

However, the Tasmanian Government was unable to pass the required legislation through the Tasmanian Parliament. Simultaneously, the Legislative Council (Tasmanian Parliament Upper House) Select Committee launched a review and concluded TasWater:

- is financially sound with the capacity to increase borrowing to fund infrastructure
- has an appropriate asset management plan
- is making progress on water quality issues.

The Tasmanian Government subsequently abandoned its takeover bid. However, it continued to work with local councils to address their concerns.

On 27 September 2018, the council owners of TasWater agreed to support the Tasmanian Government becoming a shareholder of TasWater. In return, the Tasmanian Government would provide funding to accelerate TasWater's capital investment, as well as financial and operational input. However, local councils maintained 100% of all dividend payments.

The Tasmanian Government agreed to inject \$200 million over the next decade in return for a 10 per cent shareholding. Other key aspects of the agreement between the Tasmanian Government and the local councils include:

- councils retain majority ownership and independent board continues
- Tasmanian Government gains special rights but receives no dividends into perpetuity
- special rights one seat on board selection committee; consulted on appointment of future CEO; one-third say in the approval of the corporate plan
- price increases zero in FY19 and capped at 3.5% until 2024–25, subject to no significant increase in interest rates



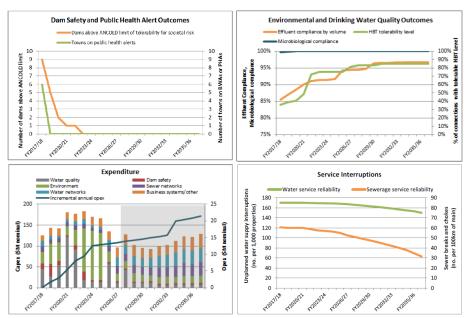
- capital program lifted from \$1.5 billion to \$1.7 billion, with best endeavours to deliver \$1.8 million
- price cap can be lifted, or capital program reduced under certain circumstances.

The benefits from this arrangement are expected to be:

- the Tasmanian Government is now integrated in the solution, and all parties are working collaboratively for best for state outcomes
- funding is available for major projects that are not in TasWater's remit but are important for state economic growth
- the need for long-term planning is well understood and funding for the long term is available
- retention of an independent regulatory model and independent skills-based board means TasWater remains focused on fixing infrastructure, delivering better customer service and providing value for money
- changes do not affect TasWater operations or existing reform program.

Figure A.2 outlines TasWater's performance improvement metrics to deliver upon the key objectives of improving the dam safety, environmental and drinking water quality, expenditure and service interruptions.





Dividend payment to local councils

TasWater is committed to providing dividends to local councils that will reflect a council's investment in TasWater. The dividends to local council will consider TasWater's trading results, level of debt, interest coverage and capital program.

In recognition of the need to fund asset improvements, the local councils accepted a reduction to their dividend of \$150 million over 15 years. This money is being reinvested in TasWater, accelerating the delivery of infrastructure improvements.



TasWater provided dividends to its local council shareholders of \$10 million in 2020 and \$20 million in 2019. The reduction between 2019 and 2020 was a result of the impacts of COVID-19 on TasWater's financial performance and the significant uncertainty that remains with respect to future impacts. The board formed the view that the payment of additional interim and/or final dividends for the financial year was not prudent.

TasWater learnings

- Improved operating framework: A new operating framework has been developed to address challenges of improving water quality and infrastructure upgrades. The reset has allowed objectives to be refocused and priorities set across all of Tasmania.
- Structure to receive additional funding: TasWater's structure has allowed funding to be received from the Tasmanian Government in exchange for a 'non-dividend paying' shareholding. The Tasmanian Government has influence in some strategic matters, such as board and CEO appointments and corporate plan approval, because of its commitment of a \$200 million capital injection over 10 years.
- Special dividend payments: TasWater provides a meaningful contribution to its local council shareholders in recognition of their initial investment in water and sewer infrastructure. This contribution supports the delivery of other services to the community.

HUNTER WATER

The corporatisation of Hunter Water has proven to be a successful and enduring approach to efficient business operations in government ownership. It has driven cost efficiencies, customer focus, more rigorous capital evaluation, and management and board accountability.

Background

As a state-owned corporation (SOC) Hunter Water provides drinking water, wastewater, recycled water and some stormwater services to a population of almost 600,000 people in homes and businesses across the Lower Hunter. Hunter Water is owned by the NSW Government and was the first SOC to be proclaimed within New South Wales pursuant to the *State Owned Corporations Act 1989*.

Hunter Water is governed by the *State Owned Corporations Act 1989* and the *Hunter Water Act 1991*. The NSW Government regulates its operations through several regulatory bodies and instruments.

Hunter Water's area of operations is 5366 square kilometres and consists of the local government areas of Cessnock, Dungog, Lake Macquarie, Maitland, Newcastle, Port Stephens and a small part of Singleton.

Services are provided to customers by building, operating and maintaining a portfolio of water, wastewater and stormwater assets. The regulatory asset base of Hunter Water is approximately \$2.9 billion.

Governance

Under the *Hunter Water Act 1991*, the board comprises up to nine members, including the managing director, chairperson and seven independent, non-executive directors. It oversees policies, management and performance; sets the strategic direction and risk appetites; and ensures Hunter Water achieves its business and regulatory commitments.

The board is appointed by the voting shareholders, the NSW Treasurer and Minister for Finance and Small Business. Directors, excluding the managing director, are appointed for an initial three-year term. Upon completion, directors may be appointed for a further term or terms. All non-executive director positions are skills-based, with the managing director the only executive director, appointed



by the NSW Governor in accordance with the Constitution and the *State Owned Corporations Act 1989*, upon the recommendation of the board and Hunter Water's portfolio minister.

The Hunter Water board of directors has established four committees to provide strategic guidance and to strengthen the corporate governance culture.

Table A1 Hunter Water's board committees

Committee	Purpose
Audit and risk	To assist the board in fulfilling its oversight responsibilities for the financial reporting process, system of internal control, the risk management framework and risk profile, the audit process and Hunter Water's process for monitoring compliance with laws, regulations and corporation policy.
Corporate governance	To ensure effective corporate governance within Hunter Water and to advise the board on remuneration policy and matters concerning board evaluation and composition.
Science, environment and human health	To assist the board with advice on scientific, environmental science and human health matters and the assessment of scientific innovations affecting the current and future operations of Hunter Water and its social and natural environment.
Investment	To assist the board in fulfilling its responsibilities in relation to investment of funds, governance, composition and delivery performance of allocated funds.

The Executive Management team, led by the managing director, oversees the operation of the seven divisions at Hunter Water. Its key responsibilities include accountability for operational safety, providing leadership to employees, delivering Hunter Water's strategic vision, managing operations in keeping with the board's risk appetites, and ensuring compliance with regulatory frameworks.

Strategic priorities

Hunter Water has an established and clear vision to be a valued partner in delivering the aspirations of the Hunter region – known for its desirable lifestyle, with its beautiful coastline and bushland, green suburban communities, agricultural expertise and a resilient economy.

In 2019–20, Hunter Water launched an internal business plan to support this vision. The three-year plan identifies four strategic areas of focus and describes how Hunter Water will continue the transformation towards being a thought-leading, sustainable, agile, innovative, learning, community-enabling organisation. Table A2 outlines Hunter Water's four strategic areas of focus.

Table A2 Hunter Water's strategic priorities

Committee	Purpose
Customer	We enhance our customers' quality of life through the high-quality services we provide. We listen to our customers and their experiences and values – this learning is a golden thread that runs throughout our organisation.
Environment	We care for our environment and are leaders in sustainability. We embrace the wisdom of Indigenous communities. We look to protect and restore our ecosystems while providing affordable, high-quality services that are supported by our community and promote everyone's health and wellbeing.
People	We are a diverse and inclusive team, focused on delivering a safe, high- quality service to our customers. We maintain our strong reputation and community trust through our consistent performance. Safety,



Committee	Purpose
	health and wellbeing are at the heart of our decisions and actions. We are innovative and entrepreneurial, and hungry for change.
Organisation	We enable the aspirations of our region and are at the heart of our region's development. Becoming a more innovative and tech-savvy organisation is resulting in resilient, responsive systems which free up more time for further innovation. Our agile, change-ready approach encompasses everything we do, from long-term water planning to adapting to the changing needs of our customers.

Furthermore, Hunter Water has also set four aspirational goals:

- Be carbon neutral by 2030.
- Maintain price increases in line with inflation.
- Add 10 years to the timing of future source augmentation.
- Gain the full support of our customers and community for our decisions.

Systems and processes

With the sole focus as a water utility, Hunter Water can implement systems and processes designed specifically for the sector and avoid having to accept a more general approach. Asset management, customer management and operations monitoring are examples where the benefits of bespoke and sector-focused systems and process can be implemented, rather than a more basic and inefficient approach that is required to integrate various services.

Benefits to customers

IPART's 2020–21 pricing determination for Hunter Water led to an average household bill falling by \$48 per year (3.6%) and providing approval for a \$653 million investment in infrastructure, technology and service improvements over a four-year period.

IPART also provided customers with greater control over their bills through increasing the portion of customer bills attributed to usage charges, rather than fixed charges. The fixed water service charge fell from \$100 in 2019–20 to \$24 in 2020–21.

IPART also allowed for a higher level of investment in infrastructure and customer services over the next four years, with total capital expenditure of \$653 million. This investment included \$331 million for wastewater infrastructure, \$193 million for water infrastructure, \$32 million for network investments that reduce water loss, \$11 million to improve the amenity of stormwater channels and \$6 million to irrigate public parks and sporting fields with recycled water.

Dividend payment to the NSW Government

Hunter Water has typically adopted a dividend payable policy of 70% of after-tax profits. This dividend payment has typically ranged between \$30 million and \$45 million per year and was paid to the NSW Government. A dividend of \$32.9 million was provided for 2019–20.

However, in 2018–19, Hunter Water provided a special dividend of \$100 million, in addition to a standard dividend of \$44 million (\$144 million in total). To fund the special dividend, Hunter Water borrowed \$100 million from TCorp with the loan added to outstanding borrowings. As of 30 June 2020, Hunter Water had borrowings of \$1.45 billion.

Hunter Water learnings

• **Governance:** A mature and skills-based governance structure, supported by a well-defined and focused suite of board committees, sets a clear strategic direction and provides appropriate



oversight and monitoring. This ultimately supports the delivery of favourable outcomes to Hunter Water's customers.

- **Systems and processes:** Able to employ sector-specific systems and processes, with the sole objective of serving the water utility rather than several other and diverse functions.
- **Special dividend payments:** Shareholders can request special dividends payments. While the level of dividend payments is not an unlimited source of funds for shareholders, consideration is required on appropriate levels of dividends, cash reserves and borrowings to ensure a variable and sustainable water utility.



Appendix A – Legal advice

FINANCIAL PERFORMANCE AND POSITION COMPARISON

Table A3 compares the Central Coast Council's Water Supply Authority's 2020 financial position and performance with that of Hunter Water and TasWater.

Table A3	Comparison of Central Coast WSA, Hunter Water and TasWater income statements
Table AS	comparison of central coast work, number water and raswater income statements

Income statement	Central Coast WSA		Hunter Water		Diff. between CCC WSA and Hunter Water	Variance (%)	TasWater		Diff. between CCC WSA and TasWater	Variance (%)
	2020		2020		2020		2020		2020	
	\$'000		\$'000		\$'000		\$'000		\$'000	
Service charge	78,370	44%	173,092	47%	(94,722)	-121%	220,597	63%	(142,227)	-181%
Usage charges	77,507	44%	128,725	35%	(51,218)	-66%	61,233	17%	16,274	21%
Environmental charge and sundry	-	0%	12,863	3%	(12,863)	-	-	0%	-	-
Unregulated revenue	179	0%	508	0%	(329)	-184%	-	0%	179	100%
Developer contributions	13,378	8%	29,816	8%	(16,438)	-123%	30,799	9%	(17,421)	-130%
Grants – opex and capex	3,980	2%	16,542	4%	(12,562)	-316%	1,576	0%	2,404	60%
Sundry revenue	-	0%	6,797	2%	(6,797)	-	36,788	10%	(36,788)	-
Interest income	4,370	2%	13	0%	4,357	100%	-	0%	4,370	100%
Total income	177,784		368,356		(190,572)	-107%	350,993		(173,209)	-97%
Employee benefits and super	(37,267)	18%	(58,424)	20%	21,157	-57%	(95,295)	17%	58,028	-156%
Borrowing costs	(15,302)	7%	(65,898)	22%	50,596	-331%	(19,387)	4%	4,085	-27%
Materials, contracts and other	(46,559)	22%	(74,985)	25%	28,426	-61%	(87,289)	16%	40,730	-87%
Depreciation and amortisations	(78,675)	38%	(64,314)	22%	(14,361)	18%	(103,971)	19%	25,296	-32%
Corporate overhead	(28,946)	14%	(33,543)	11%	4,597	-16%	(30,083)	5%	1,137	-4%
Net losses from disposal of assets	(2,559)	1%	-	0%	(2,559)	100%	-	0%	(2,559)	100%



2.7

Appendix A – Legal advice

Income statement	Central Coast WSA		Hunter Water		Diff. between CCC WSA and Hunter Water	Variance (%)	TasWater		Diff. between CCC WSA and TasWater	Variance (%)
	2020		2020		2020		2020		2020	
	\$'000		\$'000		\$'000		\$'000		\$'000	
Revaluation decrement	-	0%	-	0%	-	-	(214,164)	39%	214,164	-
Total expenses	(209,308)		(297,164)		87,856	-42%	(550,189)		340,881	-163%
Income tax expense	-		(19,409)		19,409	-	-		-	-
Profit after income tax	(31,524)		51,783		(83,307)	264%	(199,196)		167,672	-532%

Table A4 Comparison of Central Coast WSA, Hunter Water and TasWater financial position statements

Financial position statement	Central Coast WSA	Hunter Water	Diff. between CCC WSA	Variance (%)	TasWater	Diff. between CCC WSA	Variance (%)
	2020	2020	2020		2020	2020	
	\$'000	\$'000	\$'000		\$'000	\$'000	
Cash and cash equivalents	52,160	5,809	46,351	89%	2,046	50,114	96%
Total investments	124,991	-	124,991	100%	-	124,991	100%
Trade and other receivables	47,509	42,687	4,822	10%	22,874	24,635	52%
Property, plant and equipment	3,685,329	2,805,480	879,849	24%	2,047,344	1,637,985	44%
Trade and other payables	(18,215)	(190,322)	172,107	-945%	(28,917)	10,702	-59%
Total borrowings	(259,659)	(1,454,530)	1,194,871	-460%	(579,603)	319,944	-123%
Borrowing over property, plant and equipment	0.07	0.52			0.28		
Total income over borrowings	0.68	0.25			0.61		



2.7

Appendix A – Legal advice

Financial position statement	Central Coast WSA	Hunter Water	Diff. between CCC WSA	Variance (%)	TasWater	Diff. between CCC WSA	Variance (%)
	2020	2020	2020		2020	2020	
	\$'000	\$'000	\$'000		\$'000	\$'000	
Total profit before revaluation and tax over property, plant and equipment	0.12	0.05			0.03		



Appendix Choose an item. –

Key points

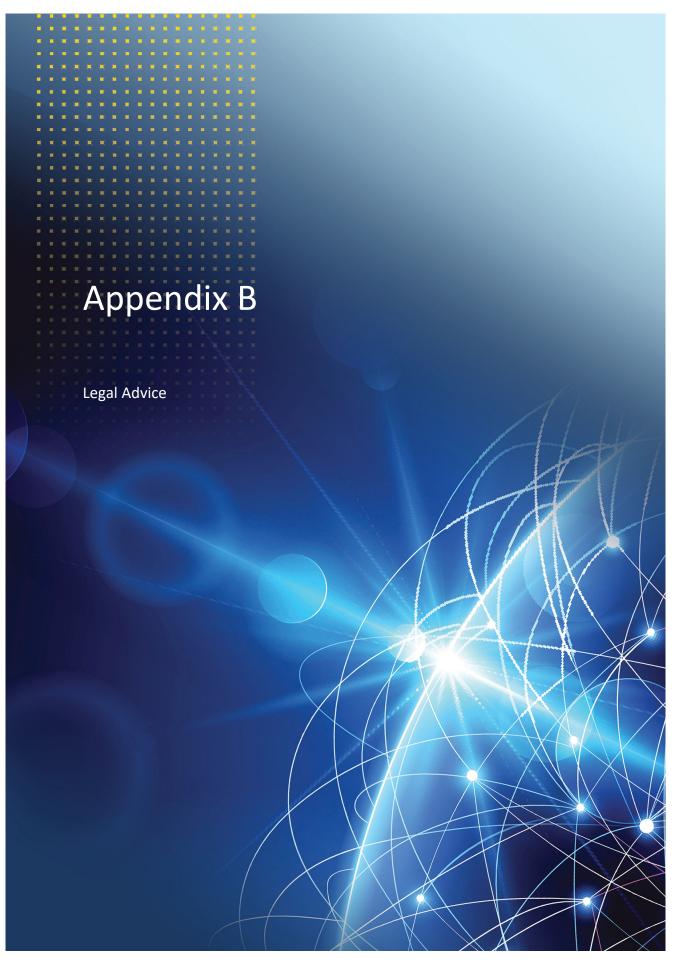
All three water utilities returned losses for 2019–20. TasWater had the highest proportion of fixed service charges as part of its income. This is understood to be cost reflective of TasWater's cost base and limits its exposure if water usage were to be low. The Central Coast Council's Water Supply Authority and Hunter Water may have some exposure to low usage risk if water charges were not cost reflective.

The Central Coast Council's Water Supply Authority has the highest property, plant and equipment value, and as a result, the highest proportion of depreciation and amortisation costs as part of its total expenses.

TasWater has the highest employee benefit expense of around \$95.3 million, compared to \$37.2 million and \$58.4 million for the Central Coast Council's Water Supply Authority and Hunter Water respectively.

Hunter Water has a significant higher level of borrowings (and borrowing costs) when compared to the value of its property, plant and equipment. The Central Coast Council's Water Supply Authority has the lowest level of debt compared to its asset base, which indicates the capacity to further leverage its assets and to secure more borrowings.







26 August 2021

Principal Writer Direct line Email Andrew Clark Andrew Clark +61 7 3160 2914 andrew.clark@talbotsayer.com.au

Central Coast Council c/- KBR

Email: Christopher.Hewitt@kbr.com and Matt.Bradbury@kbr.com

Dear Chris and Matt

Advice regarding Central Coast Council's water and sewerage operations

You have requested advice on certain issues relating to proposed changes to Central Coast Council's (**Council**) water and sewerage operations.

1. Background

- 1.1 We understand that:
 - (a) Council is looking to revise its current water and sewerage operations to create a more efficient and commercially viable solution for its local government area.
 - (b) There are five options proposed to achieve the above:
 - (i) optimisation (i.e. more efficient operations);
 - (ii) commercialisation (i.e. more profitable operations);
 - (iii) corporatisation (i.e. creation of a new entity);
 - (iv) sale of assets (i.e. divestment of existing water and sewerage assets); and/or
 - (v) joint venture (i.e. partner with an existing service provider).

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- (c) The current favoured approach is to undertake a staged implementation of options (i) to (iii) above (**Proposal**). Options (iv) and (v) are not desirous because of their perceived political consequences for the Council.
- (d) For completeness, we note that a similar proposal was considered previously and resulted in the *Central Coast Water Corporation Act 2006* (NSW) (**CCWC Act**).
- 1.2 We have been asked to advise on:
 - (a) whether a wholly or partly owned Council subsidiary would be included for reporting purposes in relation to the financial performance metrics imposed on Council (Performance Metrics);
 - (b) whether the *Central Coast Water Corporation Act 2006* (NSW) (**CCWC Act**) is, at a high-level, suitable for the Proposal; and
 - (c) a potential proposal from Water Utilities Australia (**WUA**) to provide funding in exchange for an interest in a new county council. This proposal is subject to WUA being provided with an income entitlement, bringing in its own employees and appointing their management team.

In particular, we have been asked to advise on:

- (i) how the holding structure of a county council works;
- (ii) whether it would be subject to the Performance Metrics; and
- (iii) whether it can provide WUA with an income entitlement.
- 1.3 In providing the below advice, we have not:
 - (a) provided an interpretation of the publications of the Australian Accounting Standards Board (**AASB**);
 - (b) considered any other legislation that the Council may require authorisation under for the Proposal except for the legislation referred to in this advice; or
 - (c) received any further information about the proposal from WUA.

2. Executive Summary

- 2.1 In our view, Council would be required to consolidate wholly-owned subsidiaries and "controlled entities" for the purposes of reporting on its Performance Metrics.
- 2.2 The CCWC Act, while it contains some redundant provisions, provides on balance a suitable structure to undertake the Proposal and contains the necessary and relevant provisions required for the proposed Central Coast Water Corporation (**Corporation**). Our view is that the Corporation, being a "controlled entity" of the Council, would still need to be consolidated in Council's reporting of its Performance Metrics.
- 2.3 A county council cannot be established with WUA as a joint venture participant. Council will likely be required to include the county council in its reporting of Performance Metrics where it retains control over the county council.



3. Implications for Performance Metrics

Local Government Act 1993 (NSW) (LGA)

- 3.1 The Performance Metrics are not explicitly stated in the LGA or the *Local Government (General) Regulations (2005)* (NSW) (**LGR**). However, the Performance Metrics are included in the Local Government Code of Accounting Practice and Financial Reporting (**Code**) which the Office of Local Government is empowered to create under the LGR.¹ The Performance Metrics will apply to the Council and to each of its subsidiaries or "controlled entities". The Code does not expressly define "controlled entities" but we have assumed this has a similar meaning as used in the Accounting Standards.
- 3.2 Our view is that where Council is required to include a subsidiary or controlled entity in its consolidated accounts, it would also be required to include such entity in a report on its Performance Metrics.

4. CCWC Act

Overview

- 4.1 The CCWC Act was enacted to facilitate the establishment of the Corporation as a water supply authority and to enable the previous councils, Gosford City Council and Wyong Shire Council (Former Councils), to transfer all of their water supply, sewerage and drainage functions to the Corporation.²
- 4.2 Section 2 of the CCWC Act required the Minister to make a proclamation before the CCWC Act could commence. On 23 February 2011, the Minister for Water made a proclamation appointing 25 February 2011 as the commencement date for all of the CCWC Act except for Schedule 7.2[1], [2] and [4] which relates to the designation of the Corporation as a water supply authority for the purpose of the *Water Management Act 2000* (NSW) (WMA).
- 4.3 Accordingly, we confirm that the CCWC Act has commenced. However, until Schedule 7.2 is enacted, the Corporation cannot perform the functions of a water supply authority under the WMA.
- 4.4 At a high-level, the CCWC Act:
 - (a) establishes the Corporation and imposes usual restrictions on the Corporation's powers;³
 - (b) sets out broad objectives for the Corporation in relation to its functions;⁴
 - (c) gives Council a veto right over the decisions of the Corporation;⁵
 - (d) provides for dividends to be paid to Council;⁶
 - (e) expressly states that Council does not guarantee the Corporation's obligations;⁷

¹ LGR s 201.

² Explanatory Memorandum, Central Coast Water Corporation Amendment Bill 2010 (NSW), p 1.

³ Central Coast Water Corporation Act 2006 (NSW) pt 2 div 1 and div 2 (CCWC Act). CCWC Act s 29-31.

⁴ CCWC Act s 5.

⁵ CCWC Act s 16.

⁶ CCWC Act s 19.

⁷ CCWC Act s 21.



- (f) allows for Council in its discretion to transfer any staff, assets, rights and liabilities to the Corporation except for land under the *Crown Land Management Act 2016* (NSW);⁸
- (g) designates the Corporation as a water supply authority under the WMA, which in turn gives it the rights and protections under the WMA such as entry powers and compulsory acquisition powers (not yet enacted);⁹ and
- (h) makes provision for existing licences and authorisations under certain legislation to be deemed held by the Corporation to the extent it relates to functions or assets transferred by Council.¹⁰
- 4.5 Based on the above, the advantages of using the CCWC Act for the Proposal are:
 - (a) it achieves the objective of corporatising the Council's water and sewerage operations;
 - (b) it provides Council with ultimate decision-making power over the Corporation and an ability to override decisions of the Corporation's board;
 - (c) Council has the ability to transfer staff, assets and liabilities to the Corporation without approval or oversight from any other authority;
 - (d) Council may receive dividends from the Corporation; and
 - (e) the Corporation is not required to otherwise comply with the LGA apart from in respect of its accounting records and the auditor-general. However, our view is that it would likely be a controlled entity for the purposes of the reporting obligations set out above.
- 4.6 The disadvantages of using the CCWC Act for the Proposal are:
 - (a) there is no automatic transfer of the operating licences under the WMA to the Corporation from Council and therefore new operating licences will need to be applied for;¹¹
 - (b) some provisions are no longer relevant, such as the shareholding provisions and references to the MoU and the Former Councils. However, we note these are largely inconsequential;
 - (c) some provisions are dependent on the commencement date which, while advantageous to Council, may have adverse political and reputational consequences if relied upon. For example, the CCWC Act provides that no redundancies may arise from the exercise or proposed exercise of the Corporation's functions previously held by the Council until after the third anniversary of the commencement date of section 4, being 25 February 2014.¹² Given this date has already passed, Council could technically rely on this provision to create redundancies, but this would likely harm Council's reputation; and
 - (d) there are references to legislation that has subsequently been repealed, such as the *State Water Corporation Act 2004* (NSW).
- 4.7 In our view, the CCWC Act, while it contains some irrelevant provisions, provides on balance a suitable structure to undertake the Proposal.

⁸ CCWC Act s 32.

⁹ Schedule 7.2

¹⁰ CCWC Act pt 3. CCWC Act sch 8, cl 4.

¹¹ section 33 CCWC

¹² CCWC Act sch 8, s 7(2).



4.8 If Council decides to proceed with using the CCWC Act for the Proposal, Council will need to obtain, at a minimum, a proclamation from the Minister for the commencement of Schedule 7.2 but would need to consider addressing the disadvantages above.

County council with WUA 5.

- 5.1 Council may make a proposal to the Minister for Local Government to establish a county council under the LGA.¹³ Typically, county councils are formed between two or more councils to provide a shared function to their local government areas. It does not appear that a non-council entity can form part of a county council. This is apparent from:
 - (a) the governing body of the county council comprising of only existing councillors of the relevant councils;14 and
 - (b) financial contributions only being allowed from the relevant councils.¹⁵
- 5.2 A county council is also subject to the LGA in the same way as it applies to the Council except for provisions relating to council areas, having a constitution, having a mayor, elections to office, frequency of meetings, joint organisations and levying rates.¹⁶
- 5.3 Even if Council were to form a county council, our view is that this would still be subject to the controlled entity test as described above.
- 5.4 Based on the above, we do not consider that a county council is a suitable holding structure available to Council and WUA in relation to WUA's proposal. We suggest that Council explore WUA's proposal further once more detail is obtained.

We would be happy to discuss any of the above at your convenience.

Yours sincerely,

Andrew Clark Principal

¹³ LGA s 383(1).

¹⁴ LGA s 390(1), 390(3) and 392(1).

¹⁵ LGA s 399. ¹⁶ LGA s 400.



7 September 2021

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Central Coast Council c/- KBR

Email: Christopher.Hewitt@kbr.com and Matt.Bradbury@kbr.com

Dear Chris and Matt

Advice regarding Central Coast Council's financing for water and sewerage services

You have requested further advice to our advice dated 26 August 2021 (**Previous Advice**) on certain issues relating to Central Coast Council's (**Council**) financing of its water and sewerage operations.

1. Background

- 1.1 We understand that Council:
 - (a) receives funds for water supply services and sewerage services separately;
 - (b) can only charge for water supply and sewerage services at a price determined by Independent Pricing and Regulatory Tribunal NSW;
 - (c) is of the view that the *Local Government Act 1993* (NSW) (**LGA**) requires it may only spend funds received for one service (i.e. water supply services) for that service and not for any other purpose (i.e. sewerage services); and
 - (d) currently has surplus funds for its sewerage services, while simultaneously having deficit funds for its water supply services (**Current Issue**).
- 1.2 We have been asked to advise on:
 - (a) whether the LGA or other relevant legislation or regulation requires that Council must only spend funds received for a specific service for that service; and

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- (b) if that is correct, can Council use the Central Coast Water Corporation (**Corporation**) or a joint venture with Water Utilities Australia (**WUA**) to resolve the Current Issue for business sustainability in the long term.
- 1.3 In providing the below advice, we have:
 - (a) assumed that the Council currently charges for water supply services and sewerage services as separate items, rather than combined charges; and
 - (b) only reviewed specific legislation directed by you including the LGA, *Local Government* (*General*) *Regulation 2005* (NSW) (**LGR**) and *Central Coast Water Corporation Act 2006* (NSW).

2. Executive Summary

- 2.1 Council must only apply monies received from special rates and charges towards the specific purposes for which they were levied.
- 2.2 However, the Current Issue may be able to be resolved in the short term by:
 - (a) issuing a dividend from the existing and any future surplus of the sewerage services which may be applied for any permitted purpose of Council; and/or
 - (b) levying future special rates and charges through an integrated pricing structure so that there is a combined purpose for collection and subsequent application.
- 2.3 The Current Issue would not necessarily be resolved by corporatisation or a joint venture. Our view is that utilising the Corporation would be more effective to resolve the Current Issue than the proposed joint venture with WUA.

3. Application of funds and short-term options

Local Government Act 1993 (NSW) (LGA)

- 3.1 We understand that Council levies special rates and charges for the supply of its water services and sewerage services separately in its local government area. As such, it is correct that monies received by Council from those special rates and charges must only be applied towards the specific purpose for which they were levied.¹
- 3.2 Notwithstanding the above, our view is that there are options open to Council outside of corporatisation that would resolve the Current Issue.
- 3.3 Our preliminary view is that Council could resolve the Current Issue in the short-term by:
 - (a) issuing a dividend from any surplus that is available with respect to the sewerage services; or
 - (b) levying future special rates and charges through an integrated pricing structure.

Short-term Option 1: Issue dividend from surplus of sewerage services

3.4 Section 409(5) of the LGA allows Council to issue dividends to itself from its water supply services and/or sewerage services in certain circumstances. If Council issues a dividend in this manner under

¹ LGA s 409.

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the LGA, then Council may apply that amount towards any purpose allowed for spending the money under the LGA or another law (i.e. water supply services).

- 3.5 To be eligible to issue a dividend, Council must comply with, and indicate in an open meeting that it has complied with, the Best-Practice Management of Water Supply and Sewerage Guidelines published by the Department of Water & Energy (**Guidelines**).² Under the Guidelines, Council may issue a dividend for tax-equivalents or an annual dividend from surplus if certain conditions are met. These require:
 - (a) obtaining an independent compliance audit report verifying that Council has demonstrated achievement of all the required outcomes for best practice criteria set out in the Guidelines;
 - (b) obtaining an independent financial audit report (conducted in accordance with Australian Accounting Standards and the requirements of the Ministers for Water Utilities and Local Government) that verifies the water supply and/or sewerage Special Purpose Financial Reports are a true and accurate reflection of the business and that the overhead reallocation charge to these businesses is a fair and reasonable cost;
 - (c) resolving in a council meeting open to the public that it has achieved the required outcome for each of the best practice criteria set out in the Guidelines; and
 - (d) submitting various documentation (including the above audit reports) to the Department of Water and Energy and notifying it of the intention to pay the dividend, and seeking its approval to the proposed dividend payment.
- 3.6 We have assumed that Council already makes payments of dividends for tax-equivalents as this is mandated under the Guidelines.
- 3.7 Accordingly, our view is that Council could seek to issue a dividend from any surplus of the sewerage services to resolve the Current Issue, subject to complying with the above. While it is not explicitly clear under the LGA or the Guidelines, as several of the required outcomes for best practice criteria relate to both water supply and sewerage, it will likely be necessary to satisfy all criteria for both services in order to pay a dividend.
- 3.8 If Council's services comply with the Guidelines, then Council may be entitled to issue a dividend which:
 - (a) must not exceed 50% of the surplus in any one year;
 - (b) must not exceed the number of sewerage assessments at 30 June multiple by \$30 less any dividend for tax-equivalents; and
 - (c) may only be paid so that the total dividend from surplus paid in each rolling 3 year period does not exceed the total surplus in the same period.
- 3.9 Upon receipt of a dividend from the surplus of the sewerage services, Council could then apply this to the deficit in the water supply services as this is permitted by the LGA.
- 3.10 To assess the viability of this option, Council would need to determine the maximum dividend that could be payable for the relevant period and whether that amount is material enough to warrant going through the required process. If so, this may allow the gradual transition of surplus funds from the sewerage business to the water supply business.

² LGA s 409(6) and 409(7); <u>https://www.industry.nsw.gov.au/water/water-utilities/best-practice-mgmt</u>.



Short-term Option 2: Implement integrated pricing structure

- 3.11 The Guidelines also contemplate the proposed introduction of integrated water pricing for water supply and sewerage services under the LGA. We understand that an integrated water pricing structure under the Guidelines would allow Council to charge a combined access charge (i.e. special rate) and a combined usage charge (i.e. special charge) for water supply and sewerage services.
- 3.12 Section 501 of the LGA allows for Council to make a single combined annual charge for water supply services and sewerage services. However, while section 502 of the LGA permits Council to make a charge for any of the services referred to in section 501, including water supply and sewerage services, by reference to actual use, it does not explicitly permit a combined usage charges for such services.³
- 3.13 If Council were to implement an integrated pricing structure for the annual charge only, then our view is that the monies received would have a combined purpose and therefore could be applied under the LGA for both purposes.
- 3.14 If Council were able to seek the introduction of the integrated water pricing provisions contemplated in the Guidelines, then the monies received would have a combined purpose and therefore:
 - (a) under the LGA, could be applied for both purposes;⁴ and
 - (b) under the Guidelines, may be transferred between the water supply and sewerage businesses in accordance with the relevant financial plan, subject to demonstrating, to the satisfaction of the Minister, that both the water supply and sewerage businesses will remain financially sustainable.⁵
- 3.15 We have contacted the Office of Local Government (**OLG**) on a no names basis to seek guidance on the ability of councils to implement integrated pricing structures. We have been directed by OLG to make a written request for advice which has a 28-day response period. Please advise if you would like us to make such a request to OLG or if Council would prefer to contact OLG directly to seek specific guidance on pursuing this option.
- 3.16 In relation to existing funds from the separate services, we suggest that the sewerage services continue to be funded by those specific funds (in accordance with the LGA) and the water supply services be funded through the new combined funds (as there are no remaining funds for this as a separate service).
- 3.17 Our view is that Council would still be entitled to issue itself dividends from surplus if it were to implement an integrated pricing structure, whether for the annual charges alone or if introduced as contemplated under the Guidelines.

4. Longer-term options

- 4.1 We understand that Council is considering two longer-term options for business sustainability of the water supply and sewerage services, being:
 - (a) corporatisation, such as the Central Coast Water Corporation addressed in our Previous Advice; and

³ LGA s 502.

⁴ LGA s 409(3)(a).

⁵ Guidelines p 38-39.



(b) a joint venture with Water Utilities Australia (**WUA**).

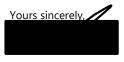
Long-term Option 1: Corporatisation

- 4.2 Whether corporatisation would resolve the Current Issue would ultimately depend upon the corporate structure used.
- 4.3 For example, if the Corporation was used, then we consider that:
 - (a) the Corporation would not be bound by the LGA with respect to the specific application of funds as the Corporation is only subject to certain provisions of the LGA which do not include these restrictions; and
 - (b) the Corporation would not be required to comply with the Guidelines and the LGA to issue a dividend, and instead, could issue a dividend under the relevant share dividend scheme.
- 4.4 In contrast, if a county council was used as the corporate structure, then our view is that Council would remain bound to only apply the funds for the specific purpose for which they were received.⁶

Long-term Option 2: Joint venture with WUA

- 4.5 We understand that WUA is now proposing to enter into a joint venture with Council to be facilitated through a company structure by which WUA will provide funding in exchange for shares in the joint venture company. WUA's amended proposal is subject to WUA being provided with an income entitlement, bringing in its own employees, appointing their own management team and having veto powers over Council as the other shareholder. It is proposed that the remaining shares in the joint venture company be held by Council through a county council.
- 4.6 Further to our Previous Advice, our view is that the use of a county council to merely hold this share in the joint venture company has limited practical utility. This is because the county council will still be subject to the majority of the LGA including the provisions relating to the Current Issue. As such, it may pose more of a reputational risk to Council to establish or purport to establish a 'shell' county council to enter into the joint venture with WUA than if it entered into the joint venture in its own capacity.
- 4.7 In relation to the joint venture itself, we note that Council (including the proposed county council) would be required to comply with the public-private partnership provisions under the LGA and guidelines, as well as obtaining Ministerial approval⁷ in order to properly facilitate WUA's proposal.

We would be happy to discuss any of the above at your convenience.



Andrew Clark Principal

⁶ LGA s 400 and s 409(3).

⁷ LGA s 358.



7 October 2021

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Central Coast Council c/- KBR

Email: Christopher.Hewitt@kbr.com and Matt.Bradbury@kbr.com

Dear Chris and Matt

Advice regarding further options for Central Coast Council's water and sewerage operations

You have requested further advice to our advices dated 26 August 2021 (**First Advice**) and 7 September 2021 (**Second Advice**) (together, **Previous Advices**) on further options relating to Central Coast Council's (**Council**) water and sewerage operations.

1. Background

- 1.1 Further to our Previous Advices, we understand that Council is of the view that:
 - (a) it can only charge for water supply and sewerage services at a price determined by the Independent Pricing and Regulatory Tribunal NSW (IPART) because of its status as a 'water supply authority' under the *Water Management Act 2000* (NSW) (WMA); and
 - (b) the *Local Government Act 1993* (NSW) (**LGA**) requires that it may only spend funds received for one service for that service and not for any other purpose.
- 1.2 We have been asked to provide a high-level overview of:
 - (a) the process of transitioning Council's water supply and sewerage services into the Central Coast Water Corporation (**Corporation**) from a financial perspective, including how:
 - Council incorporates the finances of the Corporation into Council's reporting moving forward including revenue, expenses and reserves;

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- (ii) existing internal loans from Council's general funds to the water supply and sewerage funds are treated; and
- (iii) funds already collected for water supply and sewerage purposes may be used by the Corporation following transfer;
- (b) the process to remove Council as a 'water supply authority' under the WMA including:
 - (i) the process to be removed from pricing regulation by IPART;
 - (ii) the implications of Council being removed from the WMA;
- (c) the process to seek amendments to the LGA such that Council could apply special rates or charges regulated by IPART for any purpose and confirm that this would in fact enable Council to do so; and
- (d) the mechanisms available to the State of New South Wales (**State**) to take over Council's water and sewerage assets.
- 1.3 In providing the below advice, we have:
 - (a) only reviewed Council's publicly available information in respect of Council's internal loans; and
 - (b) only reviewed specific legislation directed by you including the LGA, Local Government (General) Regulation 2005 (NSW) (LGR), Central Coast Water Corporation Act 2006 (NSW) (CCWC Act), WMA, Water Management (General) Regulation 2018 (NSW) (WMR) and the Independent Pricing and Regulatory Tribunal Act 1992 (NSW) (IPART Act).

2. Executive Summary

- 2.1 The presentation of Council's consolidated financial statements with the Corporation will be dictated by the accounting policies adopted by both entities, any relevant accounting standards and the decisions of Council's auditors.
- 2.2 Any funds collected by Council for water supply and sewerage purposes prior to transitioning the services to the Corporation would need to be maintained separately and only spent for those respective purposes upon transfer of those funds to the Corporation.
- 2.3 While not currently permitted under the LGA, Council could seek the approval of the Minister for Local Government to loan funds to the Corporation to effectively 'transfer' the existing internal loans to the Corporation.
- 2.4 IPART has standing reference to regulate water supply and sewerage services provided under either the WMA or the LGA. In addition, IPART may regulate other entities outside its general standing appointments if so determined by the IPART Minister. As such, there is no clear pathway for Council to cease to be subject to IPART regulation in circumstances where IPART wishes to regulate Council. In saying that, whilst IPART has broad powers to regulate such services, it also has broad discretion as to the level of oversight it exercises over regulated entities.
- 2.5 There is a possibility that Council could achieve its desired through amendment of the LGA. Council would have to prepare its submissions in this regard to take account of the items in paragraph 5.4. This process however could be significant and lengthy.



- 2.6 Council's powers with respect to water supply will be more controlled by the Minister for Water, Property and Housing (**Water Minister**) if it supplies water under the LGA. In saying that, Council will still have powers to enter, inspect and acquire land for the purposes of carrying out its functions.
- 2.7 There are various avenues available to the State to take over Council's water assets. However, we consider that the State would be unlikely to hastily exercise these, especially not without extensive consultation.

3. Financial transition to the Corporation

Reporting implications for Council

- 3.1 As canvassed in our First Advice, we understand that Council is required to prepare consolidated financial statements incorporating the results of any subsidiary or controlled entity under the Local Government Code of Accounting Practice and Financial Reporting (**Code**). This would extend to the Corporation.
- 3.2 Our view is that the reporting implications for Council in relation to preparing consolidated financial statements will ultimately be dictated by:
 - (a) accounting policies adopted by both Council and the Corporation;
 - (b) accounting standards relevant to consolidated financial reports; and
 - (c) decisions of Council's auditors.
- 3.3 If Council is concerned about the presentation of such consolidated financial statements, then we suggest that Council discusses its desired presentation with Council's auditors as there is nothing specific from a legal perspective dictating the same.

Treatment of existing internal loans to Council's water fund

- 3.4 As at 30 June 2020, we note that Council had three internal loans to the water fund. We understand that these internal loans have been provided under section 410 of the LGA. We have not been provided with any information relating to the terms of such internal loans.
- 3.5 Our view is that Council could achieve an effective 'transfer' of the existing internal loans to Council's water fund by:
 - (a) transferring Council's water assets to the Corporation for consideration at fair value agreed between the Corporation and Council (**Agreed Amount**);¹
 - (b) Council's general fund lending the Agreed Amount to the Corporation as unpaid consideration for the assets;
 - (c) the Corporation then paying that Agreed Amount to the Council's water fund; and
 - (d) Council's water fund applying that money towards full repayment of its loans from Council's general fund.

¹ CCWC Act s 32(8A).



- 3.6 In order to achieve the above, we note that Council will need to seek approval from the Minister by way of gazette notice for Council to invest in the Corporation in this way.² This is because Council's investment powers do not currently permit Council to invest in the Corporation, notwithstanding that Council has powers under the CCWC Act to transfer liabilities to the Corporation without approval of any minister.³
- 3.7 Notwithstanding the above, our view is that Council could contribute money or otherwise financially assist the Corporation with funds already collected for the purposes of water supply and sewerage as this would align with Council exercising its functions.⁴ This however would not apply to future funds collected by Council, as water supply and sewerage services would no longer form part of its functions (i.e. they would be transferred to the Corporation).⁵
- 3.8 For completeness, we note that neither the LGA nor the LGR contemplate modifications to internal loans in respect of corporatisation of a relevant internal fund.⁶ This is important because it would support Council's submission to the Minister in seeking approval for the investment in the Corporation.

Use of funds transferred to the Corporation

3.9 Our view is that section 409(3) of the LGA would continue to apply to any funds already collected by Council for the specific purpose of water supply and sewerage, even if such funds were transferred to the Corporation. However, we do not consider that such restrictions would apply to any funds subsequently collected by the Corporation for those services.

4. Removal from WMA

General

- 4.1 Council is currently considered a 'water supply authority' under the WMA. Our understanding is that an entity does not need to be a water supply authority under the WMA to supply water in New South Wales. However, an entity must still obtain an access licence and any necessary approvals under the WMA to supply water.⁷
- 4.2 The WMA expressly allows the Governor to add water supply authorities by proclamation to the WMA,⁸ as has been proposed for the Corporation.⁹ However, the WMA does not appear to contemplate removal of water supply authorities from the WMA. On that basis, we consider that the WMA would have to be amended to remove Gosford City Council and Wyong Council (now Council) as water supply authorities from Schedule 3 to achieve Council's desired outcome.
- 4.3 We note that such removal is already provided for in Schedule 7.2 of the CCWC Act which purports to amend the WMA. However, the proclamation of Schedule 7.2 would have limited practical utility to Council as IPART or the relevant minister could seek referral of the Council under the IPART Act at any time.¹⁰

4.4 At a high-level, the process to amend legislation in New South Wales includes:

² LGA s 625.

³ CCWC Act s 32(2)-(3).

⁴ LGA s 356(1) and 409(3). ⁵ CCWC Act s 5.

⁶ See LGA s 410 and LGR s 205 and 229.

⁷ WMA ch 3, pt 2 and pt 3.

WMA ch 3, pt 2 and p

⁸ WMA s 286(1)(c). ⁹ CCWC Act sch 7.2.

¹⁰ IPART Act s 3 and 11(2).



- (a) submission of a proposal to cabinet by a minister;
- (b) preparation of a draft bill by the parliamentary counsel on the minister's instruction;
- (c) issue of a notice of motion by the minister;
- (d) introduction of the bill by the minister;
- (e) debate of the bill, after which time a vote will be taken to determine whether the legislative assembly:
 - (i) does want to read the bill for a second time and move the bill to the third reading stage or make amendments; and
 - (ii) does not want to read the bill for a second time, then the bill will be defeated;
- (f) reading of the bill for a third time, and if passed, sending the bill to the legislative council for consideration. The legislative council's review may result in amendments to be debated between both houses of parliament;
- (g) once the bill is finalised between both houses, then the bill will be presented to the Governor for assent. The Governor's consent will be subject to it receiving satisfactory legal advice from the Attorney General; and
- (h) the relevant Act will come into force 28 days after assent or on a day appointed by proclamation.¹¹
- 4.5 For completeness, we note that the above process could be significant and time consuming. This however ultimately depend on the appetite of the parliament to make the requested amendment.

Removal from pricing regulation

- 4.6 If Council was removed as a water supply authority under the WMA, then we understand that it would provide water supply and sewerage services under the LGA instead. Our understanding is that IPART has standing reference to regulate:
 - (a) water supply authorities and county councils established for the supply of water. 'Water supply authority' is defined under the IPART Act as having the same meaning as the WMA;¹² and
 - (b) water supply and sewerage services respectively provided by a council established under the LGA.¹³
- 4.7 Therefore, our view is that being removed as a water supply authority under the WMA, and subsequently supplying water under the LGA, does not achieve Council's desire to be removed from the regulation of IPART. In saying that, we note that technically the Corporation would not be regulated by IPART until Schedule 7.2 of the CCWC Act is proclaimed. In any event, IPART could still regulate the Corporation if referred by the relevant minister at any time.¹⁴

¹¹ https://www.parliament.nsw.gov.au/la/proceduralpublications/Pages/Factsheet-6---Making-Laws.aspx.

¹² IPART Act sch 1.

¹³ Order under Government Pricing Tribunal Act 1992 (NSW) dated 14 July 1994 and contained in Gazette No. 99 of 29 July 1994. ¹⁴ IPART Act s 3 and 11(2).



4.8 For completeness, we note that IPART is not required to set maximum prices or methodologies as part of their regulation, but they may do so. As such, we consider that Council's submissions to IPART may better achieve the desired outcome as removal from IPART's regulation does not seem achievable in the circumstances.

Implications of removal from WMA

- 4.9 If Council is removed as a water supply authority from the WMA, Council will still be required to hold access licences and any necessary approvals under the WMA to supply water. On the assumption that Council currently holds local water utility access licences and approvals under the WMA,¹⁵ then our view is that Council will generally still qualify to hold such access licences and approvals as it will continue to be a local water utility for the purposes of the WMA.¹⁶ If however Council holds different access licences and approvals or the terms prohibit holding by a local council, then Council should consider whether it will still be eligible to hold these and/or if new access licences are required to be sought to ensure it is not in contravention of these.¹⁷
- 4.10 In comparison to the powers of a water supply authority under the WMA, Council will have less autonomy comparatively if it supplies water under the LGA, including:¹⁸
 - (a) having to seek approval from the Water Minister to construct works for water supply, sewerage and drainage purposes;¹⁹
 - (b) being charged with care and management of works constructed by the Water Minister without Council's consent;²⁰
 - (c) being vested with land for the purposes of any works by the Water Minister without Council's consent;²¹
 - (d) only being able to operate, repair, replace, maintain, remove, extend, expand, connect, disconnect, improve or do other things necessary or appropriate to any works owned by Council;²²
 - (e) not being able to demolish and remove structures interfering with works;²³
 - (f) not being able to construct or extend any water treatment works or provide sewage to be discharged, treated or supplied except in accordance with the approval of the Water Minister²⁴
 - (g) not being able to impose water restrictions;²⁵ and
 - (h) not being able to take action against persons interfering with water supplied by Council without Council's consent.²⁶

²³ WMA s 300(1).

¹⁵ WMA Dictionary. ¹⁶ WMA s 63(3)(a), 71M

¹⁷ WMA s 78.

¹⁸ LGA s 56(2).

¹⁹ LGA s 57.

²⁰ LGA s 58.

²¹ LGA s 59.

²² LGA s 59A(2).

²⁴ LGA s 60.

²⁵ WMR s 121

 $^{^{\}rm 26}$ WMR subdiv 1, div 3, pt 9 and subdiv 2, div 4, pt 9.



- 4.11 Notwithstanding the above, Council will still have powers to:
 - (a) enter and inspect land on notice to the landowner;²⁷ and
 - (b) acquire land under the Land Acquisition (Just Terms Compensation) Act 1991 (NSW) (LAA),²⁸

as water supply would form part of its functions.

5. Amendments to the LGA

- 5.1 We understand Council is considering seeking an amendment to section 409 of the LGA so that Council is not restricted from spending funds raised for water supply and/or sewerage services on other purposes where such funds are regulated by IPART.²⁹
- 5.2 At a high-level, an amendment to the LGA would require the same process as outlined in section 4.4. As set out above, this could be significant and time-consuming depending on Parliament's appetite to make such an amendment. In our view, a similar outcome may be able to be achieved through combined pricing or the issue of dividends as previously proposed in our Second Advice.
- 5.3 If such an amendment was made to the LGA, then we consider that Council would be able to spend funds raised for water supply and/or sewerage services without restriction, provided the actual wording of the relevant amendment allowed for this.
- 5.4 In considering this option, Council needs to take account of the following:
 - (a) all local councils providing water supply and sewerage services are already subject to oversight by IPART (whether (and to the extent) that power is actually exercised is a separate matter), as well as the restrictions in section 409 of the LGA; nor
 - (b) Council would need to demonstrate why it should be treated differently to other local councils who are subject to the same regulations.

6. Mechanisms available to the State to take over Council's assets

- 6.1 At a high-level, we note there are various avenues for the State to effectively take over Council's water supply assets. For example:
 - (a) the Governor may:
 - (i) amalgamate Council's area with another council area by proclamation,³⁰
 - (ii) vest the estate or interest in any land held by a water supply authority on which works are situated in a local council at any time by proclamation;³¹ or
 - (iii) approve the compulsory acquisition of land by an authority of the State.³²
 - (b) the Water Minister may:

²⁷ LGA ch 8, pt 2.

²⁸ LGA ch 8, pt 1.

²⁹ LGA s 409(3)(a). ³⁰ LGA ch 9, div 2A.

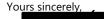
³¹ WMA s 318(4).

³² ALA s 19, 37 and 54.



- (i) appoint an administrator to exercise all the water supply function of Council with the concurrence of the Minister for Local Government,³³ or
- (ii) give a direction to Hunter Valley Water to take over Council's water assets on grounds of urgency, public health or public safety.³⁴
- 6.2 Notwithstanding the above powers, our view is that the State is unlikely to hastily exercise the same and would likely need to engage in a detailed consultation process prior to purporting to take over any of Council's assets, even if just from a political perspective, to justify any such decision.

We would be happy to discuss any of the above at your convenience.



Andrew Clark Principal

³³ LGA s 66(1).

³⁴ Hunter Water Act 1991 (NSW) s 64A.

Appendix C Summary of legislative framework for

Summary of legislative framework for IPART oversight of Central Coast Council

Appendix C– Summary of legislative framework for IPART oversight of Central Coast Council

- 1. This Appendix C provides further context to the discussion of legislative options in section 4.5 of the Structural Review of the Water and Sewer Business Report. This Appendix C should be read in conjunction with the Report and the legal advices at Appendix B.
- Section 11 of the Independent Pricing and Regulatory Tribunal Act 1992 (IPART Act) empowers IPART to regulate the management of government monopoly services by a government agency listed in Schedule 1 of the IPART Act. Central Coast Council is listed in Schedule 1. The relevant IPART powers in Section 11 are the conducting investigations and making determinations in relation to the pricing for a government monopoly service.
- 3. IPART also has power to regulate the Council under Section 12 of the IPART Act. Section 12 provides that the Minister may refer any government monopoly service to IPART, even if the relevant service or agency is not listed in Schedule 1 of the IPART Act. IPART's relevant powers under Section 12 include making pricing determinations and conduct reviews of any government monopoly service.
- 4. The water and sewerage services provided by the Council have been declared as government monopoly services by the State Government. There have been two declarations that captured the Council's services as government monopoly services.
- The first declaration was made by former NSW Premier John Fahey under the *Government Pricing Tribunal (Council Services) Order 1994* that water supply, sewerage and drainage services provided by a council are government monopoly services ("the Order 1"). Order 1 has been superseded and revoked.
- 6. The second declaration was made by former NSW Premier Bob Carr under the Independent Pricing and Regulatory Tribunal (Water; Sewerage and Drainage Services) Order 1997 that the water supply services, and sewerage services provided by Gosford City Council and Wyong Shire Council are government monopoly services ("the Order 2"). Order 2 revoked Order 1.
- 7. Accordingly, the Council are now captured by Order 2. This means that, at any time, the Minister can refer the council's water, sewerage and drainage services to IPART. As outlined in the advice, the practical effect of this is that, even if the council were to be removed from being a Water Supply Authority under the *Water Management Act 2000* (NSW) (WM Act), it will still be captured by Section 12 of the IPART Act.
- 8. The practical impact of this is that if the Council seeks to be removed from being a Water Supply Authority (or otherwise removed from certain oversight under the WM Act), for the purpose of avoiding regulatory oversight then it is our view that this would likely trigger a referral by the Minister under section 12 of the IPART Acct for ongoing oversight of the Council. This is the Minister's decision and so the Minister would need to be convinced that the council does not require oversight from IPART.
- 9. The process for the Council to entirely avoid IPART oversight, or the risk of referral by the Minister for IPART oversight, includes:
 - a. The Council being removed from being a Water Supply Authority under the WM Actt, or a legislative amendment to the WM Act to create a new type of entity that has all the necessary powers of a Water Supply Authority but is not subject to IPART oversight.
 - b. An order of the NSW Premier rescinding or amending Order 2 so that it either excludes the Council or terminates the order.

Both of these steps would be required. Each step would involve legislative amendment or an executive order. This would involve preparation, consultation, potential committee hearings and



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Appendix C – Summary of legislative framework for IPART oversight of Central Coast Council

approval by cabinet, the premier and/or parliament. The processes are outlined further in the Report.



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Council DA Reference #	Address	Category of development	Environmental planning instrument	Zoning of land	Development standard to be varied	Justification of variation		Concurring authority	Date DA determined	Determination Level
DA/54932/2018/C	LOT: 39 DP: 226932, 78, Riviera Ave, TERRIGAL, 2260	14: Other	GLEP 2014	*PR2, GR2, GLGPSO2A	4.4 Floor Space Ratio	The development is consistent with pre-existent bulk and scale in the area. The variation will have a negligible impact on the amenity of adjoining properties.	4%	Council	12/11/2021	Delegation
DA/60350/2020	LOT: 586 DP: 10570, 25, Warrah St, ETTALONG BEACH, 2257	4: Residential - New multi unit	GLEP 2014	*PR1, GR1, GLGPSO2B	4.1 Lot Size	The variation is minor and the proposed development complies with the height and FSR development standards of Clauses 4.3 and 4.4 of the Gosford LEP 2014. The variation has no significant additional impact on adjoining developments. The proposal complies with the objectives of the standard and the objectives of the R1 zone.	25.4 sqm or 3.4%	Council	10/11/2021	Delegation
DA/60482/2020	LOT: 17 DP: 12020, 222, Terrigal Dr, TERRIGAL, 2260	6: Residential - Other	GLEP 2014	*PR1, GR1, GLGPSO2B		The proposal is consistent with the objectives of the R1 General Residential zone and the objectives of Clause 4.3(2) Height of Buildings and Clause 4.4(2) Floor Space Ratio of Gosford Local Environmental Plan 2014. The proposal reflects the desired building envelope, the proposal seeks a minor variation in part to building height, which is recessed behind the front building presentation, and this is compensated for by the balance and the majority of the development which is below the allowed height, and the proposal is below the allowed height limit for the street presentation to Terrigal Drive as well as along the rear elevation. The minor increase in floor area does not materially impact on the appearance of the development or its relationship with or transition to existing and future development in the area.	9.88%	Council	17/12/2021	Delegation
DA/61600/2021	LOT: 145 DP: 1248796, 4, 42, Reeves St, NARARA, 2250	2: Residential - Single new dwelling	GLEP 2014	*PR2, GR2	4.3 Height of Building	Slope of land and building design.	8.1%	Council	12/11/2021	Delegation
DA/61752/2021	LOT: 943 DP: 30925, 122, Oceano St, COPACABANA, 2251	1: Residential - Alterations & additions	GLEP 2014	*PR2, GR2, GLGPSO2A	4.3 Height of Building	Steep slope of land and minimal extent of variation over a small area of building.	10%	Council	26/11/2021	Delegation
DA/60482/2020	LOT: 17 DP: 12020, 222, Terrigal Dr, TERRIGAL, 2260	6: Residential - Other	GLEP 2014	*PR1, GR1, GLGPSO2B	4.4 Floor Space Ratio	The proposal is consistent with the objectives of the R1 General Residential zone and the objectives of Clause 4.3(2) Height of Buildings and Clause 4.4(2) Floor Space Ratio of Gosford Local Environmental Plan 2014. The proposal reflects the desired building envelope, the proposal seeks a minor variation in part to building height, which is recessed behind the front building presentation, and this is compensated for by the balance and the majority of the development which is below the allowed height, and the proposal is below the allowed height limit for the street presentation to Terrigal Drive as well as along the rear elevation. The minor increase in floor area does not materially impact on theappearance of the development or its relationship with or transition to existing and future development in the area.	9.98%	Council	17/12/2021	Delegation
DA/62374/2021	LOT: 113 DP: 835761, 5, Johns Rd, KOOLEWONG, 2256	1: Residential - Alterations & additions	GLEP 2014	*PR2, GR2, GLGPSO9C	4.3 Height of Building	Small section of new roof is higher than 8.5m due to steep fall of land.	7.6%	Council	23/12/2021	Delegation
DA/62773/2021	LOT: 3 DP: 31736, 46, Barnhill Rd, TERRIGAL, 2260	1: Residential - Alterations & additions	GLEP 2014	*PR1, *PR2, GR1, GLGPSO2B	4.3 Height of Building	Slope of land means it would be difficult to meet standard and there will be no impact on amenity of neighbours and area is an existing building footprint and finished floor level.	32%	Council	14/12/2021	Delegation
DA/886/2021	LOT: 224 DP: 21163, 31, Waterview St, SHELLY BEACH,	2: Residential - Single new dwelling	WLEP 2013	R2, *PR2	4.4 Floor Space Ratio	Shape of allotment, reduced allotment size.	10%	Council	09/12/2021	Delegation
DA/972/2021	LOT: 20A DP: 18803, 18, Gladstan Ave, LONG JETTY, 2261		WLEP 2013	R2, *PR2	4.4 Floor Space Ratio	Lot size, compatibility with surrounding development.	8.8	Council	06/12/2021	Delegation
DA/61386/2021	LOT: 584 DP:10570, 21, Warrah St, ETTALONG BEACH, 2257		GLEP 2014	*PR1, GR1, GLGPSO2B	4.1 Lot Size	The site has sufficient area and dimensions to cater for the erection of multi dwelling development. This is evident in the assessment of the development in relation to the relevant heads of consideration, namely the Gosford LEP (Height & FSR) and DCP. The proposed villas would be consistent with the development density, scale and style of residential development within the medium density zone, surrounding streets and within the street as discussed within the SEE. The proposed medium density residential development would be consistent with the existing and desired character for the Woy Woy/Umina Peninsula locale as discussed within the SEE. The proposal is consistent with the evolving character of the medium density area as discussed within section 5.5.1 within the SEE. The proposed justification for the variation is considered reasonable and able to be supported.	3.4%	Council	05/11/2021	Delegation
DA/62923/2021	LOT: 4 DP: 1244749, 107, Chamberlain Rd, WYOMING, 2250	2: Residential - Single new dwelling	GLEP 2014	*PR2, GR2	4.3 Height of Building	The site is located on the low side of the street and slopes to the rear. The design of the new proposed dwelling has architectural merit and the size, scale and bulk is not unreasonable. The building height requirement of 8.5m is exceeded by 6%. This is not considered to have a significant impact on the surrounding built environment or the amenity of adjoining premises.	6%	Council	20/10/2021	Delegation

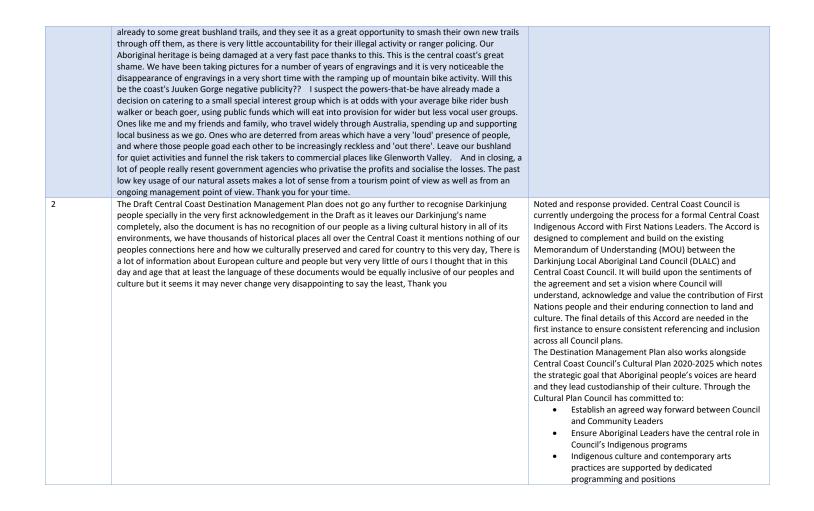
Council DA Reference #	Address	Category of development	Environmental planning instrument	Zoning of land	Development standard to be varied	Justification of variation		Concurring authority	Date DA determined	Determination Level
DA/1270/2021	LOT: 11 DP: 512107, 40, Budgewoi Rd, NORAVILLE, 2263	2: Residential - Single new dwelling	WLEP 2013	R2, *PR2	4.3 Height of Building	Slope of land, consistency with adjoining development.	8.8%	Council	04/11/2021	Delegation
DA/1401/2021	LOT: 99 DP: 26104, 98, Budgewoi Rd, NORAVILLE, 2263	2: Residential - Single new dwelling	WLEP 2013	R2, SP2, *PR2, *PSP2	4.3 Height of Building	Site flooding constraint meaning floor levels need to be raised, consistency with existing development.	4.3%	Council	16/11/2021	Delegation
DA/60739/2021	LOT: 1 DP: 1229287, 67, North Avoca Pde, NORTH, 2260	2: Residential - Single new dwelling	GLEP 2014	*PR2, GR2	4.3 Height of Building	Minor extent of variation of a sloping site.	4.7	Council	14/10/2021	Delegation
DA/60907/2021	LOT: 156 DP: 16577, 44, North Scenic Rd, FORRESTERS BEACH, 2260	2: Residential - Single new dwelling	GLEP 2014	*PR2, GR2, GLGPSO2A	4.3 Height of Building	The slope of the land means it would be difficult to meet the standard and there will be no impact of amenity of neighbours.	10%	Council	08/12/2021	Delegation
DA/62381/2021	LOT: 36 DP: 5562, 86, Daley Ave, DALEYS POINT, 2257	2: Residential - Single new dwelling	GLEP 2014	*PR2, GR2, GLGPSO9C	4.3 Height of Building	The peculiarities of the allotments topography, specifically the slope and its location, provide difficulties to achieve compliance with the standard. The same topography and location also limits any neighbour impacts from the proposed minor variation.	10%	Council	15/11/2021	Delegation
DA/62709/2021	LOT: 22 DP: 248806, 95, Riviera Ave, TERRIGAL, 2260	2: Residential - Single new dwelling	GLEP 2014	*PR2, GR2, GLGPSO2A	4.3 Height of Building	The slope of land means it would be difficult to meet standard and there will be no impact on amenity of neighbours.	9%	Council	19/11/2021	Delegation

Variations to Development Standards - October to December 2021 Period Development Standard Variations Central Coast Council - 1 October - 30 December 2021

Attachment 1: Public Exhibition Submissions received on Central Coast Destination Management Plan 2022-2025

Table A: Submissions made via Your Voice Our Coast online platform or received via Content Manager

	Detail of submission	Response
number 1	Thank you for the opportunity to have a say. As a long time central coast resident who enjoys showing visitors to the most beautiful aspects of the coast, I feel like average locals like me should have a say in your plans as well as the cashed up businesses and organisations who will lobby for their own ends. My experience of what friends, family and visitors will spend their money on to support existing local business, and what they won't, and what will lure them to a repeat experience I feel is important. Our National Parks and COSS lands are #1, with fantastic coastal scenery and wildflowers and open spaces, and the most extraordinary Aboriginal heritage. There are many great cafes and restaurants in close proximity which get very good patronage before and after our experiences, as well as local boutique and art shops. I have noted with dismay that in the last 5 years or so our walking experiences are being spoilt by aggressive and thrill seeking mountain bike riders, and I also note that there are plans to incorporate mountain bike trails into Central Coast destinations. I do hope that these will be carefully considered as to their placing and impact, their intent, as well as to the costs of their future upkeep and policing. I saw one mountain bike park at Dungog on the TV the other night, and it was not in bushland but in more open areas, but still with the appeal to the thrill seekers. I do hope any mountain bike trail for faster paced riding will be sited in a more enclosed area like the old Kincumber tip, rather thin open slather through National Parks and COSS lands, where it can be better policed and controlled, rather like Bare Creek in Sydney. Though I did read with dismay that the mountain bike community who have control of Bare Creek urge riders to use National Parks to ride in when wet weather will damage their areal?! Not very responsible group, in spite of what they say. One other issue I have with attracting mountain bike riders is that they rarely come for a money spending tourist experience,	Noted and response provided. The Central Coast Destination Management Plan takes into consideration and works alongside the Central Coast Council's Mountain Bike Feasibility Study. Council is tasked with managing over 6000 hectares of natural reserves and prioritises management efforts where there is greatest need. Council actively seeks to protect and preserve sensitive parts of our environment and enhance biodiversity. Council's Marketing and Tourism Team is working closely with Council's Environmental Management Team, responsible for the delivery of the Mountain Bike Feasibility Study, to ensure viable opportunities around mountain biking are realised for the Central Coast in a sustainable and positive way. Mountain bike riding is currently permitted on designated fire and management trails in some of our natural reserves, however a number of unauthorised tracks have also been constructed that have the potential to have a negative impact on the environment, and at times aboriginal heritage sites. Unauthorised bilds that cause harm to the environment, heritage sites, threatened species or are a risk to the public are removed and the land remediated in order of priority. Council Rangers also patrol our reserves to monitor areas of concern and encourage the community to ride in a safe manner. If any member of the community would like to report an unauthorised bike jump or track, you can do this any time via Council's Online Customer Service Centre. Click the 'Report an issue' icon on centralcoast.nsw.gov.au



		by:
		 Establishing arts and cultural priorities and protocols between Council and key Aboriginal organisations
		 Establishing a communications process in agreement with Elders and key Aboriginal arts leaders to inform Council's Aboriginal cultural
		 projects within this region Supporting the local growth potential of Aboriginal Arts and Cultural Tourism with dividual tables when the states of the states o
		dedicated roles such as Aboriginal Creative Producer and Curator
		We have included a more prominent reference to Council's Cultural Plan in the Destination Management Plan.
3	Thank you for the opportunity to review and provide feedback against the Central Coast Destination Management Plan 2022-25 (the Plan).	Noted and response provided. Central Coast Council is currently undergoing the process for a formal Central Coast
	Darkinjung Local Aboriginal Land Council notes the level of technical information and expertise relating to the growth of tourism opportunities in the greater Central Coast region.	Indigenous Accord with First Nations Leaders. The Accord is designed to complement and build on the existing
	Our primary feedback relates to the lack of priority given to Aboriginal culture and history within the	Memorandum of Understanding (MOU) between the
	Central Coast, and Darkinjung within that.	Darkinjung Local Aboriginal Land Council (DLALC) and
	The word Indigenous is often referenced, at times with a small 'i'. Indigenous is a word used by governments to capture and categorise a variety of first nations peoples, including Torres Strait Islander	Central Coast Council. It will build upon the sentiments of the agreement and set a vision where Council will
	peoples in Australia. Recognising the growing cultural sovereignty across NSW and Australia, we ask that	understand, acknowledge and value the contribution of First
	this be referenced as 'Aboriginal' respecting our identity within the context of Aboriginal peoples of NSW	Nations people and their enduring connection to land and
	as referenced in the Aboriginal Land Rights Act 1983.	culture. The final details of this Accord are needed in the
	You may not be aware, Mount Yengo located close to the Central Coast is the central point for the creation story of many Aboriginal nations across NSW. Baiyami is the creator spirit who came down from	first instance to ensure consistent referencing and inclusion across all Council plans.
	the sky to the land, creating the rivers, mountains and forests. He then lived among the Aboriginal people	Council's Marketing and Tourism Team is currently working
	giving them and helping them embed lore, traditions, kinship, songs and cultures.	with Darkinjung Local Aboriginal Land Council to identify
	Mount Yengo is the place that Baiyami stepped off the earth and returned to the sky. This is the creation story for many Aboriginal nations, including the Darkinjung, Awabakal, Worimi,	tourism opportunities and manage tourism impacts around cultural sites, built heritage, culturally important landscapes,
	Wonnorua, Wiradjuri and the Kamilaroi (Gomeroi) peoples which cover a significant part of NSW. This	and land-use as part of the Central Coast's journey to
	creation story spans back to the dawn of time for Aboriginal people, recognising the traditional connection	achieve ECO Destination Certification.
	to Darkinjung country and those Aboriginal people who are now the custodians of ancient beliefs,	The Destination Management Plan notes arts, culture and
	landscapes, culture, sites and country.	heritage as an emerging product strength, specially that
	The impact of Aboriginal culture through this creation story, and the enduring connection and revitalisation of cultural activities is not broadly promoted within the document. This diminishes	there is an opportunity to support Traditional Owners to develop new Indigenous cultural tourism products and
	opportunities to build unique cultural tourism experiences, leveraging and helping to preserve the world's	experiences in the region. The plan notes that the Central
	oldest living cultures.	Coast has one of the greatest number of significant
		Aboriginal heritage sites of any Local Government Area in

Attachment 1

2.9

The Australian Government Department of Foreign Affairs and Trade recognises this as a growing market place, noting that tourism more broadly accounts for 10 per cent of Australia's total exports. In 20191, the Department of Foreign Affairs and Trade identified that Aboriginal tourism continues to grow and increased by an average of nine (9) per cent per annum since 2013. Obviously this has slowed down since COVID, but 2018 saw a total of 9 million international tourists come to Australia with 963,000 of these participating in cultural tourism experiences. In 2017, a total of 47 per cent of these visitors saw an art, craft or cultural display, 29 per cent attended a dance or theatre performance, 27 percent visited a cultural centre, 25 per cent a gallery, and 21 per cent a site or community. In addition, 14 per cent purchased craft or souvenirs to take home. Darkinjung Local Aboriginal Land Council recognises that while there are 2,985 registered Aboriginal sites located within our land council boundaries, there are a significant number which have not been identified or recorded. Within these are significant cultural sites that showcase the enduring connection that Aboriginal people have to Darkinjung country. by: The report provides sufficient analysis of tourists coming to the central coast, but fails to identify this as a growth area. Further, Aboriginal cultural tourism could provide a significant unique element of this and may become the central drawcard for tourism on the Central Coast much like Uluru is to Central Australia. However, in the section detailed Product, Experience and Events fails to identify the importance and value of Aboriginal cultural tourism as a primary product strength. It also fails to acknowledge the Five Lands Walk which is a growing cultural tourism experience, that we have been advised now attracts more than 20,000 people. This section also identifies Arts. Culture and Heritage as an emerging strength, but again fails to provide sufficient detail or focus on the benefits of Aboriginal cultural tourism within this. While opportunities identified include supporting the development of new Aboriginal products and experiences (again spelled with a lower case 'a'), the limited detail indicates that the full context and benefit to the broader Central Coast community is not yet recognised. Darkinjung Local Aboriginal Land Council is progressing a range of economic development opportunities and partnerships which will help to fund and realise opportunities to build and create spaces to preserve, grow and celebrate Aboriginal culture. This includes options for the development of a Darkiniung Aboriginal Cultural Centre, and other unique facilities such as possible Darkinjung Discovery Centre, and bespoke world class heritage accommodation coupled with ancient culture. The Central Coast's close proximity to Sydney, with both Australia's largest international passenger airport and sea port, could provide unique easy to access experiences that rival that of those found in the Northern Territory – Uluru, Kakadu, Nitmiluk Gorge, etc. These see thousands upon thousands of international and domestic tourists travel to experience the mixture of ecotourism and cultural tourism opportunities that only Aboriginal communities can provide.

This omission is most obvious when considering the significant increase in appetite for cultural tourism

experiences, both domestically and internationally.

Aboriginal sites located in the Central Coast are unique and spectacular, and exist within and as part of beautiful landscapes where the mountains meet the Hawksberry and Pacific Ocean.

Australia and commits Council to supporting capacity building and development of Indigenous heritage tourism. The Destination Management Plan also works alongside Central Coast Council's Cultural Plan 2020-2025 which notes the strategic goal that Aboriginal people's voices are heard and they lead custodianship of their culture. Through the Cultural Plan Council has committed to:

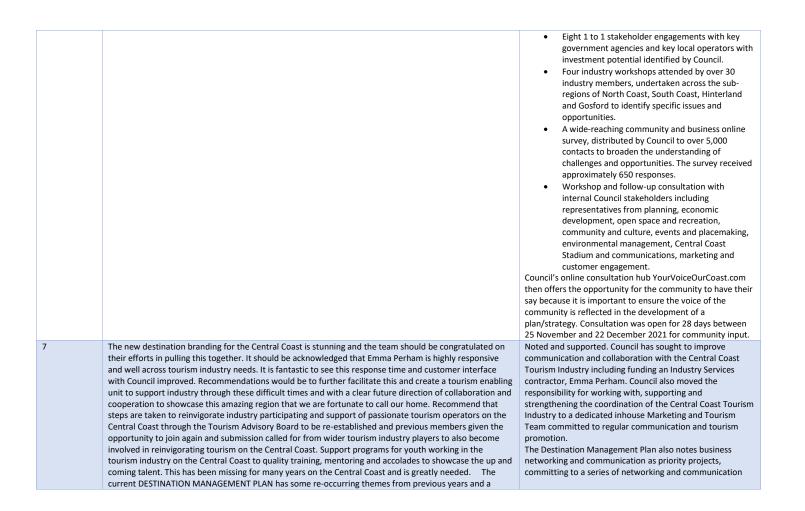
- Establish an agreed way forward between Council and Community Leaders
- Ensure Aboriginal Leaders have the central role in Council's Indigenous programs
- Indigenous culture and contemporary arts practices are supported by dedicated programming and positions

P. - 0.

- Establishing arts and cultural priorities and protocols between Council and key Aboriginal organisations
- Establishing a communications process in agreement with Elders and key Aboriginal arts leaders to inform Council's Aboriginal cultural projects within this region
- Supporting the local growth potential of Aboriginal Arts and Cultural Tourism with dedicated roles such as Aboriginal Creative Producer and Curator.

We have included a more prominent reference to Council's Cultural Plan in the Destination Management Plan.

	There are opportunities for the Central Coast Regional Council and NSW State Government to work in partnership with Darkinjung Local Aboriginal Land Council as the relevant cultural and legislative authority, to grow these for the benefit of the region. This includes showcasing Aboriginal culture through new opportunities that can build on traditional creation and dreaming stories to create the artifacts of the future. This should also be included in the other sections of Emerging Product Strengths, including Events and Festivals, and Venues and Facilities. Darkinjung Local Aboriginal Land Council is central to this story and legacy. While it is noted that	
	Darkinjung's current and future cultural tourism prospects are identified at some points in the document, we believe that this can be strengthened. The details identified in this submission, along with partnerships and support from the Central Coast Regional Council and NSW State Government, would help to respond to the overarching intent of Outcome 16 under the National Agreement on Closing the Gap – Aboriginal cultures and languages are strong, supported and flourishing. It will also help the Central Coast Regional Council and NSW Government deliver on the NSW Aboriginal Tourism Action Plan's vision:	
	 To continue to support the development and promotion of Aboriginal cultural tourism experiences, products and businesses leading to: A greater understanding of the richness of Aboriginal culture; and Economic and social benefits for Aboriginal people, both as operators and employees. Darkinjung Local Aboriginal Land Council welcomes any opportunity to work in partnership with the Central Coast Regional Council to further develop these elements, and I look forward to your consideration of these issues, and opportunities. 	
4	Fantastic to see the focus on building the Coast's 'Foodie' brand and specifically the support for initiatives such as the 'Meet the Maker Trail' program which will add to the depth of the regions' tourism offer, encourage collaboration across the food and tourism sectors and support the growth of local Food and Beverage producers and tourism operations! Kudos for an optimistic and forwarding thinking strategy.	Noted and supported.
5	Inclusion of agri-tourism and trail development to create a unique identity for the Central Coast and develop this as part of the overall destination promotion.	Noted and supported. This is included in the deliverables for the Destination Management Plan.
6	You guys are so generous by spruiking about how you have consulted with the community on this and many other proposals, yet I would like to know with whom and where the consultation took place. Community groups and stakeholders do not represent the entire Central Coast. Most have other motives for their input which are not to the benefit of all. Please let me know whom and when before I put forward my submission.	This Destination Management Plan is informed by independent research and analysis, as well as consultation with industry representatives, community groups, businesses, Council and Government stakeholders. It is important to engage the expertise of these groups in the first stages of developing a plan/strategy. The engagements were undertaken virtually via videoconferencing, across August and September 2021 due to COVID-19 restrictions. The Destination Management Plan was developed incorporating feedback generated from:



and beverage trails development on the Central Coast that creates an authentic connection for tourists to experience while they are in the region with the aim of developing a unique identity for the region that showcases current, emerging and future operators over the next 5 years and beyond. Fantastic to see support of indigenous programs for the region and recommend further support and mentoring of this to highlight the breadth of indigenous talent and indigenous sites on the Central Coast. Recommend further activation of the waterways programs as a key selling point for the region. Recommend increased way finding signage that is consistent from one end of the Coast to the other and assist tourism visitors in their navigation of the Central Coast to the breadth of tourism venues and or develop a program to assist operators work with Main Roads for reduced cost brown tourist signs that highlight townships, venues and trails. Recommend assistance from Council to work with properties that are located in "deferred zones" on the Central Coast to be able to operate under a set zoning structure. Advice from other LGA's is that Councils in their regions have been forthcoming in the assistance of supporting businesses in working with development applications that are in "deferred zones". Look at using bus routes to enable visitors to more easily move around the Central Coast - this however needs to be better than what is offered in Sydney and Newcastle where the links into aps are not end user focused to make utilising of the bus and transport systems show up in the forefront of their searches for the most convenient use of public transport. Other systems such as digitising routes with an end customer focus so they are aware through digital signage and aps of closest and best option public transport. With the development of larger businesses and industry establishing themselves on the Central Coast and given the Central Coast's close proximity to Sydney and Newcastle, coupled with increased accommodation providers of various star levels being based and being built on the Central Coast it is time to create a Conference and Meetings venue similar to those in many other regional large cities, that can be used for a variety of purposes eg attract larger conferences to the region, hold music and performing arts exhibitions etc. Lastly with such amazing scenery on the Central Coast to explore increased interlinked bikeways need to be further established. Aside from tourism increased interlink bike paths that enable school children to ride to and from schools and for recreation need to be created. As an example through the Holgate/ Matcham Valley/ Erina Heights to Terrigal/ Terrigal to Avoca/ Avoca to Bouddi etc etc. Thank you

progression of achieving goals has been made. Recommend increased support for agri-tourism and food events that allow businesses to interact with each other and beverage trails development on the Central Coast that creates an authentic connection for tourists to including:

- Quarterly tourism workshops to provide opportunity for industry input into Council activities
- Annual Central Coast Year in Review and Planning Session - Council present developments in last year, industry provides input into tourism planning for the next year

These activities work in place of the previous Tourism Advisory Board and allow more opportunity for tourism operators to connect with Council regularly for support and opportunities.

Council agrees with points made on staff and youth training and retention, agri-tourism, food and beverage trails, waterways and way finding signage which are all specifically addressed in the Destination Management Plan. Connecting Central Coast - Public Transport Advocacy Project has been identified as a priority project in the Destination Management Plan. The solution will require Government support and it will be important Central Coast Council advocate for delivery of the transport system. Council has committed to continue to support the connecting Central Coast public transport advocacy project being led by Transport for NSW.

The construction of two major hotels in Gosford, combined with the existing accommodation stock on the Central Coast provides the basis for accommodating the meetings, incentives, conferences and exhibitions market. There is opportunity to develop the Central Coast as a business events destination, leveraging the close proximity to Sydney to support a range of business event types including conferences, meetings and other corporate events. The Destination Management Plan commits to the development of a business events marketing and attraction action plan will allow Council and industry to attract new and additional events, and grow the region's offering.

The Destination Management Plan takes into consideration and works alongside the Central Coast Bike Plan 2019-2029 which identifies opportunity to extend or create additional

shared pathways. Council is committed to the delivery of shared pathway opportunities which will not only benefit locals with better connectivity but will also complement and provide access to identified eco and waterway tourism opportunities, and support opportunities for private bike hire operators. Feedback also passed on to Council's Environmental Planning Directorate responsible for Council's development assessment process for consideration. 8 More public and worker parking. Upgrading of local roadways. There is no parking for the arts centre, Noted and response provided. Feedback also passed on to people are parking on side streets and fighting over spots at performance times. Local businesses like Council's Economic Development and Property Team marshmallow co and Wyong cake palace if major parking ppl would walk and buy. Residence have no responsible for Council's parking strategy for consideration. parking areas on street or other. Fighting with workers for spots so elderly residence can be closer to The Destination Management Plan takes works alongside homes to park or their visitors or health workers. With new plans for development of villas and likely two Central Coast Council's Parking Study and Implementation vehicles in homes. It will become less availability. Yet come arts centre performances ppl will have to walk Plan and notes a lack of supporting infrastructure for events blocks with kids and elderly. People want to visit and spend up big in these areas, but struggle to park or as a strategic consideration. The Destination Management visit. The local park no toilet facilities. Wyong RSL Old one opp arts centre could be converted into a Plan commits Council to implement infrastructure in key massive public parking area for the arts centre, clubs, takeaway places as it is easy accessible to all the visitor nodes to monitor and investigate carparking usage main parts of Wyong. Including commuters that would stop at club or cafe on the way. If ppl can park they and the need for carparking expansion. will stay longer, buy and spend look around and buy more. Cafe opp park double win for adults and kids. Take a look at photo on performance and garbage night (where bins frequently get knocked over with garbage due to lack of parking) compared to when no performances or workers. The old closed down building could be used at Wyong RSL into a 2 story car park or one like train station. It would help workers, on performance nights for arts centre and local residence. And if no parking at markets at racecourse could park and walk as well from old Wyong RSL. It would be a great tourist hub for cafes, community centres, museums and really arty go of a place. We have moved here recently and have spent nothing but money buying local the entire time, that's for food, clothes, shopping, fuel, arts and entertainment and joined the local clubs. Friends commented on Wyong turning into the new Newtown. All now are keen to see the arts centre and the local businesses. But have been advised to catch the train due to parking, some have had to wait as train timetables still all over after covid. It's the place to be...but find us parking so everyone can see and spend freely!

9	 The Destination Management Plan discusses mountain biking as an opportunity. To ensure that the concept is viable the authorised trail network must appeal to mountain bikers. For this to occur the trails themselves must be: Comprised of technical singletrack (80% of trail network) Provide diversity of landscape and technical rating Be regional in scope Interlinked across the Central Coast (no isolated trails) Allow exploration and adventure (multi day visits) Have shuttle access where appropriate Primarily occur in bushland Take advantage of elevation gain and loss Able to host multiday events and back country rides Exit into existing tourism infrastructure The Dispersed trail network as presented by Central Coast Trail Alliance during the MTB feasibility study is ideal for cycle based tourism. The plan outlines how to build a destination experience for mountain bikers on the Central Coast through creating a series of trail networks linked by joining trails and underpinned by two Mountain Bike parks one at Ourimbah State Forest and the other in Kincumba Mountain. The trail network is designed to create a destination experience, allow exploration, multi day visits and to target large scale Mountain Bike events. The Trail network the ensures that end points are located at areas of established tourism infrastructure to maximise return to Central Coast businesses and to provide a 'complete experience'. 	Noted. The Central Coast Destination Management Plan takes into consideration Central Coast Council's Mountain Bike Feasibility Study. Council's Marketing and Tourism Team is working closely with Council's Environmental Management Team, responsible for the delivery of the Mountain Bike Feasibility Study, to ensure viable opportunities around mountain biking are realised for the Central Coast.
10	This feedback is provided by NSW National Parks & Wildlife Service (NPWS). The acknowledgement of NPWS as a key stakeholder and contributor to the consultation stage of the draft DMP development is appreciated. The NPWS local Central Coast Area office has reviewed the draft DMP and advise support of the themes to support nature-based tourism opportunities. The intent to promote visitor dispersal and off-peak visitation is consistent with NPWS. NPWS wish to draw attention to the following feedback: 1) in the draft DMP there is inconsistent naming of NSW National Parks & Wildlife Service, particularly in the Action Plan. Please correct for accuracy.	Reviewed and corrected all references to NSW National Parks & Wildlife Service (NPWS) for consistency. We have included reference the Somersby Falls visitor precinct upgrade in Brisbane Water National Park scheduled to commence in 2022.

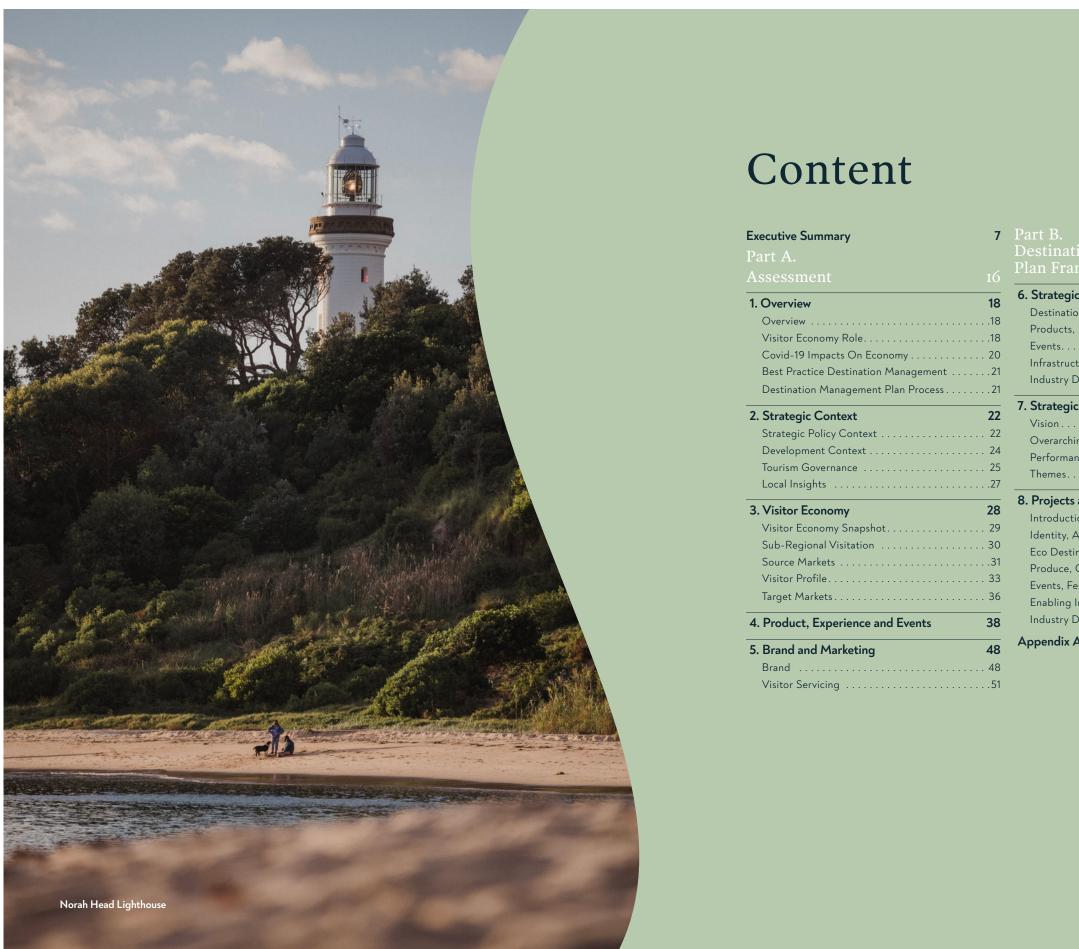
2) NPWS is pleased with the references to the investment in upgrading Bouddi Coast Walk in Bouddi
National Park. Additionally, Council may consider referencing the Somersby Falls visitor precinct upgrade
in Brisbane Water National Park scheduled to commence in 2022. This upgrade will enhance the visitor
experience and assist with visitor dispersal to the hinterland. Thank you for the opportunity to review
the draft DMP.

Attachment 2

Central Coast DMP_2022-2025

2022 - 2025 Central Coast Destination Management Plan

central**coast**



on Management

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of Country

We acknowledge the traditional owners of the land on which we live, work and explore.

We recognise the continual cultural and spiritual connection to this nation and pay our respects to Elders past, present and emerging.

Thank You

Central Coast Council acknowledges the contribution made by stakeholders who took part in the consultation for this plan including Destination NSW & DSSN, Darkinjung Aboriginal Land Council, NSW National Parks & Wildlife Service, Forestry Corporation of NSW, industry groups, local businesses and community members.

DMP	Destination Management Plan	PA
DNSW	Destination New South Wales	NVS
DSSN	Destination Sydney Surrounds North	TRA
IVS	International Visitor Survey	VIC
LGA	Local Government Area	

Daytrip Visitor	Those who travel for a round trip distance of at least 50 kilometres, are away from home for at least 4 hours, and who do not spend a night away from home as part of their travel. Same day travel as part of overnight travel is excluded.
International Visitor	A person is defined as an international visitor to Australia if they are currently a resident overseas, have been in Australia for less than one year and are aged 15 years or over.
Overnight Visitor	People aged 15 years and over who undertake an overnight trip of one night or more and at least 40 kilometres away from home are referred to as overnight visitors. Only those trips where the respondent is away from home for less than 12 months are in scope of the NVS.

Per Annum

National Visitor Survey

Tourism Research Australia

Visitor Information Centre

Administrator's Message

Like all of Australia, the Central Coast has taken a hit due to the COVID-19 pandemic however the region is also showing remarkable resilience and there is a strong understanding amongst our community and businesses that tourism will be key to helping the Central Coast economy recover and flourish.

Prior to COVID-19, the local tourism industry employed nearly 8,500 people and the Central Coast had 6.6 million visitors spending \$1.3 billion in our region. Despite COVID-19, 2021 data from Tourism Research Australia's National Visitor Survey showed that the Central Coast is ranked 25 out of 50 top destinations for overnight stays, and 13 for day trips. We've also seen some exciting new businesses pop up across the Coast and a number of established businesses have used the pandemic lockdowns to undertake makeovers and improve their service.

Tourism is a growing industry on the Central Coast and we need to support it while also protecting the place we love and call home.

The Central Coast Destination Management Plan is our roadmap to ensuring the long-term viability and sustainability of the region's visitor economy, including securing investment and grant funding to deliver targeted campaigns and initiatives.

This Plan outlines the community and Council's shared vision for the Central Coast as having a thriving, connected and supported tourism industry that provides compelling visitor experiences and positions the region as a premier sustainable tourism and lifestyle destination – and maps future actions to get there.

A deliverable of our last Destination Management Plan, we now have a refreshed approach to promoting the Central Coast as a destination through local stories, which received global recognition with the Central Coast named in the 2021 Top 100 Destination Sustainability Stories list competition, led by Green Destinations. A total of

from NSW.

The Central Coast is also on its way to becoming a certified Eco Destination through our Ecotourism Australia and WWF-Australia funded partnership, shoring up our recognition as a world-class destination for sustainable, nature-based tourism that will help attract an increasing number of visitors seeking sustainable travel experiences.

Our region also has a growing list of accolades, including winning 'Most Compelling Itinerary' in the NSW Top Tourism Town Awards 2021, and The Entrance named a Finalist in Wotif's Aussie Town of the Year Awards 2021.

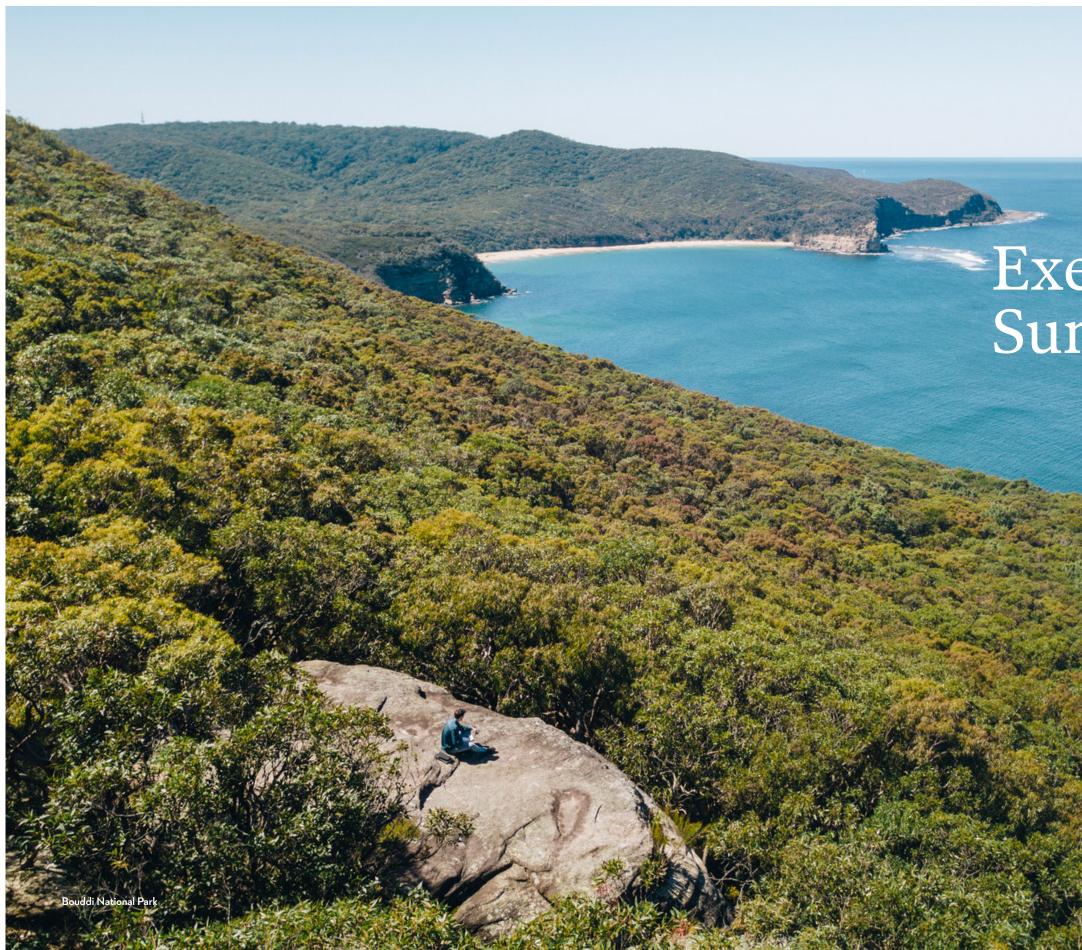


Rik Hart Central Coast Council

five Australian destinations were selected in the 2021 Top 100 List, the Central Coast proudly the only one

Tourism is an important pillar of the Central Coast economy, one which we are committed to supporting alongside industry and all levels of government, and I am pleased to share the Central Coast Destination Management Plan 2022-25 to the community.





Outcomes of Public Exhibition - Central Coast Destination Management Plan 2022-2025 Central Coast DMP_2022-2025

Executive Summary

Executive Summary

The Central Coast is a premier destination of New South Wales, home to an array of coastal, waterway and nature-based treasures, complemented by a breadth of arts, food and cultural experiences.

With a recently refreshed brand, strong appeal in the domestic market as well as emerging international market potential, the Central Coast has the opportunity to become a leading contemporary Australian visitor destination.

The Central Coast Destination Management Plan 2022-25 will guide the visitor economy, reflecting the aspirations and needs of the community, industry and Council.

This Project

Central Coast Council has engaged Urban Enterprise to prepare a Destination Management Plan (DMP) to guide development and growth of the visitor economy between 2022-2025.

The Destination Management Plan is a guiding document that establishes a shared vision and goals for the Central Coast visitor economy to ensure the long-term strength, success and sustainability of the Central Coast visitor economy.

This Plan is informed by independent research and analysis (see Appendix A for documents reviewed), as well as consultation with industry representatives, community groups, businesses, Council and Government stakeholders.

Executive Summary

The Region

The Central Coast is situated on the coastline of New South Wales, strategically located within 90 minutes of both Sydney and Newcastle, providing access to a market of almost 6 million people.

The Central Coast attracted 6.6 million visitors in 2019, the majority of which were daytrip visitors (70%).

north and west of Sydney.



Destination Sydney Surrounds North

The Experience

The Central Coast provides for the quintessential Australian holiday, but offers much more than a traditional beach holiday experience.

The primary appeal of the Central Coast largely relates to the region's water and nature-based assets, and associated recreation activities and attractions. The iconic coastlines and beaches, as well as the national and state parks throughout the region, shape the Central Coast as a leading tourism destination, capitalising on the region's natural beauty. It provides a high quality visitor experience and a sense of escape with close proximity to Sydney.

Areas for enhancement and further development include towns and amenity, accommodation, and transport and access.

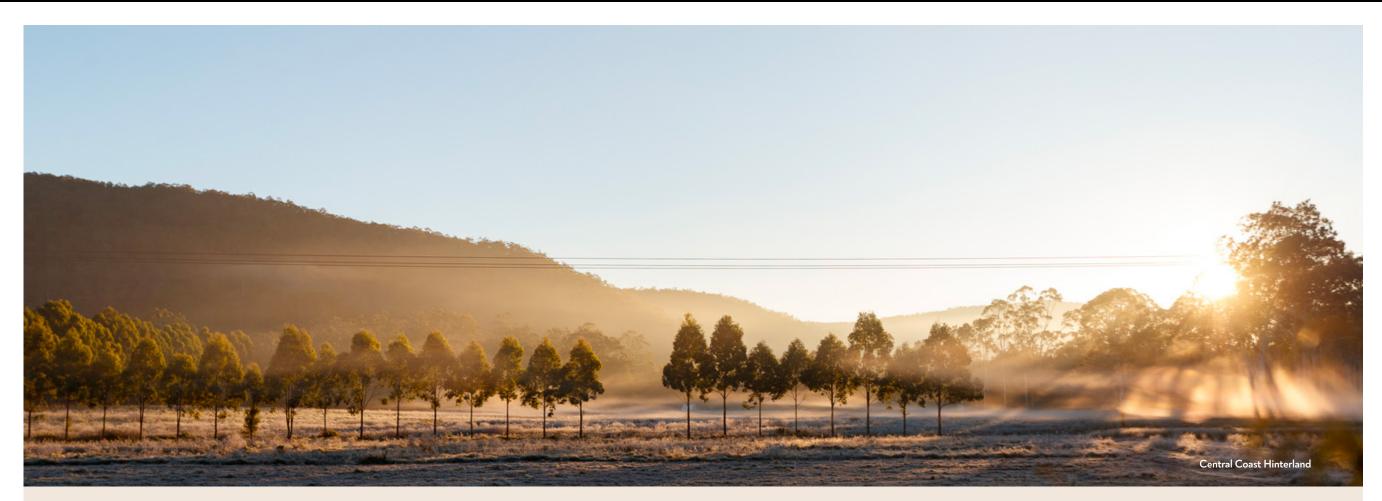
Outcomes of Public Exhibition - Central Coast Destination Management Plan 2022-2025 Central Coast DMP 2022-2025

The Central Coast is part of Destination Sydney Surrounds North (DSSN), one of the six Destination Networks established across the state by Destination New South Wales (DNSW). The DSSN destination network includes the local government areas to the

Emerging strengths of the Central Coast include food, beverage and farmgate, arts, culture and heritage, and events and festivals.

Majority of products and experiences are located within the South Coast and North Coast within the region. Gosford provides a regional city/urban experience with much potential for enhancement. The Hinterland region provides a rich rural and nature-based experience, however lacks visitor-ready products, experiences, amenity and infrastructure.

Central Coast Destination Management Plan 2022-2025



Strategic Considerations

A number of key considerations for the Central Coast visitor economy have emerged through the Destination Management Planning process. These have been summarised below.

Destination Brand and Positioning

Significant market opportunity for growth

Enhancement of the way the visitor understands Central Coast with consideration of the marketing hierarchy and promoting hero assets

Opportunity for wellness positioning

Build town narratives and promote unique selling propositions

Ensuring product is export ready

Night time economy activation

Enhancement of Gosford to a strong regional centre

Products, Experiences and attractions

Leveraging Eco Destination Certification	
Waterway activation	
Cycle tourism opportunities	
Building the "foodie" brand	
Oyster and pearl farming	
Indigenous tourism and cultural tours	
Arts and culture infrastructure	

Infrastructure and Accessibility

Strengthening awareness of Council role in tourism and communicating Council's activities to industry

Large-scale and experiential accommodation investment to meet current shortfall and future demand

Improvement to public transport connectivity

Outcomes of Public Exhibition - Central Coast Destination Management Plan 2022-2025 Central Coast DMP_2022-2025

Events

Lack of supporting infrastructure and indoor and outdoor venues for events, including attracting the MICE market

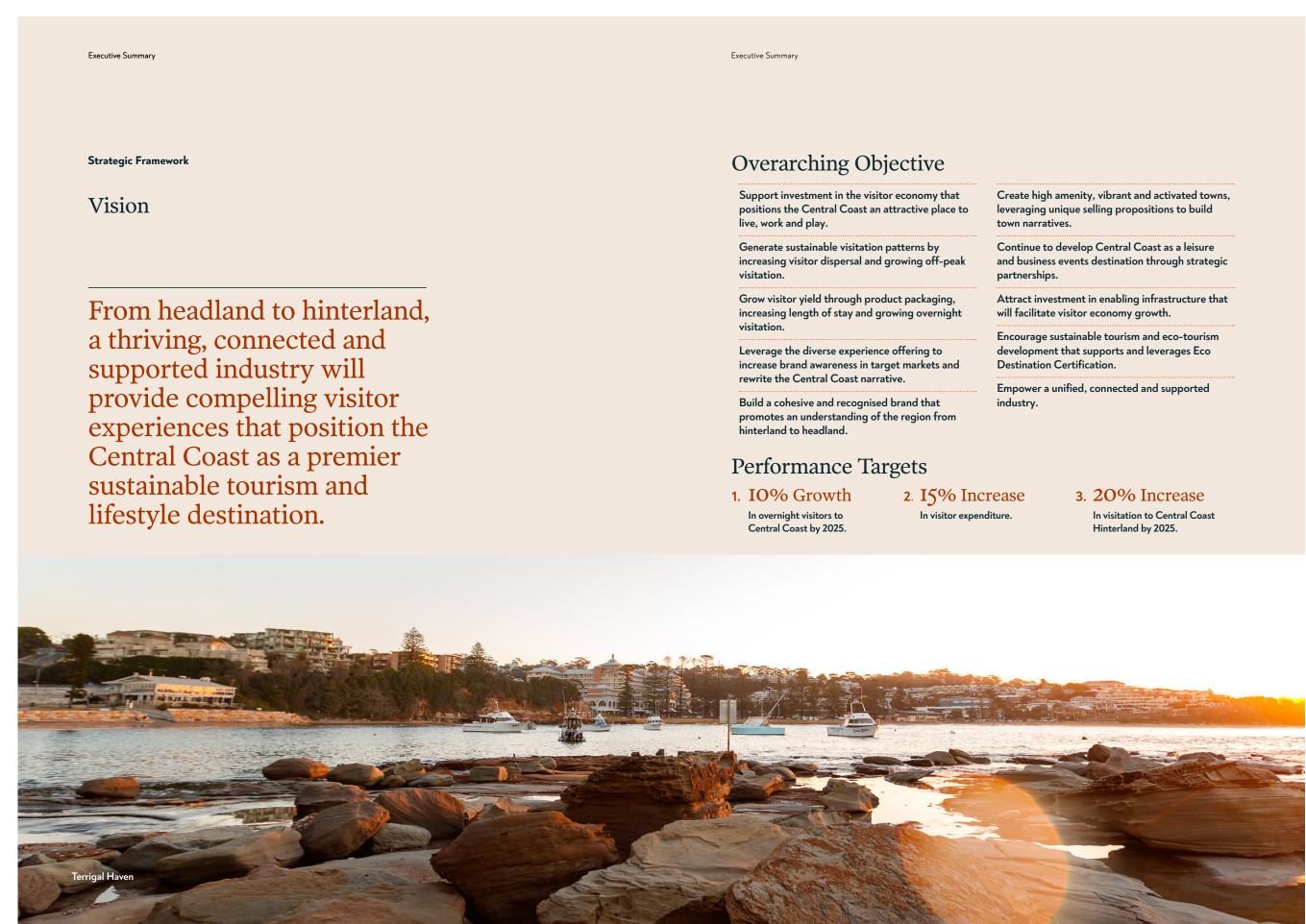
Opportunity to develop signature events

Utilising events to promote visitor dispersal

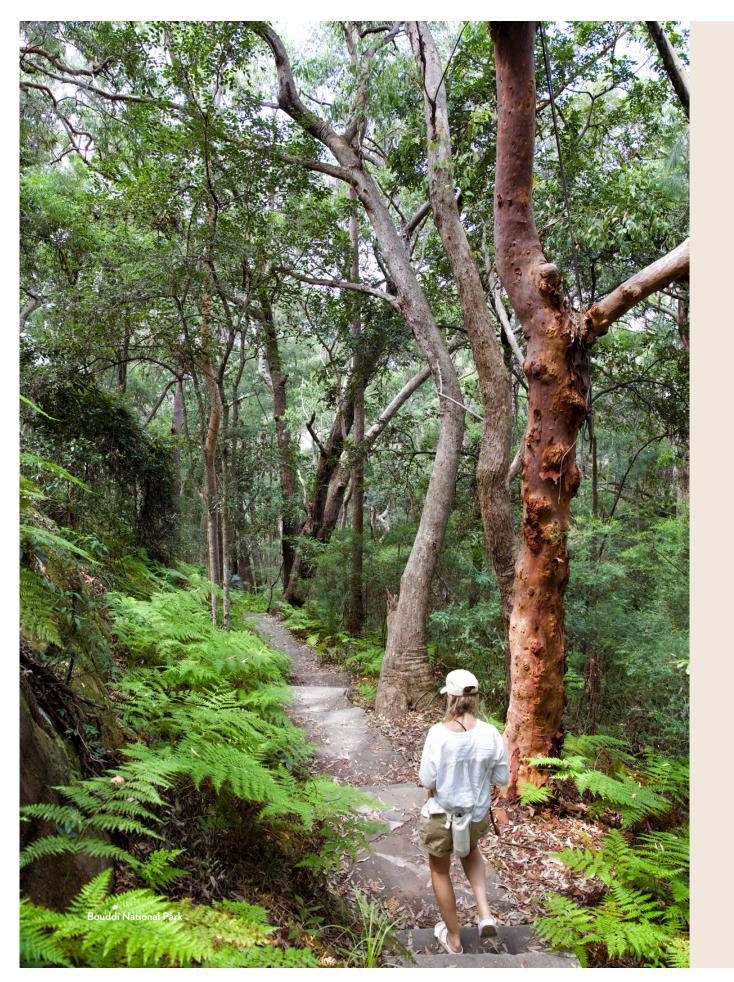
Growing sports events tourism

ndustry Development

Staff training and workforce development to improve service level and customer experience



Outcomes of Public Exhibition - Central Coast Destination Management Plan 2022-2025 Central Coast DMP_2022-2025



Executive Summary

Strategic Investment Themes and Transformative Projects

Key themes to guide future investment have been identified, in response to strategic considerations and objectives for tourism development on the Central Coast.

Transformative Projects aligned to each theme have in Section 8. been shown below. These are projects that will deliver

	Theme	Focus	Pri
1	ldentity, Awareness and Placemaking	Building a strong brand identity to ensure the Central Coast is recognised as a premium and compelling holiday destination. Creating rich and active places across the seasons, a vibrant night- time economy and a sense of place will rewrite the Central Coast narrative.	• C R • N • S • C
2	Eco Destination, Nature, Water and Trails	Celebrating the unique coastal and hinterland environment through product development and supporting infrastructure, facilities and services to create unparalleled and motivating nature- based and wellness experiences.	• W • D C • D • E St
3	Produce, Creators and Culture	Showcasing diverse local narratives and telling the stories of the Coast's makers and creators, the abundant natural produce, and the layers of culture and heritage.	• H R • C Pi
4	Events, Festivals and Conferencing	Delivering signature events aligned to the region's comparative strengths, utilising the regions natural assets to build a strong events brand and growing the business and conferencing events sector to develop a robust and sustainable year-round visitor economy.	• D • C • B A
5	Enabling Infrastructure	Developing strong foundations for visitor economy growth through infrastructure, transport connections, accommodation, accessible destinations and visitor services that support a thriving Central Coast.	• C Tr • Sy • A
6	Industry Development and Collaboration	Empowering and supporting industry development through engagement, collaboration, training and enhanced connection to create a resilient and visitor ready industry across the Central Coast.	• C • D • B

the greatest economic benefit for the region, and will support the positioning of the Central Coast as a leading New South Wales visitor destination.

Additional project opportunities have been identified

riority Projects

- Central Coast Township
- Revitalisation Project
- Night Time Activations and Enhancements Seasons of Central Coast Marketing
- Campaign
- Coast to Country Touring Itineraries
- Waterway Tourism Activation Strategy
- Darkinjung Waterway Tour and Overnight Camping Experience
- Develop a Signature Water Based Eco-Tourism' Experience/s that Strengthens Brand Identity
- linterland Agri-Tourism 'Visitor Ready' Program
- Oyster 'Food Brand' and Supporting Product Development
- Foodie Events Program
- Develop concept of Harvest Festival
- Central Coast Stadium Precinct Masterplan Business Events Marketing and Attraction Action Plan

Connecting Central Coast - Public Transport Advocacy Project

- Sydney to Gosford High Speed Ferry
- Accommodation Investment

Central Coast Tourism Excellence Program Development Approval Business Concierge Business Networking and Communication

Central Coast Destination Management Plan 2022-2025 15



Outcomes of Public Exhibition - Central Coast Destination Management Plan 2022-2025 Central Coast DMP_2022-2025

ΟΙ Overview

Overview

Central Coast Council (Council) has engaged Urban Enterprise to prepare a Destination Management Plan (DMP).

The Central Coast Destination Management Plan 2021-2025 is a key strategic document for Council to guide development and growth of the visitor economy over the next five years.

The aim of the project is to establish a shared vision and goals for the Central Coast visitor economy. The Destination Management Plan will be a guiding document that includes a range of strategies, actions and priority projects that will ensure the long-term strength, success and sustainability of the Central Coast visitor economy.

This Plan is informed by independent research and analysis, as well as consultation with industry representatives, community groups, businesses, Council and Government stakeholders.

| Visitor Economy Role

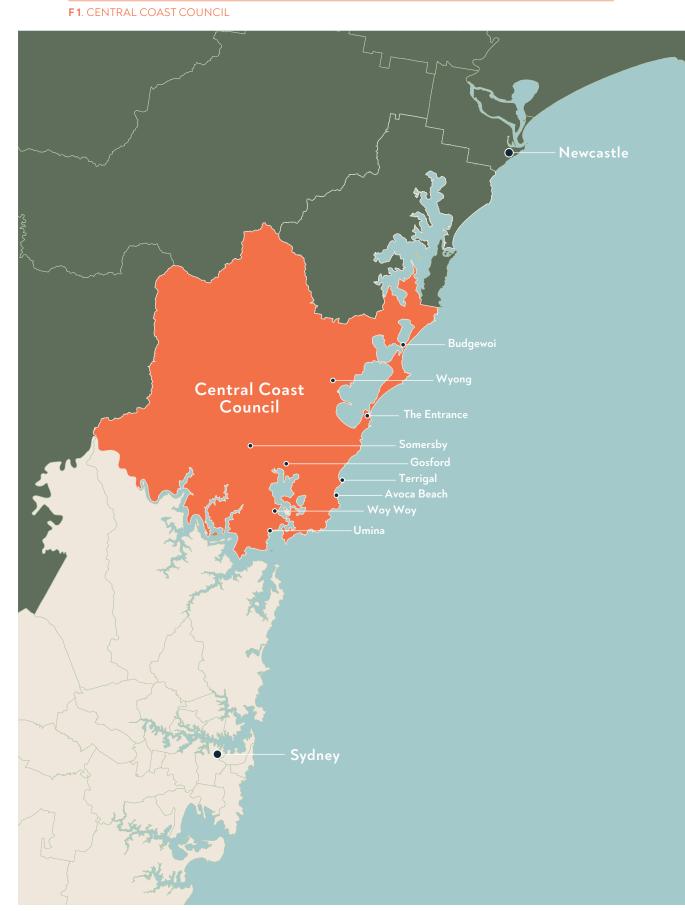
The Central Coast is situated on the coastline of New South Wales, strategically located within 90 minutes of both Sydney and Newcastle, providing access to a market of almost 6 million people.

Central Coast is a peri-urban LGA bordering the Northern Beaches to the south and Lake Macquarie to the North, with the Pacific Motorway dissecting the LGA. This provides convenient access to metropolitan Sydney, and disperses visitors into northern and western regional New South Wales via the Central Coast.

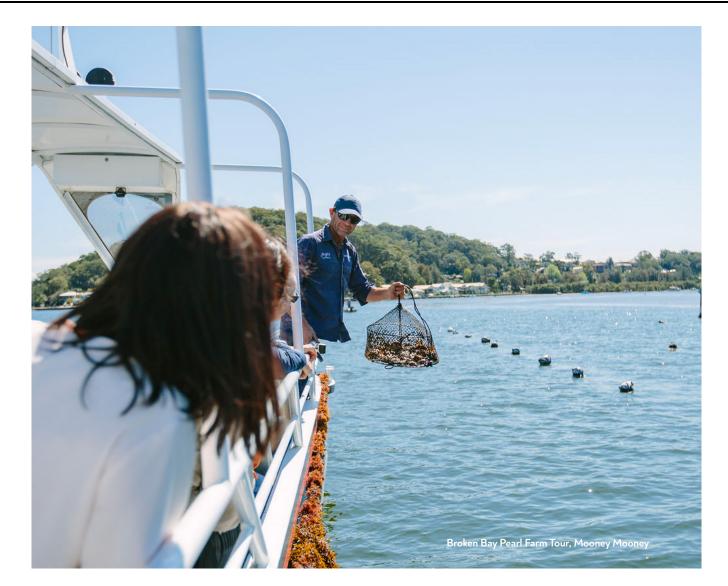
The Central Coast has a population of 328,000, expected to grow substantially to 417,500 by 2036.

The Central Coast is part of Destination Sydney Surrounds North (DSSN), one of the six Destination Networks established across the state by Destination New South Wales (DNSW). The DSSN destination network includes the local government areas to the north and west of Sydney.

The Central Coast is shown in Figure F1, in the context of the broader region.



Outcomes of Public Exhibition - Central Coast Destination Management Plan 2022-2025 Central Coast DMP_2022-2025



Covid-19 Impacts On Economy

The Central Coast visitor economy has been impacted by COVID-19 across 2020 and 2021.

The Central Coast economy is highly reliant on tourism, with 21% of jobs in the local economy attributed to accommodation and food services, retail trade and arts and recreation services. This does not include other sectors that support and service the tourism industry such as transport, professional services and cleaning services.

The Central Coast has experienced dual impacts as a result of its peri-urban location on the boundary of metropolitan Sydney. The Coast has suffered the strict metropolitan LGA restrictions at times, and other times has been treated as a regional NSW LGA, but lost its key source market of Greater Sydney.

Economy Id. provides economic modelling for COVID-19 job impacts, which included the following impacts on these sectors for the September 2020 quarter :

- Accommodation and Food Services (-3,788 local jobs)
- Retail Trade (-959 local jobs)
- Arts and Recreation Services (-832 local jobs)

This does not take into account the extended four month lockdown occurring between June to October 2021 in New South Wales, for which data is yet to be released.

Assessment

visitor growth.

Best Practice Destination Management

Destination Management Planning is based on the holistic consideration of a region's tourism industry, and the tourism industry's position in the regional economy. Destination Management Plans reflect the attributes of each destination, providing a blueprint for future investment in tourism including new experiences and attractions, and infrastructure requirements (roads, parks, technology) to support

Network (ARTN).

Destination Management Plan Process

The following process was undertaken to inform the development of the Destination Management Plan.

	Research, Discovery & Assessment	 Reviewed 20+ documents Research into target markets (TR) Product audits inventorying top a supporting products, events and
× × 888	Engagement	 Industry and community workshop Industry and community survey Council workshops (X3) Consultation with state governme and private operators
	Issues & Opportunities	 Identification of issues and oppor assessment, engagement, and pro
- <u>(</u>)-	Strategy	 Development of strategic framew objectives and identification of pr

20 Central Coast Destination Management Plan 2022-2025

The DMP for Central Coast will follow the Guide to Best Practice in Destination Management, as developed by the Australian Regional Tourism

Destination Management Plan Process

The following process was undertaken to inform the development of the Destination Management Plan.

RA, DNSW)

attractions, infrastructure

ops (x4)

ent agencies

rtunities based on roduct audits

work, including vision, riority projects

02 Strategic Context

Strategic Policy Context

Alignment to strategic policy and direction is critical to the success of the Central Coast DMP. Key documents reviewed are listed in Appendix A.

The NSW Visitor Economy Strategy 2030, the Statewide DMP (2019), and the DSSN DMP (2018 and 2022) are the key strategies guiding visitor economy development across the State.

These documents provide a range of findings and strategic directions relevant to development of the Central Coast visitor economy. These are summarised in adjacent Figure F2.

The NSW Visitor Economy Strategy outlines five strategic pillars, each with key areas of focus, set to achieve the NSW Government's vision to ensure the state becomes the premier visitor destination in the Asia Pacific. These five strategic pillars include:

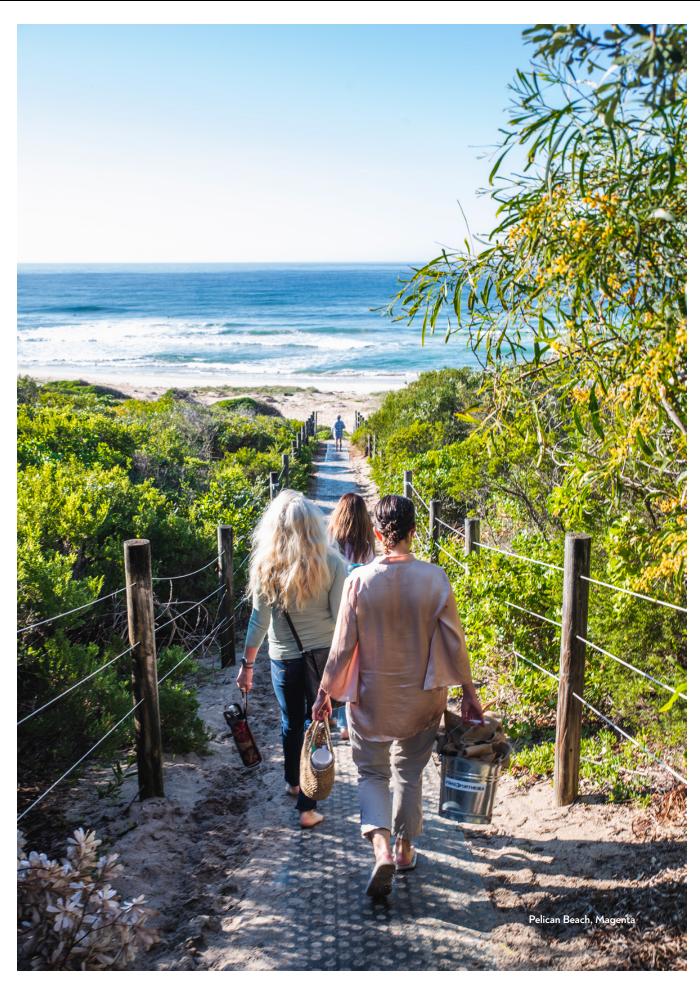
1. Road To Recovery	4. Facilitate growth		
2. Build the brand	5. Invest in world-class events		
 Showcase our strengths 			

The Statewide DMP identifies the Central Coast as one of 16 current hero destinations in NSW. Through consultation with DSSN, the following hero categories and experiences were identified within the Central Coast:

- Aquatic and coastal experiences;
- Nature and adventure experiences,
- Journeys and touring routes,
- Caravanning and Camping;
- Food and drink experiences;
- Business events; and
- Events and festivals.
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F2. KEY STATE AND REGIONAL PRIORITIES

Develop and promote Aboriginal cultural experiences	Market-ready and export-ready experiences
Become recognised amongst the world's leading food and wine destinations	Leverage domestic and international visitor demand for high-quality, authentic food and wine experiences
Keep pace with rapid expansion of geographic source markets within China	Attract and secure high value major events
Maximise yield and dispersal from the visitor economy	Position Sydney and NSW as world leading tourism and events destinations
Build industry capacity, capability, resilience and productivity	Target industry and business to grow conferencing and business events.



Outcomes of Public Exhibition - Central Coast Destination Management Plan 2022-2025 Central Coast DMP_2022-2025

Development Context

An overview of major projects and investments underway by the public sector have been provided below, in relation to NSW and the Central Coast.

Key relevant State infrastructure projects underway but not within the Central Coast include:

- Western Sydney Aerotropolis (due to be completed by 2026)
- Pacific Motorway M1
- Newcastle Airport Upgrade, attracting increased domestic flights and upgrade

These projects will support transport and access to the Central Coast and have an impact on future visitation potential.

Gosford City Centre Revitalisation

Major revitalisation of the Gosford CBD is underway, funded by the State Government and supported by the Hunter and Central Coast Development Corporation. Revitalisation of Gosford has been identified as a key priority of the Central Coast Regional Plan 2036.

Works completed to date include redevelopment or the Gosford waterfront precinct, infrastructure upgrades (water, sewer and electricity), redevelopment of the hospital precinct and redevelopment of the University of Newcastle site.

Planning and works at the university precinct are currently underway, the precinct will support over 7,000 students and provide opportunity for Gosford to develop as a university town. A university partner is yet to be announced. Key private sector activations that will contribute significantly to the visitor economy in Gosford include:

- St Hilliers Central Coast Quarter project, comprising 295 residential apartments across two towers, a 183-room hotel as well as commercial and retail space.
- Conexions, a \$115 million mixed-use development at Gosford Racecourse, which will feature a resortstyle hotel, residential apartments, entertainment and recreation facilities and public spaces

These projects will support growth in a range of visitor markets including business conferencing.

Warnervale Airport, Wyong

The Warnervale Airport provides a unique opportunity for the Central Coast in aviation, as the only provider of general aviation for the Sydney basin.

Key upgrades include widening the runway from 10 to 30 metres and upgrading taxiways and aprons to support charter flights, sky divers, joy flights, air shows, and performance flights.

Other Major Projects Planned for Central Coast

- → Mount Ettalong Reserve Viewing Platform
- ECO Destination Certification with Ecotourism Australia and WWF-Australia
- > Magenta Shared Pathway Project
- → Bouddi National Park Walk Upgrade
- → Somersby Falls Visitor Precinct Upgrade at Brisbane Water National Park
- → The Entrance Visitor Information Centre (VIC) Upgrade
- \rightarrow Umina Sports Precinct
- → Terrigal Lagoon Trail
- \rightarrow Other privately lead projects

Tourism Governance

Tourism on the Central Coast is led by a well-resourced Council team, with skills in a range of tourism areas including events, marketing, communications, product development and attractions.

Central Coast Council engages with state tourism organisations to undertake strategic planning, undertake cooperative marketing and build industry capacity. This includes Destination New South Wales (DNSW), the peak State Government body for tourism, as well as Destination Sydney Surrounds

North (DSSN), the destination network promoting

areas.

Council is responsible for tourism and infrastructure development, destination marketing and visitor information servicing.

Council engages with a range of informal and formal tourism organisations, and provided opportunities for industry networking prior to COVID-19 impacts. Council fund a contracted position for Tourism Industry Services, to ensure ongoing and effective communication between Council and industry.

T1. GOVERNANCE STAKEHOLDERS

Stakeholder	Overview	Responsibility
Destination New South Wales (DNSW)	DNSW is the lead State government funded agency for the NSW tourism and major events sectors, responsible for devising and implementing strategies to grow the State's visitor economy.	 → Marketing and → Events attraction → Deliver and addition
Destination Sydney Surrounds North (DSSN)	One of six Destination Networks encompassing 13 LGAs; Blue Mountains, Central Coast, Cessnock, Dungog, Hawkesbury, Lake Macquarie, Maitland, Muswellbrook, Newcastle, Penrith, Port Stephens, Singleton and Upper Hunter.	 → Develop and in → Advocacy → Business and ir (workshops, res
Central Coast Council	Council provides a range of tourism services including overseeing and delivery visitor information services, digital media and communication, major events attraction and support, marketing, industry development and investment.	 → Advocacy → Implement and → Marketing and marketing cam Destination NS → Events attraction → Infrastructure a → Industry engag → Industry develor → Collateral develor
Local Tourism Industry	There are a range of formal and informal tourism industry groups, committees and associations that Council engages with.	 → Advocacy → Industry netwo → Events develop → Local collateral → Visitor and cus

Central Coast Council and 13 other local government

nd promotion

- ction and promotion
- administer funding

d implement a regional DMP

d industry development resources etc)

and build destination brand

- nd promotion, including co-operative ampaigns with Local Tourism Industry and NSW
- ction and promotion
- e and asset maintenance
- pagement and networking
- elopment and capacity building
- evelopment

working

- lopment and operation
- ral development in partnership with Council
- ustomer experience



Local Insights

Stakeholder engagements were undertaken by Urban Enterprise to facilitate the development of the Central Coast Destination Management Plan. The engagements were undertaken virtually via videoconferencing, across August and September 2021, due to COVID-19 restrictions.

To gain an in-depth understanding of the region, Urban Enterprise conducted 1 to 1 stakeholder engagements, industry workshops, and a business and community survey. This included:

• Eight 1 to 1 stakeholder engagements with key government agencies and key local operators identified by council. Four industry workshops attended by over 30 industry members, undertaken across four sub-regions to identify specific issues and opportunities.

operators.

LOCAL INSIGHTS AND FINDINGS

Product, Experience and Events

- \rightarrow Low awareness of the diverse product offering.
- → Lack of icon, stand out products/ experiences.
- ightarrow Need to improve waterway activation (aside from beaches), including touring and cruising.
- \rightarrow Need for enhanced product packaging.
- → Low commercial accommodation supply and diversity.
- → Need to diversify food offerings (including cultural diversity) and improve quality and consistency.
- \rightarrow Activating night-time economy and providing a range of entertainment and activities.
- → Opportunity to build a 'foodie' brand for the Coast.
- \rightarrow Showcase local Indigenous heritage.

Enabling Infrastructure

→ Lack of accommodation to support overnight visitation and events growth.

\rightarrow Lack of public transport.

- → Need for additional parking provision, particularly in Gosford and South Coast towns.
- Challenge to meet growing infrastructure needs to support increased visitor demand.
- Poor wayfinding signage and visitor services (lack of physical guides, maps etc).
- ightarrow Need for township beautification streetscaping, activation of vacant buildings and reinvestment
- Need to address waterway health concerns.

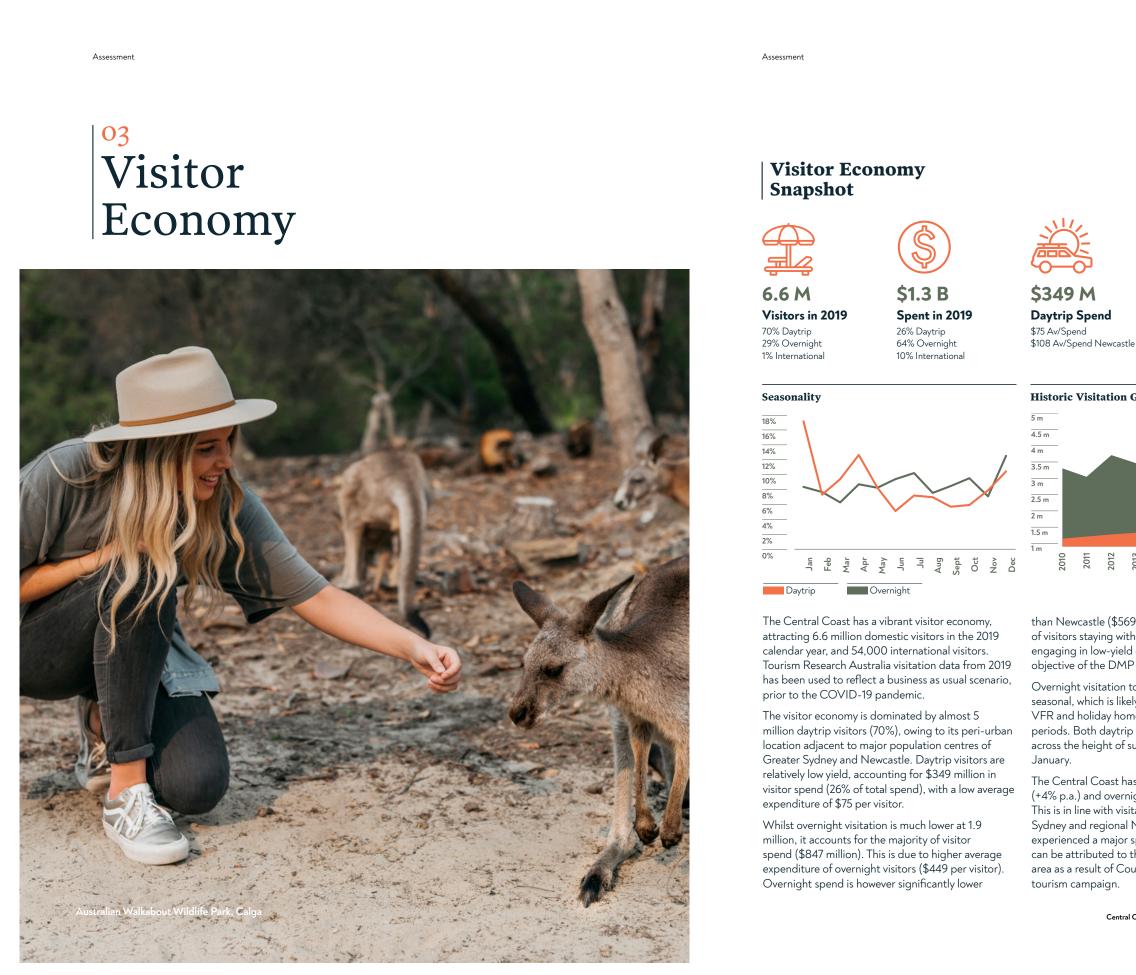
Markets and Marketing

- \rightarrow Lack of a clear identity and competitive messaging.
- → Lack of awareness or poor perceptions of the Central Coast
- ightarrow Need to develop itineraries that promote dispersal across the Central Coast, particularly into the hinterland.

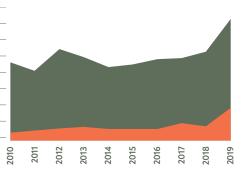
• A community and business survey, distributed by Council, to broaden the understanding of challenges and opportunities across the region. The survey received approximately 650 responses from members of the community and local

	→ Proximity to Sydney and Newcastle major opportunity.
	→ Western Sydney identified as a market opportunity, but low yield. Northern and Central Sydney emerging markets with high yield proposition.
	Industry Needs
٦,	 Desire for more effective communication between Council and industry.
nt h	→ Desire for more networking and business collaboration opportunities amongst industry.
	 → Continuation of Tourism Industry support that provides a representative voice into Council.
\rightarrow	\rightarrow Staff and youth retention.
t.	→ Workforce shortages and difficulty attracting skilled and unskilled labour.

Poor customer service an endemic issue



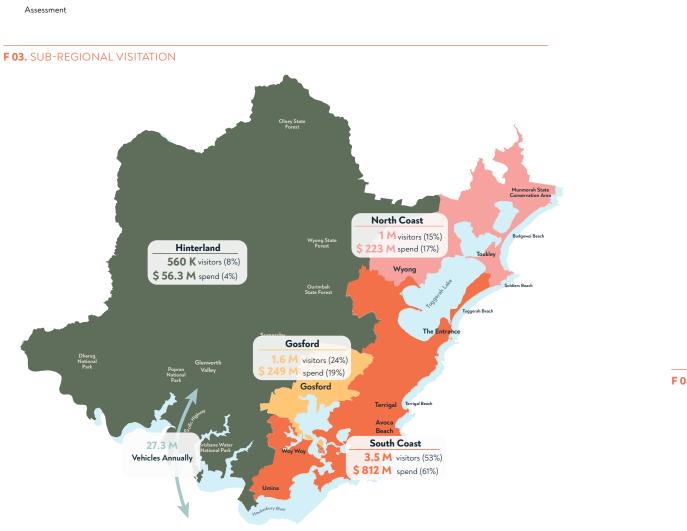




than Newcastle (\$569), due to the high proportion of visitors staying with friends and relatives and engaging in low-yield outdoor activities. A key objective of the DMP will be to grow visitor yield.

Overnight visitation to the Central Coast is highly seasonal, which is likely to be largely driven by the VFR and holiday home markets during school holiday periods. Both daytrip and overnight visitation peaks across the height of summer in December and

The Central Coast has seen strong annual daytrip (+4% p.a.) and overnight (+5% p.a.) visitation growth. This is in line with visitation growth to metropolitan Sydney and regional NSW. The Central Coast experienced a major spike in visitation in 2019, which can be attributed to the growth in tourism in the area as a result of Council's Have a Little Adventure tourism campaign.



Source: Tourism Research Australia, 2019, Statistical Area Level 2 (SA2s).

Sub-Regional Visitation

An analysis of visitation and visitor spend across the Central Coast has been undertaken to understand visitor dispersal across the Council area.

The majority of visitor destinations are located along the coast, with visitors generally undertaking loweryield activities such as visiting friends and relatives, sightseeing and going to the beach. There is an opportunity for the DMP to explore opportunities for further hinterland tourism development and investment in bookable products and experiences. Assessment

Source Markets

The Central Coast is primarily an intrastate visitor destination.

New South Wales accounts for all day trip visitors (100%), of which the majority are from Sydney (59%) Figure F5 adjacent shows that a large proportion of daytrip visitors within Sydney are from the northern and western suburbs of Sydney.

The vast majority of overnight visitors are from New South Wales (87%). Sydney is overwhelmingly the key source market for NSW overnight visitation, accounting for 72% of NSW visitors. Within Sydney, the inner Councils present an emerging, high yield target market opportunity.

F 04. VISITOR MARKET ORIGIN

Daytrip Visitor Origin

NSW		IOO%
Sydney 59%	Regional NSW 41%	Hunter 19% Central Coast 16% Other 5%

Overnight Visitor Origin

NSW	87%	Inter	state	I	3%
Sydney	Regional NSW	VIC	QLD	ACT	other
72%	29%	4%	4%	2%	2%

International Visitor Origin



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Interstate visitors account for 13% of visitation. There is opportunity to grow the Central Coast interstate visitor market through development and promotion of hero attractions, and increasing consumer brand awareness. Lack of direct passenger flight access is a significant barrier, however working with Newcastle may present an opportunity for growth.

Key international markets include the United Kingdom, New Zealand, the USA and Asia. There is opportunity to begin considering international target markets when international travel returns.

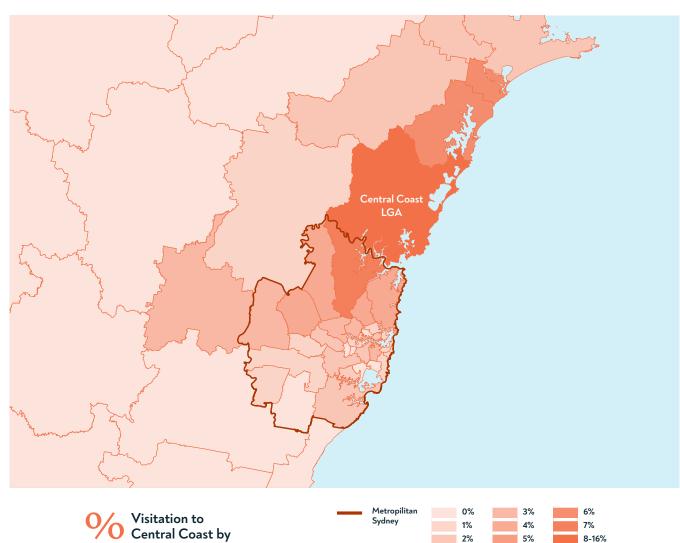
Central Coast Destination Management Plan 2022-2025 31



| Visitor Profile

Daytrip Visitor Profile

F5. DAYTRIP VISITOR ORIGIN



Sydney

1%

2%

4%

5%

7%

8-16%

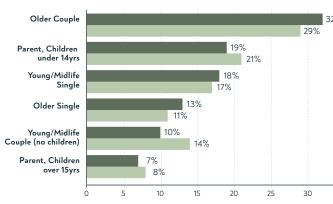
Majority of the daytrip visitor economy on the

Central Coast is driven by holiday visitors (41%) and visiting friends and relatives (38%). There is a major opportunity to grow the holiday visitor market, as well as the business market.

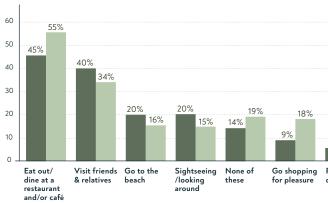
When benchmarked against Newcastle, the Central Coast has higher levels of holiday daytrip visitors, however lower levels of business travel. This reflects the strength of the business market in Newcastle, and the appeal of the Central Coast's beaches and nature based assets in driving holiday visitation.

One third of all daytrip visitors to central coast are older couples. This presents opportunity to grow mid-week travel within the Central Coast.

Lifecycle Group



Activity Profile



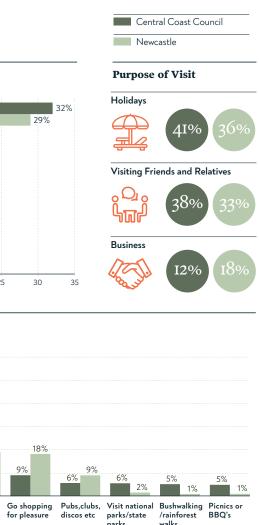
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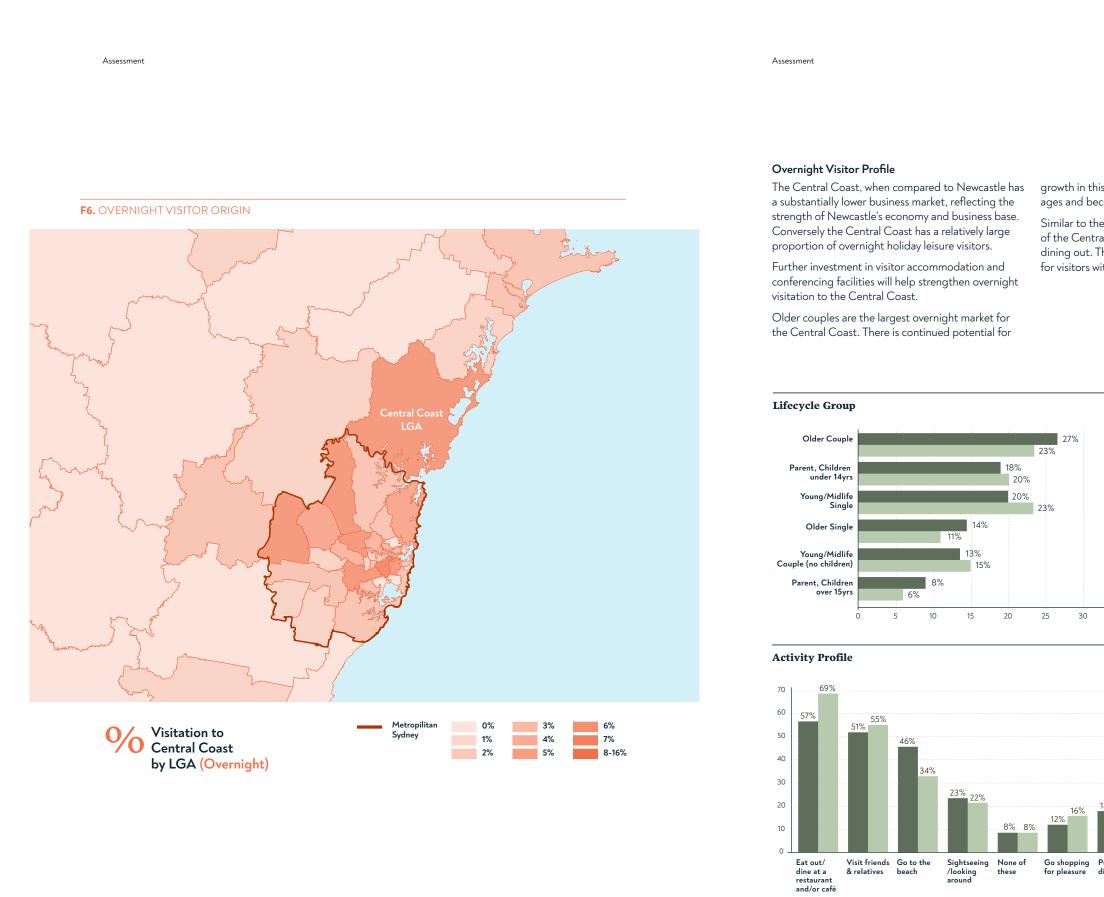
LGA (Day trip)

0

Ό

The Central Coast has lower levels of visitors dining out when compared with Newcastle. This potentially reflects a lower supply of destination dining experiences on the Central Coast compared to Newcastle.



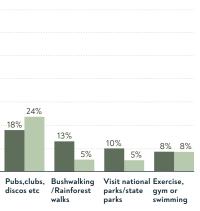


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growth in this market as the population of Sydney ages and becomes more mobile in retirement.

Similar to the daytrip market, the overnight market of the Central Coast also has a lower level of visitors dining out. This confirms the potential lack of dining for visitors within the Central Coast.





these

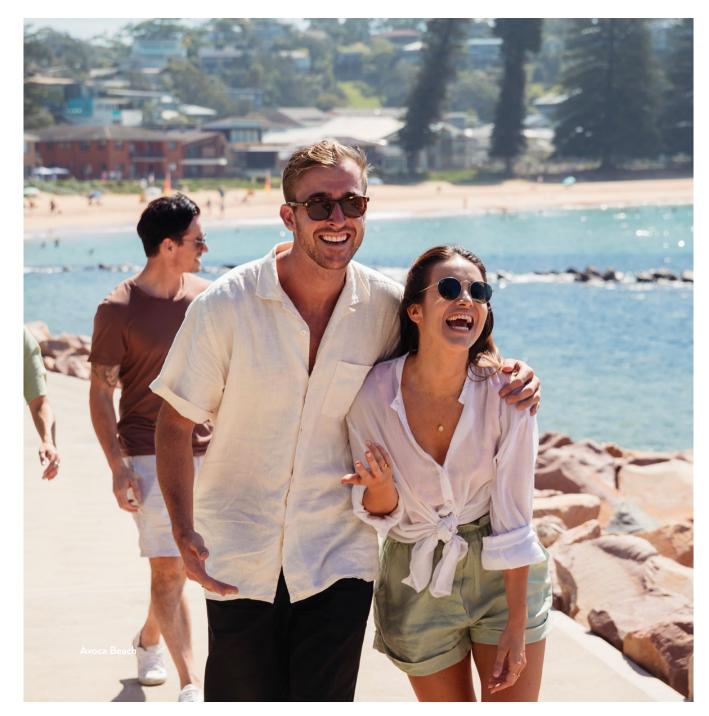
Central Coast Destination Management Plan 2022-2025 35

Assessment

Target Markets

The following have been identified as the target markets for the Central Coast. Some of these are existing markets, others have been identified in terms of their potential to drive visitation and yield.

Target markets below are summarised as lifecycle groups and geographic targets based on existing visitor patterns and understanding of market potential.



T2. TARGET MARKETS

Domestic Market

a a

graphic Market

Market Overview

Visiting Friends and Relatives Market 40% of visitors travelling to the Central Coast are visiting friends and relatives and 50% of visitors staying overnight are staying with friends and family. With a growing population of 300,000 in Central Coast the Visiting Friends and Relatives market will strengthen.	There is op of locals to increase av experience
Over 55 Over 42% of visitors to the Central Coast are aged over 55. This market is strategically important as many are retired, or semi-retired and have flexibility to travel mid- week. This aligns well with the strategic direction of the DMP which is focused on dispersal of visitors.	Targeted of 55 market and trigge touring an
Young Sydneysiders Around 26% of the Central Coast market are those aged between 15-24. The Central Coast with its close proximity to Sydney makes it a short break escape for this market.	Targeted s should be This should experience
Family Market 19% of visitors are young families with children aged under 14. This is much lower comparatively than other beach destinations and may be the result of limited accommodation and cost of accommodation for this market.	Investmen as experie Coast. The accommon Targeted i family mar attractions market fro
Meetings, Incentives, Conventions and Exhibitions (MICE) – Business Events The construction of two major hotels in Gosford, combined with the existing accommodation stock on the Central Coast provides the basis for accommodating the meetings, incentives, conferences and exhibitions market.	Conference Central Co providers target this portal whi support g
International Experience Seekers The international market has been impacted significantly by COVID 19 restrictions on travel, however as restrictions ease and international travel rebounds there is opportunity to capture a greater share of this market based on the nature-based assets and attractions within Central Coast.	Packaging internation internation experience social mee content ta
Inner Sydney and Outer North Western Sydney Most overnight visitors to Central Coast have their origins in inner and western Sydney. The population in these areas in excess of 3 million residents.	Promotior holiday ese Sydney.

Opportunity

pportunity to undertake a targeted campaign o promote local products and experiences, and wareness of Central Coast destinations and es for residents.

campaigns should be considered for the over t to visit midweek. This should consider product ers for visitation for this market including food, nd passive nature-based experiences.

social media campaigns and use of influencers considered for young Sydneysiders. ld consider both hinterland and coastal es.

ent in family friendly accommodation as well ences should be considered for the Central e family market requires larger self-contained dation and tourist parks to drive visitation. investment in these products will support rket visitation. In addition, there are hinterland s that would benefit from targeting the family om across Sydney.

ce, meetings and exhibition facilities on the coast combined with accommodation should consider ways to collaborate and market. The development of an online ich shows all event venues in one location will rowth and awareness in the market.

g of attractions and products into the nal wholesale market will support future nal visitation. In addition, international e seekers are motivated by social media and dia campaigns should also consider motivating argeted to international markets.

n for Central Coast should focus on weekend capes, targeted to north western and inner

Assessment

04 Product, Experience and Events

The Central Coast provides for the quintessential Australian holiday, but offers much more than a traditional beach holiday experience.

The primary appeal of the Central Coast largely relates to the region's water and nature-based assets, and associated recreation activities and attractions. The iconic coastlines and beaches, as well as the national and state parks throughout the region, shape the Central Coast as a leading tourism destination, capitalising on the region's natural beauty. It provides a high quality visitor experience and a sense of escape with close proximity to Sydney.

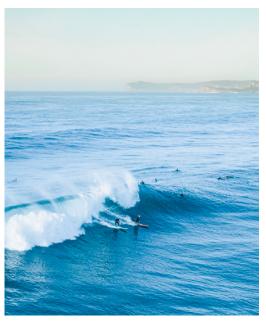
Emerging strengths of the Central Coast include food, beverage and farmgate, arts, culture and heritage, and events and festivals.

Areas for enhancement and further development include towns and amenity, accommodation, and transport and access.

Majority of products and experiences are located within the South Coast and North Coast within the region. Gosford provides a regional city/urban experience with much potential for enhancement. The Hinterland region provides a rich rural and nature-based experience, however lacks visitor-ready products, experiences, amenity and infrastructure.

Primary Strengths

Coast and Waterways



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Recreation and Attractions

Nature-based



Emerging Strengths

Food, Beverage and Farmgate











Supporting Infrastructure

Accommodation

Transport and Access



Transport and Access

Arts, Culture and Heritage







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Primary Product Strengths

Coast and Waterways

Waterways are a primary strength of the Central Coast visitor economy, including beaches, rivers, lakes, bays and estuaries. These natural assets define the visitor experience, particularly along the coastline.

On-water activities include swimming, surfing, canoeing and kayaking, fishing, reef diving, and guided boat tours. Surfing is a major driver of year-round visitation and there are many breaks that are well renowned across the region.

Waterway access to the Coast is varied, with opportunity to improve wharves, jetties, boat ramps and ocean baths to increase access to waterways and foreshores. There is in particular opportunity to activate the unique lakes and river systems of the Coast, as well as better leverage and activate the Brisbane Waters at Gosford.

Opportunities:

- \rightarrow Waterway trails for self-guided canoeing and kayaking
- → Waterway tours, particularly about environmental educatio
- → Upgrade and maintain wharves, jetties, boat ramps and ocean baths to improve access to and activation of natural waterways and foreshores.
- Improved access to waterways for recreation and entertainment, such as houseboats and floating bars.
- \rightarrow Investigate the designation of a Central Coast beach as a National Surfing Reserve.

Nature-Based

Nature-based tourism is a major drawcard for the Central Coast region. The region has a diverse range of nature-based assets, including National/ State parks, walks/hikes, and other recreation assets including golf-courses.

The region is home to many significant parks, such as Bouddi, Brisbane Water, Popran and Wyrrabalong National Parks, Munmorah State Conservation Area and a number of state forests. A variety of supporting activities are provided at these nature-based assets, such as lookouts and formalised walking trails.

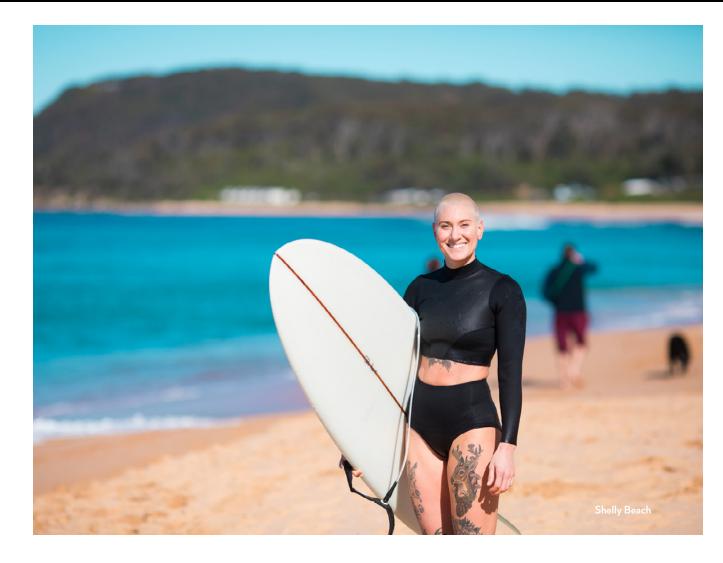
The Bouddi Coastal Walk is a premier 8.5 kilometre walk through the Bouddi National Park, the eighth most visited national park in New South Wales. The Coast has an abundance of natural assets with impressive lookouts, such as the Skillion in Terrigal or Mount Ettalong Lookout.

There is opportunity for development of further coastal walks, such as walks that could link the North Coast, taking in the Norah Head Lighthouse.

There is opportunity for positioning as a wellness and relaxation destination, harnessing the abundance of natural assets to provide an 'escape' from Sydney in close proximity.

Opportunities:

- → Development of iconic walks, particularly additional coastal walks in the North Coast and hinterland walks
- Continued investment in National and State Parks infrastructure.
- → Multi day walking experiences linking to Sydney.



Recreation and Attractions

The extensive nature-based assets across the Central Coast region support a range of sport and recreational activities, including adventure-based pursuits such as 4WDing, adventure activities, fishing and boating.

Additionally, the Central Coast has a large supply of attractions, including the Australian Reptile Park. Australia Walkabout Wildlife Park, Glenworth Valley Outdoor Adventures and Broken Bay Pearl Farm. These experiences are largely concentrated in the Hinterland region.

Cycling is an untapped opportunity for the Central Coast, particularly mountain biking.

Ourimbah Mountain Bike Park is currently the only formalised mountain biking offering across the Coast. There is opportunity to develop further authorised mountain bike trails in the region targeted to the Sydney market. This will provide an additional experience for visitors and add depth to the visitor experience.

Opportunities:

- trail opportunities.
- Coast.
- stay and yield.
- farming.
- > Develop a diverse range of attractions and entertainment to attract visitation and increase length of stay.
- consumer awareness

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- Support development of authorised mountain bike
- Seek opportunities for mapping and promoting authorised mountain bike trails across the Central
- Identify opportunities to package attractions and entertainment to increase visitor dispersal, length of
- > Develop export ready products such as pearl
- Prioritise unique attractions of scale that can grow

Emerging Product Strengths

Food, Beverage and Farmgate

The Central Coast is beginning to develop a high-guality food and drink offering, with young entrepreneurs breathing new life into the region's dining scene.

Recent investment in new restaurants and chefhatted dining establishments, is supporting the potential foodie positioning of the Central Coast.

The region has the opportunity to be known for its abundance of high quality natural produce and producers. This includes the farming of high quality Sydney Rock Oysters, local artisans showcased through the Meet the Makers Trail (such as a cheese maker and chocolate factory), wineries and breweries, and pick your own fruit experiences.

The Hinterland region provides a major opportunity for growth in unique food experiences, however lacks visitor ready and high quality dining experiences to attract target visitor market. Capitalising on local produce and farmgate experiences with quality infrastructure that matches the high amenity natural environment, will allow the hinterland to grow as a high-quality visitor destination.

A range of challenges in the food scene persist, including a largely homogenous cuisine and experience offering, particularly along the Coast, and inconsistent and at times poor customer service, hospitality and food quality These have been identified as ongoing challenge across the Central Coast by operators and community alike.

Opportunities:

- \rightarrow Development of visitor ready food experiences in the hinterland, including paddock to plate restaurants, farmgate experiences and dining located in nature-based settings.
- > Development of hero food experiences that capitalise on unique offerings such as oysters.
- Development of diverse food experiences, including a variety of cuisines.

Arts, Culture and Heritage

The Central Coast has a rich Indigenous living cultural history, and a growing arts and culture scene. Central Coast Council's recently prepared Cultural Plan (2020-25) is the guiding document for the development of cultural tourism across the region, focusing on four pillars:

- Building a visible creative identity
- Growing our Creative Sector
- Embracing our Cultural Life
- Enlivening Cultural Spaces and Places

A range of strategies and implementation areas are detailed in this strategy.

Over recent years, the number and diversity of creative and cultural practitioners has continued to grow. This has resulted in increased demand for both performance/exhibition spaces and making/ developing spaces. A growing number of art galleries and theatres are mostly concentrated in the North and South Coast regions and the recent investment in the Art House Wyong provides an opportunity for significant arts and culture events. However, the region lacks museum spaces and "maker spaces" - facilities specifically devoted to the creation and development of new works.

Over 7000 registered Aboriginal sites are located on the Central Coast. Currently, some cultural tourism experiences are provided however there is an opportunity for the strategic and culturally appropriate development of new Indigenous cultural tourism products and experiences in the region.



Opportunities:

- > Support development of new aboriginal products and experiences in the region.
- > Foster creative and performing arts through theatres, galleries and creative spaces, by integrating art and performance into public life.
- Investigate opportunities for art and sculpture interventions throughout Central Coast including lighting installations in entertainment precincts.

Events and Festivals

The Central Coast events and festivals calendar provides a range of small to midscale events, which are mostly located in the South Coast region. Popular events hosted in the region include ChromeFest, Lakes Festival and Harvest Festival.

Dispersing events across the Central Coast, as well as across the year and week, is required to develop a sustainable events calendar.

There is opportunity to further develop events that are well aligned to the Central Coast product offering, such as the Lakes Festival and Harvest Festival. These events showcase and celebrate the natural landscape, local produce, and makers and creators, and provide an opportunity to further build the Central Coast brand.

Venues and Facilities

The Central Coast has a number of small to midscale event venues supporting corporate and social events, as well as tourism events. The Central Coast lacks both indoor and outdoor facilities that can host major tourism and business events, aligned to both event operator and consumer expectations.

The majority of business event facilities are located in the South Coast sub-region, particularly at hotels

The Central Coast lacks a dedicated conferencing and events centre to support major events. Gosford is well positioned to support a facility of this type and scale, with significant public sector investment and slated private sector accommodation investment.

Key outdoor event venues include Mt Penang Gardens, Parklands and Event Park, and Memorial Park at The Entrance. These facilities have some capacity and parking constraints. There is opportunity to utilise private and public spaces in the hinterland to develop iconic events destinations that leverage the regions natural aspect and amenity.

Across the Central Coast, accommodation and transport are major barriers to growing the events sector across the Central Coast.

Opportunities:

- Harness and enhance festivals aligned to the Central Coast product offering and strengths.
- brand the region.
 - Central Coast

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and accommodation facilities. Gosford provides some conferencing facilities catering for groups up to 300, including the Gosford Racecourse.

- > Develop events at off-peak times, including autumn, winter, and mid-week.
- Prioritise events that promote and take pressure off high visitation destinations.
- Develop multi-day events that promote visitor dispersal across the Central Coast.
- Develop a range of foodie events that capitalise on the regions local produce strengths and help to
- Prioritise development of infrastructure at outdoor event locations that leverage the natural environment and can become hero venues for the

Supporting Infrastructure

Accommodation

The Central Coast accommodation supply is dominated by short-term holiday rentals, including Airbnb and Stayz. Airbnb data indicates there are approximately 2,339 self-contained units, apartments and houses, the majority of which are for entire homes (94%).

The region has a small supply of commercial accommodation, the majority of which includes standard/ mid-scale hotels and motel/motor inns. This is demonstrated in the adjacent table, which showcases the type of accommodation stayed in by visitors to the Central Coast compared to the average of benchmarked visitor destinations .

The benchmarking demonstrates a major gap in hotel/resort/motel or motor Inn accommodation (-9%) and caravan park or commercial camping grounds.

There is a lack of luxury and premium/boutique accommodation facilities in the Central Coast. These are required to meet current visitor demand and attract higher yielding visitor markets. Much of the regions accommodation stock is tired and in need of reinvestment to meet contemporary visitor expectations.

In addition, investment in accommodation facilities of scale in strategic locations is required to grow the events sector and to grow yield from visitors.

T3. CENTRAL COAST VISITOR ACCOMMODATION BENCHMARKING

	Central Coast	Average of Benchmarked Destinations	Balance	
Commercial Accommodation			-18%	* Benchmarked destinations
Hotel/resort/motel or motor Inn	19%	28%	-9%	that comprise the "Average of Benchmarked
Rented house/ apartment flat/unit	7%	11%	- 4%	Destinations" includes the LG of: Byron, News
Caravan park or commercial camping ground	6%	10%	- 4%	Sunshine Coast Wollongong.
Other Commercial	2%	3%	-1%	
Non-commercial Accommodation			+14%	
Friends or relatives property	50%	41%	+9%	
Own property	9%	2%	+7%	
Caravan or camping - non commercial	2%	5%	-3%	
Other Private	5%	5%	+1%	

Source: Tourism Research Australia, 2019

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Accommodation Demand Analysis

In 2019, there was a total of 1.9 million visitors staying overnight across the Central Coast, of which only 661,000 were staying in paid accommodation (34%). Utilising the shortfall of 18% commercial accommodation detailed previously, it is estimated there is currently additional commercial visitor demand of 340.000.

Based on the current shortfall in paid accommodation, the table below provides an indication of current accommodation needs. The analysis utilises the following assumptions:

- Average length of stay per visitor is 2.3 nights;
- Average of 3 visitors per room; and
- Average room occupancy of 60% across the year

This is based on data sourced from TRA National Visitor Survey, AirDNA and ABS Survey of Tourist Accommodation.

Based on this analysis, additional accommodation needs for the Central Coast to meet current visitor demand for commercial accommodation is between 1,285 and 3,854 rooms.

It is assumed that the high scenario of 3,854 rooms

provides the most accurate reflection of accommodation needs in the Central Coast, as there is a critical lack of quality contemporary accommodation stock and a significant shortfall when compared to the supply of commercial accommodation at competing destinations. This assessment also does not take into account future accommodation demand

and the Hinterland.

T4. CURRENT ACCOMMODATION NEEDS

Scenario	Low	Mid	High
Growth in commercial accommodation to meet benchmarks	6%	12%	18%
Visitors staying in paid accommodation	113,248	226,497	339,745
Visitor nights	260,471	520,943	781,414
Room nights	781,414	1,562,828	2,344,241
Rooms	2,141	4,282	6,423
Supportable Rooms (at 60% occupancy)	1,285	2,569	3,854

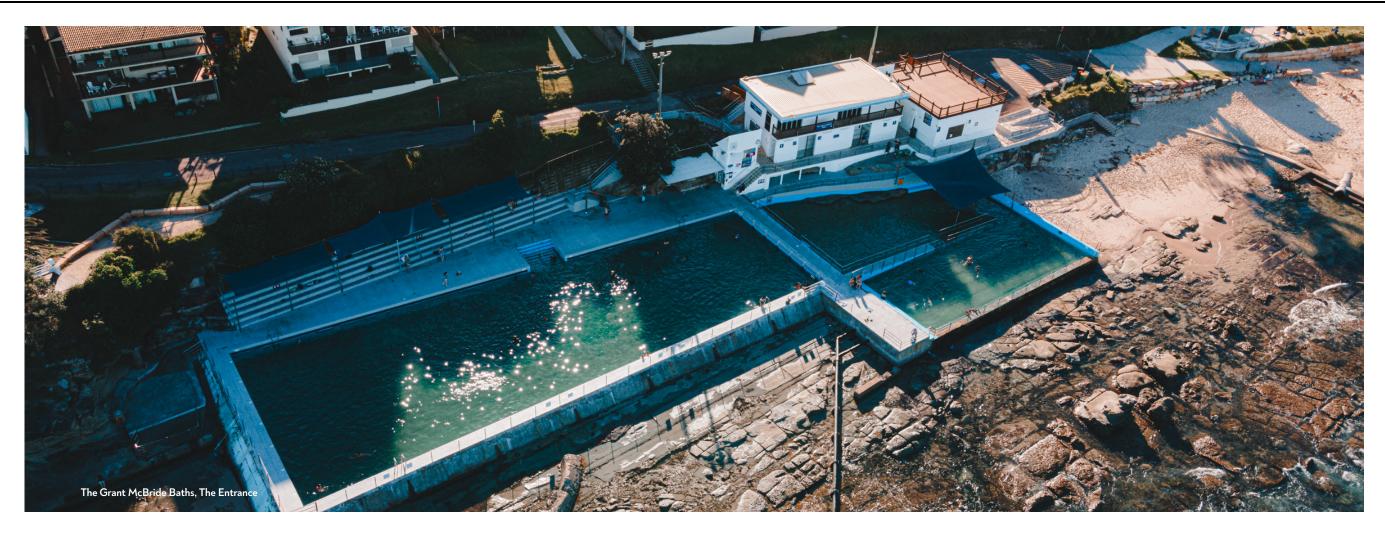
Opportunities:

Based on the gaps identified in accommodation and the projected accommodation needs in the region, below is an overview of specific accommodation typologies that may be supported in the region to meet the needs of current and target visitor markets.

- → Luxury Hotels / Resorts
- → Midscale Resorts
- → Boutique Hotels
- → Midscale Hotels
- → Holiday Parks
- → Self-contained houses/units/apartments
- \rightarrow Serviced apartments
- → Experiential Accommodation (e.g. glamping and tiny cabins)

Accommodation is required at all destinations across the Central Coast to support growth and meet current capacity constraints. Key destinations that should be prioritised for accommodation development include Gosford

Reinvestment in existing building stock in town centre and in proximity to key visitor destinations should be prioritised. The Beachcomber Hotel and Resort, Toukley, is an example of an existing accommodation facility that has been successfully reinvested in to meet the standards and expectations of the current visitor market.



Transport and Access

The Central Coast is well-connected by road and rail to Sydney and Newcastle, with passenger train journeys of two to three hours and drive time of an hour via the Pacific Motorway.

However, the Central Coast itself is poorly connected within, with a lack of road, trail and public transport links between the Coast and hinterland, as well as poor public transport and trails infrastructure along the Coast. This limits the ability to disperse visitors across the Coast, and also hinders the development of a night time economy.

The Central Coast is well-positioned for the intrastate visitor economy growth due to its location in close proximity to Sydney and Newcastle. The Pacific Highway dissects the Central Coast and provides a major opportunity to leverage Sydney, Melbourne, Canberra and Brisbane visitors undertaking the Coastal drive.

Sydney and Newcastle provide the closest passenger airport access to the Central Coast, which are an hour and a half drive from most of the Central Coast. This makes it difficult to attract interstate and international visitors to the Coast.

Opportunities:

- Public transport investment, particularly between the coast and hinterland, and towns on the coast.
- Opportunity to further develop touring routes that connect the coast and hinterland
- Provide public facilities, amenities, lighting and public infrastructure to ensure continued delivery of high amenity public spaces.
- Delivery of improved walking trails, pathways, and cycling routes to maximise access and provide a diverse offering of experiences.

Towns, Infrastructure and Amenity

Gosford is the primary urban area of the Central Coast, providing a hub for business, retail and visitor services. The city has undergone significant reinvestment and revitalisation in the last few years to upgrade building stock, infrastructure and public amenity to become a premier regional city.

Wyong provides a high amenity town in the North Coast, which is emerging as an activated arts and culture destination, layered with historic fabric as an old dairy town.

Key tourist destinations of Terrigal and Avoca Beach have vibrant coastal high streets with boutique retail and a range of restaurants and bars. The North Coast has smaller and less developed town centres and retail precincts, such as Toukley.

There is opportunity to diversify and improve the quality of retail and town centre precincts across the Central Coast. A key factor in enhancing town amenity is building stock quality and reinvestment in buildings.

There is further opportunity to develop town narratives and further promote the unique selling propositions of each town. At a surface level, the North and South Coast sub-regions provide a largely homogenous experience centred around beaches and high streets. There is a need to promote the unique qualities of each town to visitors to encourage visitor dispersal and build the brand, such as the unique character of Long Jetty boutiques and vintage shops.

Opportunities:

- amenity.
- economy
- website.

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Investment in township activation programs such as infrastructure and pathways to enhance town

Encourage development of a vibrant night-time

Promote town narratives and demonstrate a unique profile of towns through the Love Central Coast

05 Brand and Marketing

Brand

Council has recently developed and launched a new Destination Brand, 'Love Central Coast'.

It is an overarching brand targeted to the following audiences; Local community, Visitors (including VFR), Local businesses and Potential residents.

Whilst significant work has been undertaken to build a brand story, as demonstrated in the adjacent brand framework, the Central Coast still has a way to go in building brand identity and awareness in target markets.

To date, the Central Coast has struggled to identify and promote a unique selling proposition (USP), other than proximity to Sydney and nature-based experiences.

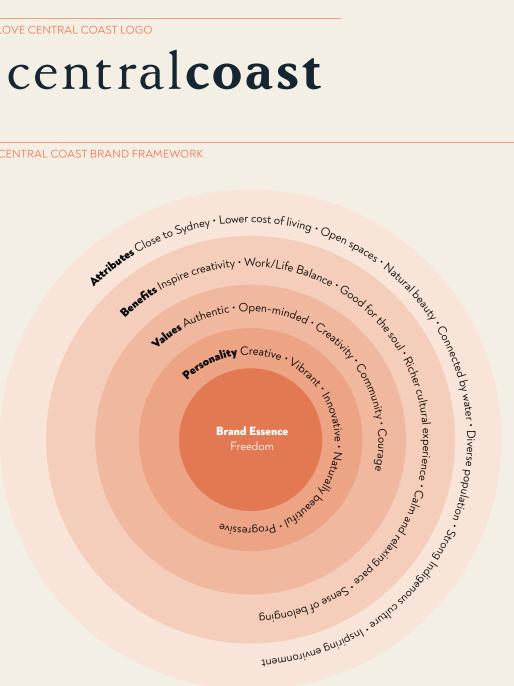
The combination of coast and hinterland experiences in one destination within an hour from Sydney is a USP that can be capitalised on with targeted investment in the hinterland and promotion.

In addition, engagement with the tourism industry highlighted that there is a need to familiarise industry with the brand, Council's branding and marketing activities, and the application of brand materials. The development of an industry brand toolkit, and industry famil activities, will assist in encouraging local industry to utilise and reinforce the brand.

F7. LOVE CENTRAL COAST LOGO

Assessment





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Visitor Servicing

Digital Visitor Servicing

Council operates the Love Central Coast destination website and the Love Central Coast social media accounts.

The website is attractive and high amenity, utilising the destination brand. The website allows for exploration of town centres through neighbourhood guides and includes an overview of where to stay, eat and drink, and activities to undertake.

- Key areas for website improvement include: • Lack of focus on unique and potential hero
- attractions.
- Lack of hierarchy in content.

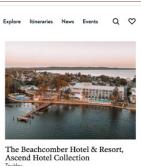
F9. EXAMPLE - ACCOMMODATION LISTINGS ON LOVE CENTRAL COAST



F10. PRECEDENT - VISIT GEELONG AND BELLARINE TOURISM



- Does not promote visitor dispersal through use of multi-destination touring routes.
- Lack of themed touring routes such as foodie trails.
- Poor promotion of nature-based assets, particularly walking and cycling experiences.
- Difficulty in locating calls to action, which impacts on conversion to booking.
- A review of the website is required to ensure it promotes potential hero attractions, provides appropriate hierarchy, promotes visitor dispersal, uses highly inspiring and motivating imagery, and allows for easy conversion into a booking.



Physical Visitor Information

Central Coast Council is responsible for physical visitor information servicing, through operation of a Visitor Information Centre (VIC) and provision of physical collateral such as brochures, guides, maps and signage.

Council is in the process of developing a Love Central Coast official visitor guide, as well as Town Centre Guides, which includes development of printed and digital guides for 12 town centres. There is a need for regional maps to support increased touring and visitor dispersal across the region.

There is one certified Visitor Information Centre (VIC) in the Central Coast region, located at Memorial Park at The Entrance. The centre is open from Tuesday to Saturday from 10am to 4pm.

Council is currently reinvesting in the visitor information centre on its existing site to develop it into a contemporary and interactive facility, which will provide the ability to create tailored Eat, Stay and Play itineraries. The redeveloped VIC will include modern public facilities, adult accessible change

space, accessible ramps, improved outdoor public spaces, a dedicated local produce sales and showcase space, a bookable function area for small-scale events and a purpose-built accessible greenroom and backstage office area to support the existing Memorial Park stage and performers.

The Central Coast is an extensive region that cannot be adequately serviced with one location for visitor information. The majority of visitors are to Gosford and South Coast, in particular Terrigal and Bouddi National Park.

Additional visitor information centres are not recommended, as they are not aligned to current visitor information consumption preferences and incur high operating costs for little benefit. However, there is a need to review and implement Council's Visitor Information Services Plan to ensure physical visitor information is provided at strategic locations (including official guides and brochures), and to ensure delivery of high quality digital signage and improved digital content and marketing.

F11. THE ENTRANCE VIC - CURRENT AND PROPOSED FACILITIES



Source: Visit NSW, 2021



Source: Central Coast Council, 2021

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Signage and Gateways

The visitor currently has a fragmented and unclear experience of the Central Coast brand whilst in the region.

Wayfinding signage across the Central Coast includes a range of outdated signage in different styles, colours and formats, as well as poor directional signage.

The Central Coast Wayfinding Strategy 2020 was recently prepared by Council, which will provide direction for investment in wayfinding signage.

The region lacks gateway signage to demarcate entrance into the Central Coast. Whilst the adjacent 'Welcome to the Central Coast' signage has been

F12. PROPOSED VEHICULAR GATEWAY SIGNAGE



Source: Central Coast Wayfinding Strategy, 2020.

F13. PRECEDENTS



Source: Futago, 2021.

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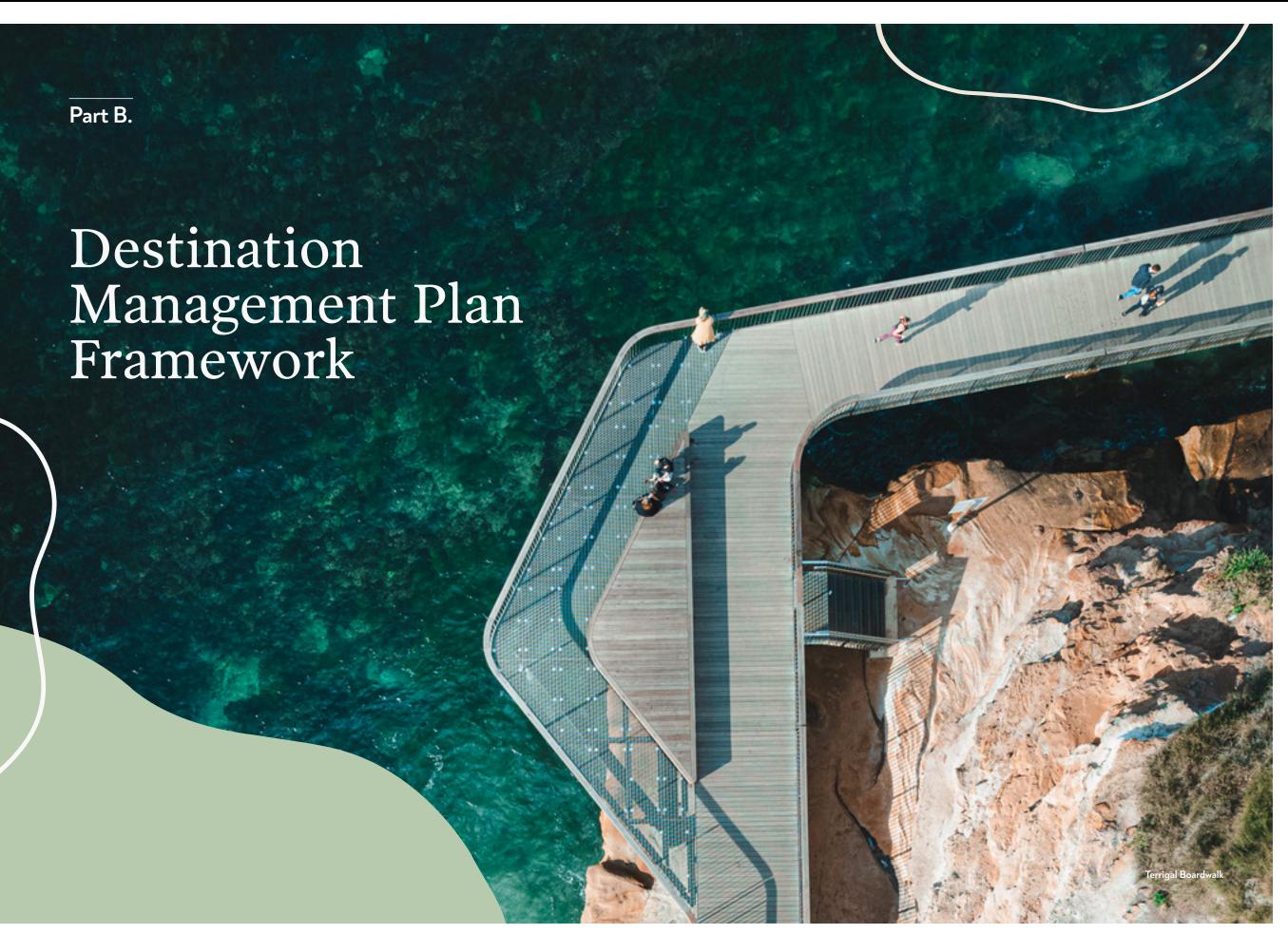
Source: The Guardian, 2021

proposed for entry locations to the Council area, there is opportunity to deliver larger scale, sculptural gateway interventions that will assist with positioning and branding the Central Coast.

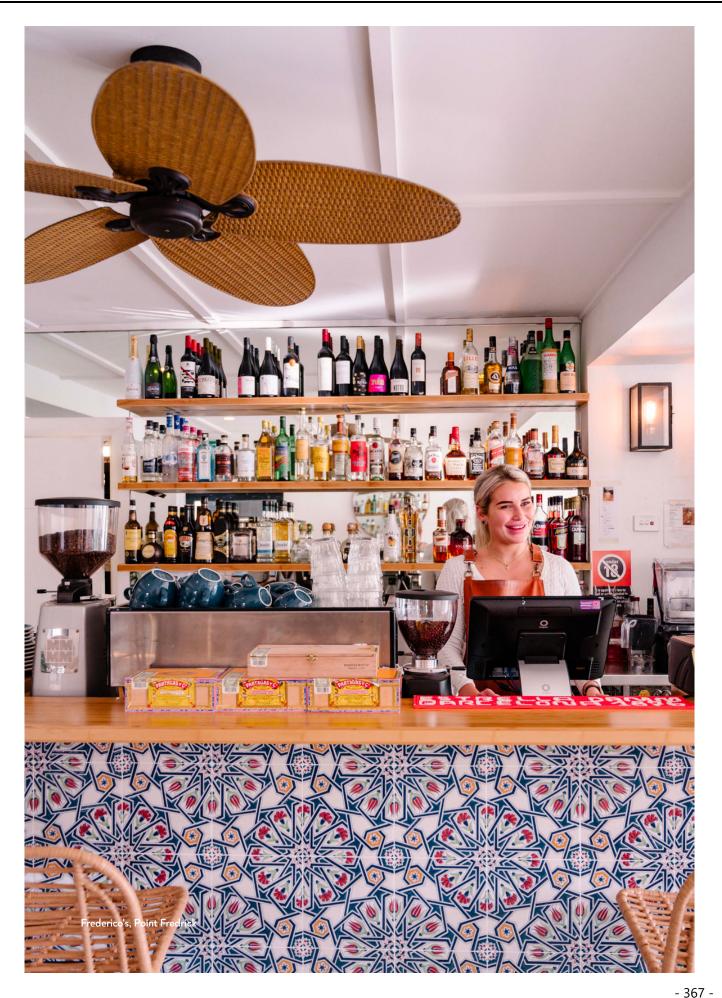
There is opportunity to use local artists to create an iconic entry sculpture upon entrance to the Central Coast from the South and North. Potential locations may include Mooney Mooney and Bushells Ridge. This will capitalise on the volume of visitors travelling on the Pacific Motorway daily, support increased brand awareness and repositioning of the Central Coast brand within the market.



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06 Strategic Considerations

Destination Brand and Positioning

Market Opportunity

The visitation patterns for Central Coast highlight a predominance of daytrip visitors primarily from Sydney. Analysis of expenditure data shows that the yield from visitors to the Central Coast is low compared to similar destinations.

The Destination Management Plan needs to consider ways to create a more sustainable destination which focuses on yield. The benefits of focusing on yield result in greater economic benefit to Central Coast. Dispersal of visitors from coastal areas to the Hinterland will also support growing visitor yield and add to visitor experience.

The Central Coast should consider the following to establish itself as a sustainable visitor destination:

- Focus on high yield markets from Sydney;
- Promote hinterland products and experiences;
- Promote and enhance Central Coast villages and townships;
- · Promotion as an overnight wellness and escape destination;
- Investigate international market opportunities longer term.

Marketing Hierarchy and Promoting Hero Assets

Central Coast Council have invested in a number of marketing assets in recent years including a destination brand, website and social media handle for Instagram and Facebook.

The region receives substantial annual visitation of more the 6 million visitors, the vast majority of these are day-trippers sourced from Sydney. The quality of

Conservation Area.

In addition to this the hinterland area of Central Coast has comparatively low visitation and low awareness. Further effort needs to be focused towards improving awareness of the products and experiences within the Central Coast Hinterland.

Specific considerations for marketing include:

nature based assets, beaches, estuaries and tourism assets position Central Coast as an overnight holiday destination. Anecdotally, however it does not have the same level of awareness as other coastal destinations with similar scale and quality of tourism assets.

Continued development of the Central Coast brand and improved awareness in key markets should be a future focus for marketing, this may be achieved by identifying and promoting hero assets. Key hero assets potentially include Bouddi National Park, Brisbane Waters National Park and Munmorah State

• Website enhancement – cross promotion and linkages with other websites which may have more content on specific topics.

Improved signage - review and implement the Wayfinding Signage Strategy.

• Strengthen the gateways of Central Coast to mark entry and exit to the region using gateway interventions such as sculpture and or landscaping.

• Community awareness program – promote the tourism assets and experiences to residents to promote to visiting friends and relatives market.

Wellness Positioning

The Central Coast is an emerging health and wellness destination, the elements that contribute to the holistic definition of personal wellness are at heart of the Central Coast experience. These include:

- Physical wellness: Exercise and outdoor activities are key to the offer of the Central Coast including surfing, swimming, walking, cycling.
- Emotional wellness: Escape to nature, rest and relaxation is a key motivator or visit to the Central Coast.
- Environmental wellness: Awareness of the role we play in improving our natural environment rather than denigrating it and maintaining and living in a healthy physical environment promotes wellness, the Central Coast's focus on eco-tourism certification is excellent positioning for this.
- Social wellness: The Central Coast is a place of gathering with friends and family, social experiences are one of the key activities, particularly visiting friends and family on the Coast.
- Spiritual wellnes: The Central Coast's nature based assets and relaxed culture are well suited to spiritual wellness, the offering of spas, arts and culture product contributes to spiritual wellness.

Wellness should be explored in the messaging of the Central Coast, its close proximity to Sydney offers a short wellness escape.

Build town narratives and promote unique selling propositions

The Central Coast is a made up of a collection of small towns and villages. Each with their own community, unique landscape, beaches or hinterland outlook. The towns and villages of the Central Coast form one of the key visitor experiences.

There is opportunity to strengthen the layers of experience of the Central Coast by building the narratives and unique selling propositions for key tourist townships and furthermore continue to revitalise, beautify and activate townships so they are vibrant and attractive to visitors.

An Export Ready Region

Central Coast has opportunity to leverage further from its proximity to Sydney and international touring visitors travelling north along the Pacific Highway. A number of attractions within Central Coast already target international markets, however the natural assets and beaches are also positioned well to capture international experience seekers.

The Central Coast should consider ways to facilitate the development of export ready product to internationally brand the region. This includes promotion of hero products and packaging of touring experiences.

Night Time Economy Activation and Support

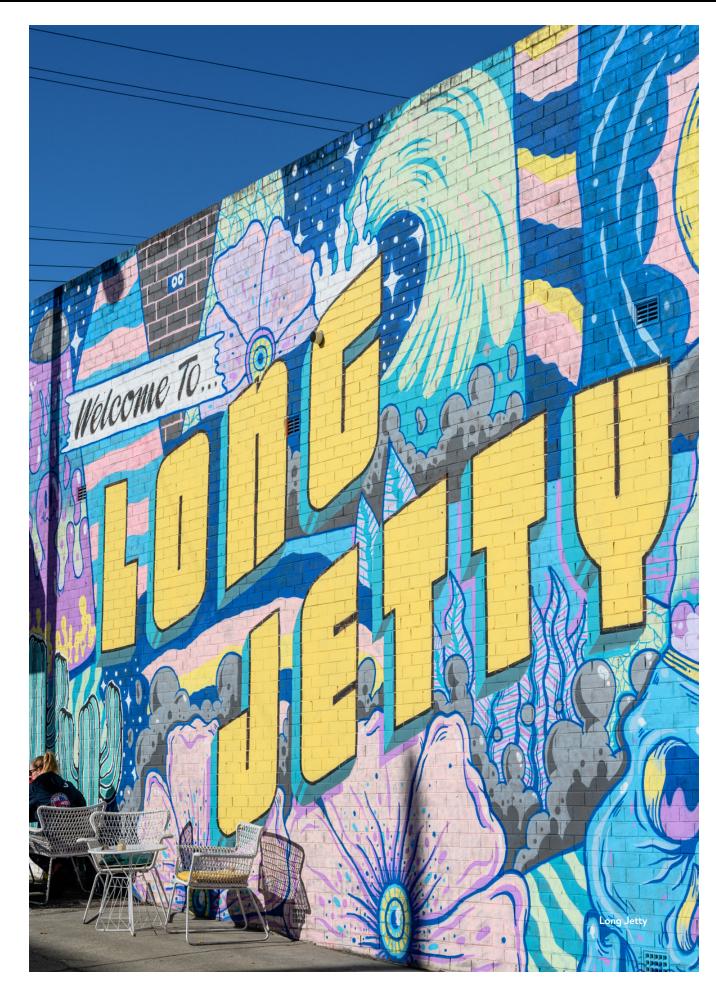
Some of the Central Coast's key centres have potential to strengthen as entertainment precincts and their role in the night time economy. Stakeholders consulted through development of the Destination Management Plan highlighted the need to increase the level of night time activation and vibrancy in key destinations.

Gosford - A Strong Regional Centre

Gosford is the regional centre of the Central Coast. however it has lagged behind other cities such as Newcastle and Wollongong in the development of its role a regional hub and visitor destination. Gosford is now undergoing transformation with investment by Government in placemaking projects such as foreshore improvements as well as substantial investment by the private sector in visitor accommodation.

Gosford has the potential to increase its role in events, arts, culture, business and entertainment. This will allow it to develop its visitor economy and attract high yielding visitors. Newcastle and Geelong present excellent examples of cities which have successfully developed their visitor economies through investment in arts, culture and events.

Another key project for Gosford is Government support for the establishment of a 7000 student university campus in Gosford. The project is in its early stages, however once operational is likely to have a significant impact on the economy in Gosford and support the visitor economy through the workforce growth and attraction of international and interstate students and their visiting family.



Outcomes of Public Exhibition - Central Coast Destination Management Plan 2022-2025 Central Coast DMP 2022-2025

Products, Experiences and Attractions

The Central Coast hinterland has significant potential to drive the Central Coast visitor economy. There are a number of attractions, products and experiences that exist in the hinterland, however there is a need for further investment in accommodation to support the events sector and drive overnight visitation.

Furthermore, consideration should be given to the development of touring routes leveraging from existing touring between Sydney, Brisbane and Northern NSW.

Eco Destination Certification

In line with the Central Coast's Eco Destination Certification journey, the Destination Management Plan will also consider UNWTO's Sustainable Tourism Development guidelines. Sustainable tourism development is defined by UNWTO as "tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities".

Waterway Activation

Central Coast is well regarded for its coast and beaches, however the region's estuaries and waterways also present significant opportunity for tourism product development and activation.

Assets such as Brisbane Water, Kincumber Broadwater, Tuggerah Lake and Wyong River can be further activated to promote greater use and drive visitation. This includes implementation of infrastructure projects such as waterway access, tour opportunities and further supporting private cruising of the waterways.

It is critical that waterway health is addressed to ensure these assets can be enjoyed by future generations.

Trail Enhancement

One of the most popular activities by visitors to Central Coast is walking. Bushland areas such as Bouddi National Park as well as coastal walking tracks are popular with visitors. The Terrigal boardwalk is an

iconic coastal walk connection and there is further opportunity to link various segments of coastal walking trails along the length of the Central Coast.

In addition to trail enhancement on the coast, there is further opportunity to develop trails around the lake and river systems within the Central Coast.

Mountain Biking and Shared Pathways

A recent feasibility study into mountain biking commissioned by Central Coast Council has identified a substantial number of informal mountain bike trails. The study also identifies substantial demand for mountain biking on the Central Coast for residents and visitors.

There is a lack of formalised mountain bike single track in the region, despite the market potential. The feasibility study recommends the preparation of a mountain bike strategy which will identify the mountain bike trails that can be formalised and what further investment is needed to support mountain biking on the Central Coast.

There is opportunity to improve and grow the shared pathway network across the Central Coast. This will support the visitor economy and act as a drawcard for residents, tourists and visitors to the Central Coast.

There is opportunity to extend or create additional shared pathways as identified in the Central Coast Bike Plan, including the signature Magenta Shores Shared Pathway. Shared pathways would complement and provide access to identified eco and waterway tourism opportunities, and support opportunities for private bike hire operators.



Building the "Foodie" Brand

Leading coastal destinations in Australia such as Byron Bay, Sunshine Coast and Mornington Peninsula are supported by extensive food, beverage and farmgate product. Some of the issues identified in the Central Coast through consultation in relation to the provision of food related product include:

- Low awareness of farmgate products and highquality food experiences available in the hinterland;
- There is a need to improve high quality dining options, particularly in coastal towns. Further to this further diversification of the cuisine offer is seen as important.
- There is a need to develop 'visitor ready' food experiences, particularly in the hinterland

Promotion of emerging food businesses and promotion of product development opportunities should be considered. In addition, the Central Coast should continue its support of and partnership with the Central Coast Food Alliance to build a strong local food industry.

Oyster and Pearl Farming

The Central Coast oyster and pearl farming industry is a unique experience that has export ready potential. There is opportunity to develop further branding and promotion around Central Coast's oyster industry.

Aboriginal Tourism

The Central Coast has one of the greatest number of significant aboriginal heritage sites of any Local Government Area in Australia. The sites are unique and important in the context of indigenous art and culture, an example is the Bulgandry man carving.

- or other vessels;

Arts and Culture Infrastructure

To support a layered experience of the region, continued investment in arts and cultural assets should be considered. In key locations such as Gosford, this presents significant opportunity to revitalise the region.

Outcomes of Public Exhibition - Central Coast Destination Management Plan 2022-2025 Central Coast DMP 2022-2025

This has strong alignment with the Central Coast's potential positioning as an eco-tourism lifestyle destination providing high quality produce.

Dreamtime stories of the land also present opportunity for Central Coast Traditional Owners.

The Destination Management Plan should support capacity building and development of indigenous heritage tourism. Opportunities include:

• Camping on country – staying with Elders who can share the dreamtime stories:

Cultural tours on waterways and estuaries by canoe

Interpretation of heritage sites and guided tours.



Events

Lack of Supporting Infrastructure for Events

Within the Central Coast there is a lack of event facilities to support large-scale events, including indoor venues (music, performing arts, MICE) and designated outdoor events spaces. Investment needs in event infrastructure include:

- Business conferencing venues;
- Large indoor exhibition and event spaces;
- Infrastructure to support outdoor events of scale (i.e. toilets, parking, sewer, electricity).

Developing Signature Events

There are existing events such as the Harvest Festival which have significant potential to become well recognised signature events. Identification and development of a calendar of events that are high profile, align to the product strengths of the Central Coast and attract high-yielding visitors should be supported.

Utilising Events to Promote Visitor Dispersal

There is opportunity to promote seasonal and geographic dispersal of visitors across the Central Coast through the establishment of and support for events and festivals. This may include multi-day and multi-destination events, as well as midweek and off-peak season events.

Growing Sports Events

Sporting events including professional and non-professional events should be considered for Central Coast. The Central Coast Mariners provide an example of a professional sports team that has a major impact on the visitor economy when playing home games. Professional sports clubs also create awareness and strengthen the brand of the Central Coast.

The Central Coast has excellent sporting facilities and nature-based assets that can support non-professional events. This includes beaches to support iron man events and surfing carnivals, as well as structured sports in the region's recreation facilities such as basketball and tennis tournaments

Destination Management Plan Framework

Infrastructure and Accessibility

Large-Scale Accommodation

There is a lack of luxury and premium/boutique accommodation facilities on the Central Coast. A majority of the hotel stock on the Central Coast includes standard/mid-scale hotels and motel/motor inns

The Central Coast has exhibited significant growth in visitation and this is likely to continue. An increase in accommodation stock is needed to support future demand and current shortfall in supply.

Accommodation opportunities include:

- Luxury Hotels / Resorts
- Midscale Resorts
- Boutique Hotels
- Midscale Hotels
- Holiday Parks
- Self-contained houses/units/apartments
- Serviced apartments
- Experiential Accommodation (e.g. glamping and tiny cabins)

Industry Development

Strengthening Awareness of Council Role

Consultation with industry highlighted a lack of understanding and awareness of Council's new tourism model and the work that Council is undertaking to support the visitor economy. Further enhancement and delivery of improved communication with industry will improve Council's relationship with the tourism sector.

Council funds an Industry Services contractor, who is already making ground in terms of improved industry communication and collaboration.

Staff Training and Workforce Development

Stakeholders have identified that poor customer service as an ongoing issue across the region and there is a need for workforce development and capacity building. Whilst some of this relates to

formal training it is also in part due to the tourism and hospitability sector not perceived by many as a career pathway. The tourism industry, Council and training providers need to work together to address workforce and training issues. Some considerations include:

- Campus.

Public Transport Connectivity

Public transport connectivity, along the coastal corridor and between coast and hinterland was identified as an issue by stakeholders. Improvement to public transport is not only important to support visitor movement but also to support workers transport requirements in an industry that is reliant on younger labour that may not have access to a

Accessibility and Inclusion

vehicle.

The accessible tourism market is a growing tourism market segment that could be serviced on the Central Coast.

Business and community training are required to develop and promote the Central Coast as an accessible community and holiday destination for those with disabilities and to embrace all visitors and enhance their revenues.

• The need to train the tourism workforce in skills aligned with 21st century needs: the needs of industry need to be reflected in the training opportunities provided locally.

• Show youth there is a career path in the visitor economy - its not just hospitality and there is career progression available;

Promotion of existing training courses including the Cert II in Hospitality which is operated by the Leagues Club in Gosford and also the Ourimbah

07 Strategic Framework

Vision From headland to hinterland, a thriving, connected and supported industry will provide compelling visitor experiences that position the Central Coast as a premier sustainable tourism and lifestyle destination.

Overarching Objective

- Support investment in the visitor economy that positions the Central Coast an attractive place to live, work and play.
- Generate sustainable visitation patterns by increasing visitor dispersal and growing off-peak visitation.
- Grow visitor yield through product packaging, increasing length of stay and growing overnight visitation.
- Leverage the diverse experience offering to increase brand awareness in target markets and rewrite the Central Coast narrative.
- Build a cohesive and recognised brand that promotes an understanding of the region from hinterland to headland.

- Create high amenity, vibrant and activated towns, leveraging unique selling propositions to build town narratives.
- Continue to develop Central Coast as a leisure and business events destination through strategic partnerships.
- · Attract investment in enabling infrastructure that will facilitate visitor economy growth.
- Encourage sustainable tourism and eco-tourism development that supports and leverages Eco Destination Certification.
- Empower a unified, connected and supported industry.

Performance Targets

The following performance targets have been identified for Central Coast:

1. IO% Growth In overnight visitors to Central Coast by 2025.

2. I5% Increase In visitor expenditure.

3. 20% Increase

In visitation to Central Coast Hinterland by 2025.



Themes

Key themes to guide future investment have been identified, in response to strategic considerations and objectives for tourism development.

opportunities.

T5. THEMES FOR INVESTMENT

The	me	Focus
1.	Identity, Awareness and Placemaking	Building a strong brand identity to ensure the Cent compelling holiday destination. Creating rich and ac night-time economy and a sense of place will rewrite
2.	Eco Destination, Nature, Water and Trails	Celebrating the unique coastal and hinterland envir supporting infrastructure, facilities and services to c based and wellness experiences.
3.	Produce, Creators and Culture	Showcasing diverse local narratives and telling the s the abundant natural produce, and the layers of cult
4.	Events, Festivals and Conferencing	Delivering signature events aligned to the region's c natural assets to build a strong events brand and gr sector to develop a robust and sustainable year-rou
5.	Enabling Infrastructure	Developing strong foundations for visitor economy connections, accommodation, accessible destination thriving Central Coast.
6.	Industry Development and Collaboration	Empowering and supporting industry development training and enhanced connection to create a resilie Central Coast.

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Project opportunities have been identified in Section 8, aligned to the tourism development themes. This includes both priority projects and other project

> ntral Coast is recognised as a premium and active places across the seasons, a vibrant te the Central Coast narrative.

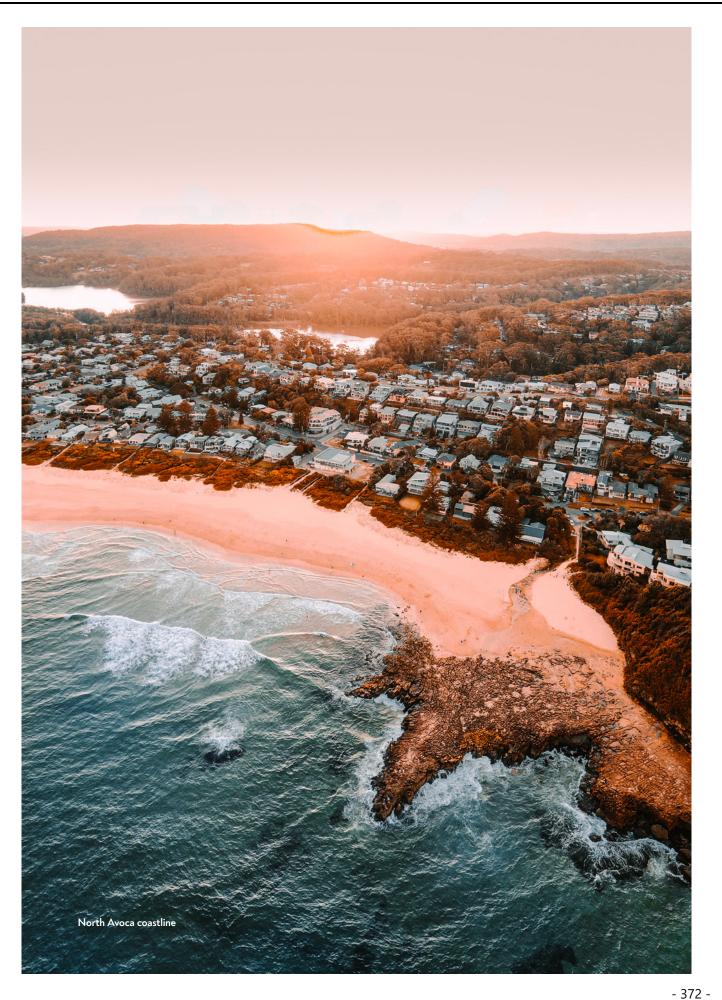
ronment through product development and create unparalleled and motivating nature-

stories of the Coast's makers and creators, Iture and heritage.

comparative strengths, utilising the regions rowing the business and conferencing events and visitor economy

growth through infrastructure, transport ons and visitor services that support a

t through engagement, collaboration, ent and visitor ready industry across the



08 Projects and Actions

Introduction

Action plans have been prepared to guide delivery of projects under each theme. The following provides a guide for interpreting the action plans.

Priority Projects

In order to identify priorities, each project has been assessed against the overarching objectives. Projects that best meet these objectives and address critical issues or opportunities for the Central Coast have been prioritised above others.

Projects have been identified using the following priority levels:

- Short-term (within 1 year)
- Medium term (1-3 years)
- Long-term (4 years +)

Delivery Responsibility

Stakeholder roles have been identified for each action, including both the leading stakeholder and the supporting/enabling stakeholders. The key below demonstrates the delivery leads.

It is intended that Council may be required to initiate a number of identified projects and lead their direction, however initiatives may be delivered in partnership with industry and State Government.

Central Coast Council Lead

Other Partner Lead

Grant Opportunities Grant opportunities have been identified where applicable, for both Central Coast Council and Industry. These are demonstrated in the action plans using the symbols below.

O Central Coast Council Lead

Additionally, a range of strategic planning projects have been identified that would support growth in the visitor economy, which should be led by Council and may require additional Government funding.

T6. DELIVERY LEAD KEY

Industry Lead

T7. DELIVERY LEAD KEY

O Industry Lead

*Costs identified are estimates only.



Central Coast has one of the largest daytrip markets in Australia, with 5.6 million daytrippers attracted to the region in 2019. In order to grow the reputation of Central Coast as an overnight holiday leisure destination focus needs to be made on building the identity of the Central Coast, its towns, villages and hinterland. In addition to this the establishment of specific marketing programs that link to place will increase awareness and motivate visitation.

This theme focuses on building a strong brand identity to ensure the Central Coast is recognised as a premium and compelling holiday destination. Creating rich and active places across the seasons, a vibrant night-time economy and a sense of place will rewrite the Central Coast narrative.

Seasons of Central Coast Marketing Campaign

In order to strengthen seasonal dispersal and highlight the variety of things to do in Central Coast across the year, a seasonal marketing campaign which focuses on seasonal produce, activities and events should be established.

Coast to Country Touring Itineraries

The link between the coastal areas of Central Coast and the hinterland can be strengthen by the establishment of touring itineraries that encourage coastal visitors to travel inland to the experience the

Destination Management Plan Framework

T8. THEME 1 ACTION PLAN

Project	Actions	Stakeholde	Stakeholder Role		Priority	Grant
		Lead	Support/ Enable			Opportunity
Central Coast Township Revitalisation Project	 Identify towns of the Central Coast that are in need of amenity improvements that wills strengthen their appeal to the visitor economy. Undertake a Central Coast Tourism Township Townships Streetscape and Foreshore Masterplan for identified towns. 	Council	Industry Chambers of Commerce	\$200K	Medium	00
Coast to Country touring itineraries	 Identify possible touring itineraries that link coastal destinations with hinterland product. Develop and promote itineraries on Love Central Coast website. 	Council	DNSW / DSSN		Short	
Seasons of Central Coast Marketing Campaign.	 Work with a marketing agency to develop a Seasons of Central Coast marketing campaign. Deliver the campaign over a two year period 	Council	DNSW / DSSN Industry	\$50K	Short	
Gateway interventions at Mooney Mooney and Bushells Ridge	 Undertake a feasibility study and concept design for gateway interventions for the Central Coast. This will consider prioritising sites followed by concept design. 	Council	Local artists	\$100K	Medium	0

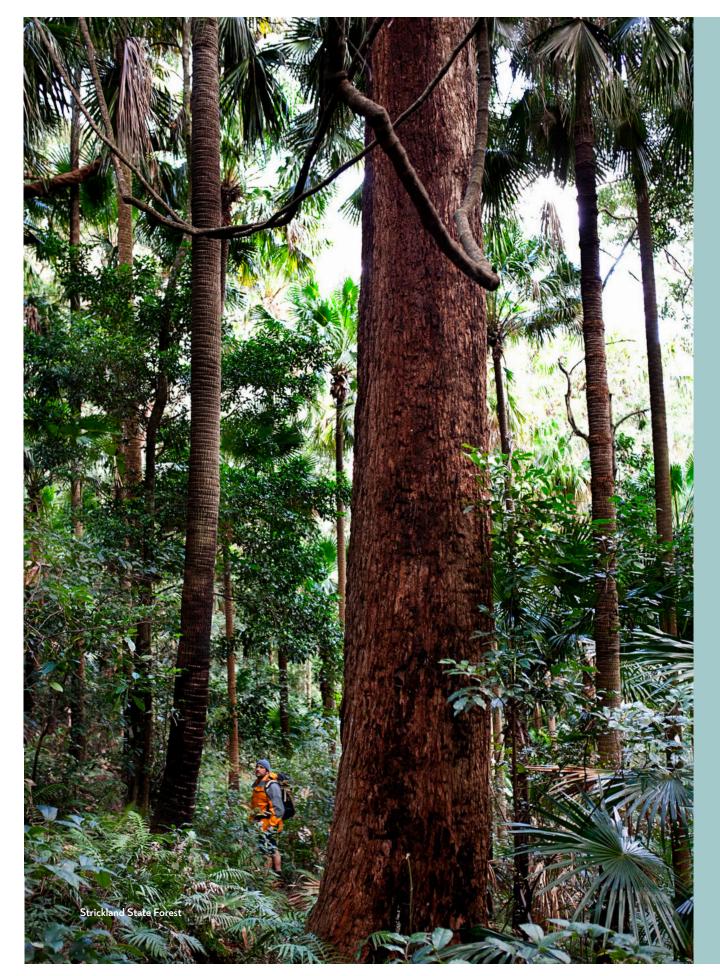
Project	Actions	Stakeholde	r Role
		Lead	Support/ Enable
Night-time activations and enhancements	• Undertake a night-time activation and enhancement strategy which identifies intervention concepts for night time economy precincts, understanding barriers to night time activity (including zoning, compliance).	Council	Chambers of Commerce Industry
VFR marketing campaign (discover your own backyard)	VFR marketing • Develop a discover your campaign own backyard campaign (discover your for Central Coast locals.		Industry
Local ambassador program	• Continue to use local ambassadors to promote local products and destina- tions.	Council	Industry
Sydney marketing program - 'An escape on your doorstep'	marketing to Inner Sydney and North program - An Western Sydney to escape to escape on your the Central Coast.		DNSW
			Central Coast Council

Central Coast Counc Industry Lead Other Partner Lead

Industry Lead

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Cost	Priority	Grant Opportunity
\$80K	Medium	
\$20K p.a	Ongoing	
\$20K p.a	Ongoing	
\$50K p.a	Ongoing	0
	Short- Medium	00



Theme 2:

Eco Destination, Nature, Water and Trails

Waterway tourism activation strategy

Assets such as Brisbane Water, Kincumber Broadwater, Tuggerah Lake and Wyong River can be further activated to promote greater use and drive visitation. This includes consideration of lakefront assets, private sector investment, moorings, waterway access and infrastructure, cruising, and tours. An activation strategy which identifies product and infrastructure needs will support the enhancement of these assets.

Darkinjung Waterway Tour and Overnight Camping experience

In order to leverage from the significant cultural heritage of the Central Coast Darkinjung Local Aboriginal Land Council are considering the development of a water and land based overnight cultural heritage tour. This tour, if adequately supported, could be developed as a signature experience within the Central Coast.

Develop a signature water based 'eco-tourism' experience/s that strengthens brand identity Central Coast Council should promote and support the establishment of water based eco-tourism products and experiences, particularly those that are unique and have potential in attracting interstate and international markets. There is opportunity for this to incorporate local seafood in the experience.

Central Coast is highly regarded for its natural amenity including impressive beaches, coastline, estuaries and hinterland. It has some of the most significant aboriginal heritage sites in Australia and is working towards ECO Destination Certification. Nature based tourism is and will continue to be a major driver of visitation.

This Destination Management Plan identifies projects that unique coastal and hinterland environment through product development and supporting infrastructure, facilities and services to create unparalleled and motivating nature-based and wellness experiences.

The Central Coast has potential to draw visitors from Sydney and beyond to experience eco-tourism products and experiences.

Destination Management Plan Framework

T9. THEME 2 ACTION PLAN

Project	Actions	Stakeholde	r Role Support /	Cost	Priority	Grant Opportunity
			Enable			
Waterway tourism activation strategy	 Undertake a masterplan and activation plan for the Central Coast's key estuaries including Brisbane Water, Kincumber Broadwater, Tuggerah Lake and Budgewoi Lake. 	Council	NSW National Parks & Wildlife Service	\$150K	Medium	
Darkinjung Waterway Tour and Overnight Camping Experience	 Support Darkinjung in the development of an indigenous cultural experience. Undertake a feasibility study and business plan for the establishment of the experience. 	Darkinjung Local Aboriginal Land Council	Central Coast Council NSW National Parks & Wildlife Service	\$30K	Short- Medium	0
Develop a Signature Water Based 'Eco-Tourism' Experience/s that Strengthens Brand Identity	 Promote the opportunity to establish a signature water based eco tourism experience that includes linkages with seafood. 	Industry	Central Coast Council		Medium	0
Undertake a mountain biking strategy for Central Coast which identifies opportunity for investment in mountain biking	• Complete a mountain biking strategy drawing on the feasibility study for mountain biking recently completed.	Council	Forestry Corporation of NSW NSW National Parks & Wildlife Service	\$50K	Short	0

Project	Actions	Stakeholder Role		Cost	Priority	Grant
		Lead	Support / Enable			Opportunity
Achieve recognition as a National Surfing Reserve	 Complete registration to become a recognised National Surfing Reserve. Utilise the National Surfing Reserve status in marketing and online media. 	Council			Medium	
Develop a coastal nature trail from Frazer Park to The Entrance	 Investigate the feasibility for a coastal trail linking Frazer Park with The Entrance. 	Council	NSW National Parks & Wildlife Service	\$100k	Medium	
Investment in walking trails and shared pathways	 Working with NSW National Parks & Wildlife Service investment and promote short walks of the Central Coast. Delivery of shared pathway opportunities, including Point Clare to Gosford Railway Shared Path and the continuation of the Magenta Shared Path. 	Council	NSW National Parks & Wildlife Service		Medium	0

Industry Lead Other Partner Lead

Industry Lead

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Theme 3:

Destination Management Plan Framework

Produce, Creators and Culture

Central Coast has an emerging food, creative and arts sector. The yield from visitors that engage with food and arts its considerable higher than those visitors who solely engage with nature-based products. The Central Coast Hinterland is a highly productive agricultural area and there is much potential to link produce to plate in the region.

Central Coast should showcase the diverse local narratives and telling the stories of the Coast's makers and creators, the abundant natural produce, and the layers of culture and heritage.

Priority Projects

Hinterland Agri-Tourism 'Visitor Ready' Program

Agri-tourism presents a significant opportunity for the Central Coast hinterland, however there are many businesses in their infancy and others that are considering farmgate or retail as additions to their enterprise.

There is a need, however to support existing agritourism and new agri-tourism businesses become visitor ready. Development of a program which allows larger existing agri-tourism businesses to share their knowledge, as well as a Council-led education session on planning requirements, will assist businesses to understand how they can become visitor ready.

Oyster 'Food Brand' and Supporting Product Development

Central Coast has a number of oyster producers, however there is a lack of awareness of oyster production on the Central Coast. The establishment of a Central Coast Oyster food brand would support visitor awareness of local produce and development of tourism product opportunities incorporating oysters.

Foodie Events Program

The development of an events programs which focuses on food would enhance the linkages of local produce to market and help to create awareness around food opportunities on the Central Coast. Central Coast branded farmers markets and a visiting chef program could be considered as part of a foodie events program

Destination Management Plan Framework

T10. THEME 3 ACTION PLAN

Project	Actions	Stakeholder Role		Cost	Priority	Grant
		Lead	Support / Enable			Opportunity
Hinterland Agri- Tourism 'Visitor Ready' Program	 Develop a visitor ready program with the support of DNSW. 	Council	DNSW		Medium	
Oyster 'Food Brand' and Supporting Product Development	 Work with the Oyster industry to develop a regional Oyster brand and marketing plan to raise the awareness of the Oyster industry as a commodity. 	Oyster Industry	Central Coast Council		Short- Medium	0
Foodie Events Program	• Develop a foodie events program which promotes local produce, Central Coast branded farmers markets.	Council	Central Coast Food Alliance	\$20K p.a	Medium	0
Develop foodie itineraries, including expanding the Meet the Makers Trail	 Audit and implement a food trail connecting hinterland and coast. 	Local food Industry	Central Coast Council		Short	0
Support investment in distillery and brewery experiences in the hinterland	 Promote enhancement and investment in hinterland destination brewery and distilleries. 	Industry	Central Coast Food Alliance Independent Brewers Associations Central Coast Council		Medium -Long	0
Development of an arts and cultural precinct	 Identify a potential location for development of a cultural precinct on the Central Coast 	Council			Long	0

Theme 4:

Events, Festivals and Conferencing

Central Coast's proximity to Sydney, existing accommodation base and nature-based assets make it an ideal location to host events and festivals.

Delivering signature events aligned to the region's comparative strengths. utilising the regions natural assets to build a strong events brand and growing the business and conferencing events sector to develop a robust and sustainable year-round visitor economy.

Priority Projects

Develop Harvest Festival into Signature Event

The Harvest Festival is important to the Central Coast in that it brings focus to the Central Coast Hinterland, encourages dispersal of visitation and visitor yield. Stakeholders identified that some improvements to the festival are required, however it presents a significant opportunity.

Central Coast Stadium Precinct Masterplan

Develop a precinct masterplan to support development of the Stadium as a premier sporting destination.

As identified in the Central Coast Stadium Implementation Plan, the master plan is required to improve connectivity between the City and the Stadium, lead to better activation of event days, and enhance the overall event and non-event day experience of the Stadium.

Business Events Marketing and Attraction Action Plan

There is opportunity to develop the Central Coast as a business events destination, leveraging the close proximity to Sydney to support a range of business event types including conferences, meetings and other corporate events.

The development of a business events marketing and attraction action plan will allow Council and industry to attract new and additional events, and grow the region's offering.

Central Coast branded farmers markets and a visiting chef program could be considered as part of a foodie events program. Destination Management Plan Framework

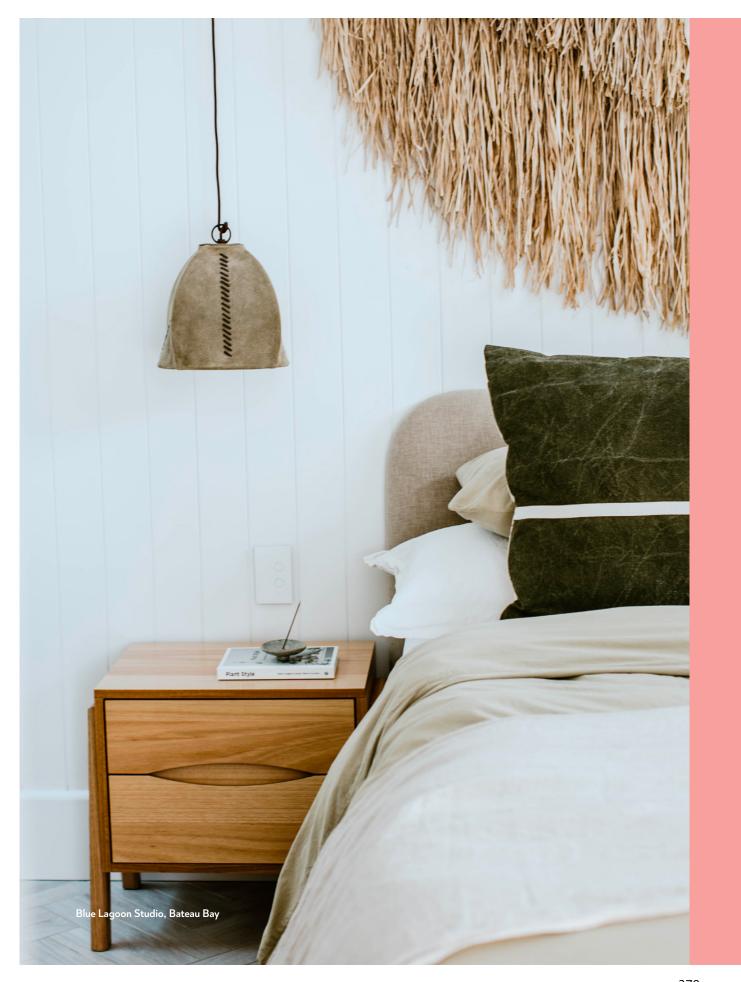
T11. THEME 4 ACTION PLAN

Project	Actions	Stakeholder Role		Cost	Priority	Grant
		Lead	Support / Enable			Opportunity
Develop concept of Harvest Festival	• Prepare a business plan for the future development of the Harvest Festival in conjunction with industry, with the aim of shaping and enhancing the concept, and improve the event quality.	Council	Hinterland industry		Short	
Investigate long-term opportunity for business events bureau	• Following growth and investment in conferencing and accommodation, investigate the potential for a business and events bureau for Central Coast.	Council	DNSW		Long	
Develop a business events marketing and attraction action plan	• Undertake a business events marketing and attraction plan.	Council	Business events and accommo- dation sector		Medium	
Food and produce events	• Promote opportunities for food and produce events.	Industry	Central Coast Council		Medium	0
Investigate events transport services	• Investigate opportunity for flexible transport initiatives to support events across Central Coast.	Council	Transport for NSW		Long	
Events Review – review funding framework, resourcing and development application process to ensure support for tourism events	• Undertake an internal review of events funding, resourcing and approach to events development for the tourism sector.	Council		\$20K	Short- Medium	

Central Coast Council Lead Industry Lead Other Partner Lead

Central Coast Council Lead
 Industry Lead

*All items in action plan are dependent on funding availability.



Theme 5:

Enabling Infrastructure

Connecting Central Coast - Public Transport **Advocacy Project**

There is a need to greatly improve transport connectivity in the Central Coast including links between coast to hinterland and along the coast - north to south. It is understood that a rapid transport system is being investigated. The solution will require Government support and it will be important Central Coast Council advocate for delivery of the transport system.

Accommodation Investment

Continued investment in visitor accommodation is needed to meet the shortfall of commercial accommodation supply when benchmarked with other destinations in the order of 3,854 rooms currently. Additional rooms are also needed to

meet future demand. Accommodation should meet contemporary market expectations and include:

- proximity to town)
- destinations)

visitor economy, its proximity at the doorstep of Sydney will ensure that the Central Coast and overnight visitor markets. There is a need to continue to invest in infrastructure, transport and visitor accommodation to

• Boutique hotels

• Integrated luxury hotels/resorts (isolated, in

• Midscale hotel / resort accommodation

• High quality tourist parks (in high amenity tourist

 Experiential accommodation (glamping, eco-accommodation, water-based accommodation)

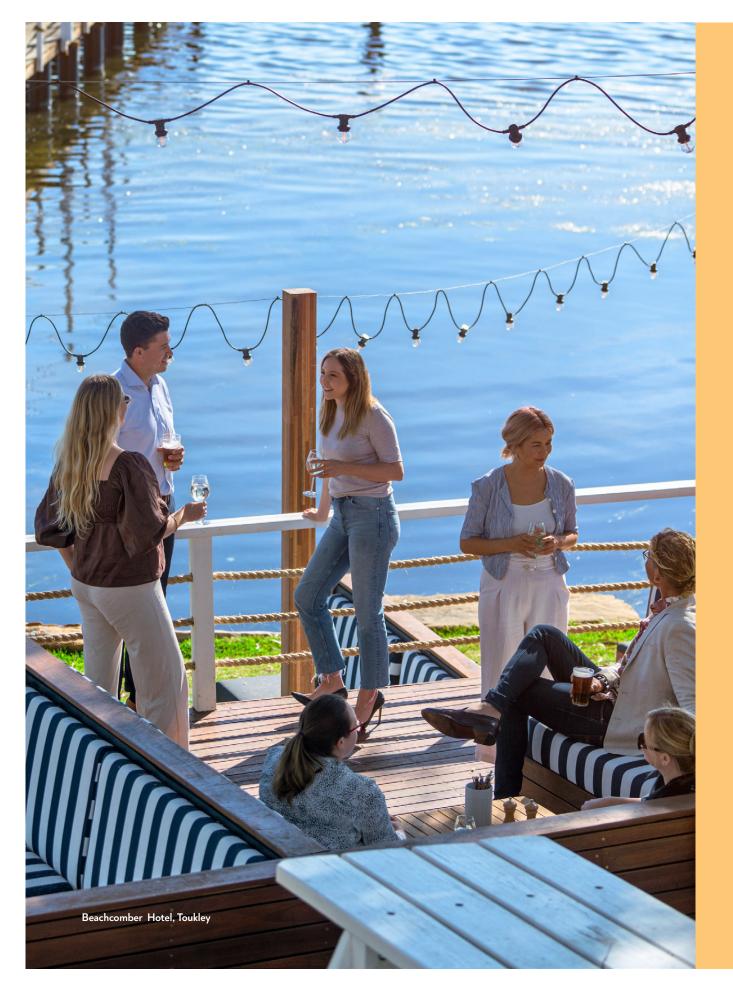
• Wellness retreats (isolated nature-based locations)

Destination Management Plan Framework

T12. THEME 5 ACTION PLAN

Project	Actions	Stakeholde		Cost	Priority	Grant
		Lead	Support / Enable			Opportunity
Connecting Central Coast - Public Transport Advocacy Project.	• Continue to support the connecting Central Coast public transport advocacy project.	Transport for NSW	Central Coast Council		Short	0
Accommodation Investment.	• Undertake a detailed accommodation opportu- nities and investment study with supporting investment prospectus.	Council		\$50K	Medium	
Implement carpark monitoring infrastructure.	 Implement infrastructure in key visitor nodes to monitor and investigate carparking usage and the need for carparking expansion. 	Council		\$20K	Medium	
Visitor servicing improvements, including implementing wayfinding signage strategy, deliver visitor guides and regional maps, and reinvestment in The Entrance VIC.	 Review visitor services plan and implement key actions including review of signage, physical information assets and distribution and collateral. 	Council		\$200K	Medium -Long	0

Project	Actions	Stakeholde Lead	r Role Support / Enable	Cost	Priority	Grant Opportunity
Identify critical infrastructure needs and develop a Visitor Infrastructure Investment Plan.	 Identify critical needs and opportunities for visitor economy infrastructure investment. Develop business cases for key infrastructure investment projects to attract State and Federal Government Funding. Identify funding programs to fund this investment. 	Council	State Government		Short - Medium	0
Support Accessible Tourism Development	 Identify key visitation locations and enable accessible tourism through facilities and infrastructure 	Council			Short - Medium	0
Support RV touring	 Identify investment required to support RV touring and visitation, including signage and dump points Undertake co-operative marketing with neighbouring Councils, the Pacific Drive and DNSW. 	Council	Neighbouring Councils Pacific Drive DNSW		Short - Medium	



Theme 6:

Central Coast Tourism Excellence Program

There is a need to support the professionalism and service levels of tourism businesses in Central Coast. The delivery of a tourism excellence program which leads to improved customer service, visitor readiness and training of staff should be delivered by Central Coast in conjunction with local training providers.

Development Approval Business Concierge

Businesses have identified the need for the development approvals process to be more facilitative and streamlined. The establishment of a business concierge that supports businesses in the planning process should be established in Central Coast.

Business Networking and Communication

A series of networking and communication events that allow businesses to interact with each other and Council are needed to strengthen coordination of the tourism industry. This should consider:

next year

• Quarterly tourism workshops to provide opportunity for industry input into Council activities

 Annual Central Coast Year in Review and Planning Session - Council present developments in last year, industry provides input into tourism planning for the

T13. THEME 6 ACTION PLAN

				Cost		
						Opportunity
Central Coast Tourism Excellence Program	 Development of an tourism industry excellence program in conjunction with DNSW, focusing on customer experience improvement and development of 'visitor ready' businesses. Industry to drive and promote program. 	Council Industry	DNSW	\$30К р.а	Short - Medium	
Development Approval Business Concierge	 Investigate the delivery of a development approval concierge to support busi- nesses in the development approvals process. 	Council		\$120k p.a	Medium -Long	
Business Networking and Communication	 Quarterly tourism workshops to provide opportunity for industry input into Council activities. Annual Central Coast Year in Review and Planning Session. 	Council	Industry	\$10k p.a	Short	
Promotion of education pathways – utilising Gosford Education Precinct	 Work with the education and training sector and industry to ensure linkages exist between training providers and businesses. 	Training Providers	Central Coast Council		Short- Medium	
Build industry tools and resources, including industry toolkit	 Provide Destination Central Coast assets and branding to be used by industry including Love Central Coast guidelines and image library. 	Council			Short	
Industry Famils to boost industry awareness of local offering	• Undertake half yearly famils for industry to discover products, assets and activities offered throughout Central Coast.	Council				
Business export ready program promotion	 Support businesses to become export ready through promotion of programs offered by DNSW. 	DNSW	Central Coast Council Industry		Medium	00

Industry Lead

Other Partner Lead

Industry Lead

Appendix A Documents Reviewed

Federal Level

 Tourism 2020 Strategy; and • A National Business Events Strategy for Australia 2020.

State Level

- NSW Visitor Economy Strategy 2030;
- NSW Statewide Destination Management Plan 2019;
- NSW Visitor Economy Industry Action Plan 2030;
- Destination NSW China Tourism Strategy 2012-2020;
- The NSW Regional Conference Strategy and Action Plan 2017-2021;
- Aboriginal Tourism Action Plan 2017-2020;
- NSW Food and Wine Tourism Strategy and Action Plan 2018-2022.

Regional Level

- Central Coast and Lake Macquarie Regional Economic Development Strategy 2018-2022;
- Central Coast Regional Pan 2036;
- Destination Sydney Surrounds North Destination Management Plan 2018-2020;
- Destination Sydney Surrounds North International Strategy.

Local Level - Council Strategies / Plans

- Central Coast Bike Plan 2019-2029
- Central Coast Council Long Term: Economic Development Strategy 2020-2040;
- Central Coast Council Parking Study and Implementation Plan
- Central Coast Destination Brand Framework;
- Central Coast Destination Management Plan 2018;
- Central Coast Eco and Rural Tourism Feasibility Study
- Central Coast Economic Recovery and Resilience Framework 2020;
- Central Coast Green Grid Plan
- Central Coast Kayaking and Canoeing report
- Central Coast Regional Economic Development and Employment Strategy;
- Central Coast RV Feasibility Report
- Central Coast Tourism Opportunity Plan 2019-2024;
- Central Coast Wayfinding Strategy
- Interim Darkinjung Development Delivery Plan 2019
- Mount Ettalong Master Plan
- One Central Coast, Community Strategic Plan 2018-2028
- The Central Coast Cultural Plan 2020-2025

Attachment 2

central**coast**

Central Coast Council

Community Support Grant Program December 2021 and January 2022 Applications

Recommended for Funding

Organisation Name	Project Summary	Recommendation
Community Environment Network	Promotion, catering, and venue hire for World Wetlands Day Breakfast with the Birds	Recommended for part funding – for venue hire, promotions, development of materials and catering
Network		Amount recommended: \$1,732.00
		Good application and project concept. Community benefit is demonstrated, and all required documentation has been provided. Recommendation is conditional on all relevant event approval (including COVID-19 related) being provided prior to the release of funds.
Toukley And Districts Art Society Incorporated	Tuition Fees and materials for the delivery of subsidised art classes and workshops for adults and children supporting the	Recommended for funding. Amount recommended: \$4,800.00
	participation of the financially disadvantaged members of the local community.	Community benefit is demonstrated, and all required information is provided. Recommendation is conditional on all relevant event approvals (including COVID-19 related) being provided prior to the release of funds.
		Any further application for funding for this project will be required to demonstrate ongoing sustainability.
Crommelin Native	Pearl Beach Arboretum Ephemeral Art Trail 2022	Recommended for funding
Arboretum Incorporate		Amount recommended: \$5,000.00
morporate		Broader community benefit is demonstrated and all required information is provided. Recommendation is conditional on all event approvals (including COVID-19) are provided prior to the release of funds.
Peninsula Environment Group (PEG)	Further enhancing Woy Woy Peninsula Community Garden facility and resources	Recommended for part funding- for public liability, irrigation, plants, lighting and safety, rejuvenation works, garden and tool supplies including netting.
		Amount recommended: \$4,750.00
		Community benefit is demonstrated, and all required information is provided.

Organisation Name	Project Summary	Recommendation
Volunteer Marine Rescue NSW	Vessel Berthing infrastructure upgrade	Recommended for part funding- for supply and install of fender system.
		Amount Recommended: \$3,278.00
		Community benefit is demonstrated and all required information is provided.
Gosford Regional Community	Central Coast Festival of Women	Recommended for part funding – advertising, promotion, presenter fees, resources and materials.
Services Incorproated		Amount Recommended: \$3,468.50
		Community benefit is demonstrated and all required information is provided.
	TOTAL	\$23,028.50

Community Support Grant Program December 2021 and January 2022 Applications

Community Support Grant Program December 2021 and January 2022 Applications

Not Recommended for Funding

Organisation Name	Project Summary	Recommendation
Chain Valley Bay Progress Association Incorporated	Central Coast Council open space hire and event logistics for Australia Day Community Celebrations in Joshua Porter Reserve	Amount recommended: \$0.00 Not recommended for funding as the application is ineligible in accordance with ineligibility clause 7.11 - 7.11 Applications seeking funds for retrospective projects or activities, projects can't start, or project items purchased prior to four (4) weeks from the end of the grant closing date.
	Funding to purchase shelving and food items for the initial set up of a Community Pantry.	Amount recommended: \$0.00 Not recommended for funding as broader community benefit is not demonstrated and insufficient information has been provided to make an accurate assessment.
Mingara Aquatic Swimming Club Incorproated	Lifesaving Training Program- deliver pool lifesaving program to develop lifesaving skills for all bodies of water.	Amount recommended: \$0.00 Not recommended for funding within the Community Support Grant Program. Recommend applicant liase with Council Grant staff to apply in a more suitable funding stream.
C3 Tuggerah Community Cares Charlity Ltd	Big Noise School Holiday Program-Power supply to outdoor land.	Amount recommended: \$0.00 Not recommended for funding as currently proposed as insufficient information is provided to make an accurate assessment. Recommend applicant liaise with Council Grants Officers and consider resubmitting in a subsequent round.
Tribe Lunch Central Coast	Tribe Lunch for ASD Mums	Amount recommended: \$0.00 Not Recommended as the application is ineligible in accordance with eligibility clause 6.1 - 6.1 Applicants must be a legally constituted not-for- profit

Organisation Name	Project Summary	Recommendation
		organisation or be auspiced by a legally constituted not-for-profit organisation.
Northlakes United Rugby	Sevens by the Sea Project Grant	Amount recommended: \$0.00
Union Club Incorproated		Not recommended for funding as the application is ineligible in accordance with ineligibility clause 7.11 of the Community Support Grant Program. 7.11 Applications seeking funds for retrospective projects or activities, projects can't start, or project items purchased prior to four (4) weeks from the end of the grant closing date.
Avoca Beach	Establising indentity and a sense of	Amount recommended: \$0.00
Rugby Club Incorported	belonging for our club	Not recommended for funding as broader community benefit is not demonstrated. Recommend applicant liaise with Council Grants Officers and consider resubmitting in a subsequent round.
Roundabout Circus	SPIRAL Coast	Amount recommended: \$0.00
		Not recommended for funding as currently proposed within this grant program. Project concept is strong and meets CCC town centre activation objectives-relevant CCC Community & Culture Unit Staff will liaise with applicant to develop the concept further for future delivery.

Community Support Grant Program December 2021 and January 2022 Applications