



GOVERNANCE AND FINANCE COMMITTEE

13 May 2025



COMMUNITY STRATEGIC PLAN 2018-2028

ONE – CENTRAL COAST IS THE COMMUNITY STRATEGIC PLAN (CSP) FOR THE CENTRAL COAST LOCAL GOVERNMENT AREA

ONE – CENTRAL COAST DEFINES THE COMMUNITY'S VISION AND IS OUR ROADMAP FOR THE FUTURE

ONE – CENTRAL COAST BRINGS TOGETHER EXTENSIVE COMMUNITY FEEDBACK TO SET KEY DIRECTIONS AND PRIORITIES

One - Central Coast will shape and inform Council's business activities, future plans, services and expenditure. Where actions are the responsibility of other organisations, sectors and groups to deliver, Council will work with key partners to advocate on behalf of our community.

Ultimately, every one of us who live on the Central Coast has an opportunity and responsibility to create a sustainable future from which we can all benefit. Working together we can make a difference.

RESPONSIBLE

WE'RE A RESPONSIBLE COUNCIL AND COMMUNITY, COMMITTED TO BUILDING STRONG RELATIONSHIPS AND DELIVERING A GREAT CUSTOMER EXPERIENCE IN ALL OUR INTERACTIONS.

We value transparent and meaningful communication and use community feedback to drive strategic decision making and expenditure, particularly around the delivery of essential infrastructure projects that increase the safety, liveability and sustainability of our region. We're taking a strategic approach to ensure our planning and development processes are sustainable and accessible and are designed to preserve the unique character of the coast.

 **Good governance and great partnerships**

G2 Engage and communicate openly and honestly with the community to build a relationship based on trust, transparency, respect and use community participation and feedback to inform decision making

There are 5 themes, 12 focus areas and 48 objectives

COMMUNITY STRATEGIC PLAN 2018-2028 FRAMEWORK

All council reports contained within the Business Paper are now aligned to the Community Strategic Plan. Each report will contain a cross reference to a Theme, Focus Area and Objective within the framework of the Plan.

The infographic details the following structure:

- THEME: BELONGING**
 - Focus Area: OUR COMMUNITY (C1-C4)
 - Focus Area: COMMUNITY CONNECTION AND LOCAL IDENTITY (S1-S4)
- THEME: SMART**
 - Focus Area: A GROWING AND COMPETITIVE REGION (C1-C4)
 - Focus Area: A PLACE OF OPPORTUNITY FOR PEOPLE (S1-S4)
- THEME: GREEN**
 - Focus Area: ENVIRONMENTAL WELL-BEING FOR THE FUTURE (C1-C4)
 - Focus Area: INCREASED RAIN WATER RESILIENCE (S1-S4)
- THEME: RESPONSIBLE**
 - Focus Area: GOOD GOVERNANCE AND GREAT PARTNERSHIPS (C1-C4)
 - Focus Area: BELONGING THROUGH INFRASTRUCTURE (S1-S4)
 - Focus Area: SAFE, ACTIVE AND SUSTAINABLE DEVELOPMENT (C1-C4)
- THEME: LIVEABLE**
 - Focus Area: RELIABLE PUBLIC TRANSPORT AND CONNECTIONS (C1-C4)
 - Focus Area: SAFE AND HEALTHY LIVES (S1-S4)
 - Focus Area: HEALTHY LIFESTYLES (C1-C4)



Meeting Notice

**The Governance and Finance Committee
of Central Coast Council
will be held the Function Room,
2 Hely Street, Wyong
on Tuesday 13 May 2025 at 7:00pm,
for the transaction of the business listed below:**

SUPPLEMENTARY BUSINESS PAPER

1 REPORTS

1.3	Q3 (March 2025) Operational Plan and Budget Review	4
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Councillor Jared Wright
Chairperson



Item No: 1.3
Title: Q3 (March 2025) Operational Plan and Budget Review
Department: Corporate Services

13 May 2025 Governance and Finance Committee

Reference: F2024/00101 - D16814695
Author: Vivienne Louie, Senior Financial Project Coordinator Finance
Sharon McLaren, Section Manager Corporate Planning and Reporting
Manager: Emma Galea, Chief Financial Officer
Nicole Jenkins, Executive Officer Performance and Communications
Executive: Marissa Racomelara, Director Corporate Services

Recommendation

That the Committee:

- 1 Receives and notes the preliminary Q3 (March 2025) Quarterly Operational Plan and Budget Review as outlined in this report and Attachments to this report.**
- 2 Receives and notes the changes to the 2024/25 capital works program (Attachment 3) and notes the impact of these changes on the indicative program in the outer years.**
- 3 Notes that the subject of this report will be presented to the Council meeting in May for further consideration.**

Report purpose

To report on Council's performance as measured against the organisation's Operational Plan for 2024/25 financial year and to propose adjustments required in regard to actions and budgets, to reflect the projected actions and projects delivery, and financial position, as at 30 June 2025.

Executive Summary

This report is a preliminary report for the Committee's information.

The information and proposed financial changes are subject to change pending the impact of the outcome of discussions to be held at the scheduled Councillor workshop on 20 May 2025.

Council will consider the Q3 (March 2025) Quarterly Operational Plan and Budget Review at its Ordinary Meeting on 27 May 2025. The report submitted to this meeting will reflect any changes arising from the Councillor Workshop.

Operational Plan Progress

Overall performance against the 107 Operational Plan actions and indicators at the end of Q3 shows:

- 14 are Completed;
- 74 are On Track for delivery by the end of the financial year;
- 11 are Delayed;
- 1 is On Hold; and
- 7 have been closed.

Financial Performance

Council is required to review its progress in achieving the financial objectives set out in its Operational Plan within two (2) months of the end of each quarter.

The Responsible Accounting Officer has revised Council's income and expenditure for the 2024/25 financial year and recommends revising estimates in line with Council's financial performance as at the end of March 2025, and as projected for the remainder of the financial year.

The 'Q3 Budget Review Statement' (Attachment 2) recommends budget adjustments that result in an improved projected operating result for the 2024/25 financial year, on a consolidated basis.

Excluding the budgeted operating surplus for Water and Sewer, the budgeted operating surplus (excluding capital grants and contributions) will move to **\$24.5M** after the proposed Q3 adjustments.

Including Water and Sewer Funds, the proposed Q3 adjustments will move the consolidated 2024/25 budgeted operating surplus (excluding capital grants and contributions) from \$19.1M (\$10.7M original budget) to a budgeted operating surplus of \$37.9M. This includes the budgeted Water and Sewer Funds operating surplus after Q3, of \$13.4M.

Including capital grants and contributions, the budgeted operating surplus will move from \$146.8M (\$120.3M Original budget) to a \$174.5M surplus.

These amounts are based on the amortisation of rates and annual charges income across the financial year, consistent with Council's monthly reporting. Council's monthly reports are prepared on this basis to assist Council and management in monitoring the organisation's financial performance across the year.

As the Local Government Code of Accounting Practice and Financial Reporting requires Council to recognise the full year rates and waste management annual charges when levied in July each year, the results on this basis are included in Attachment 2 to this report.

More information and details of progress and financial performance are provided in the 'Q3 Budget Review Statement', in the Quarterly Budget Review Statement section (Attachment 2).

There is no overall change to the total capital works program proposed for Q3 and the revised 2024/25 full year capital works program remains at \$316.5M.

For detailed information on the proposed Q3 budget changes and changes to amounts in the 2025/26 to 2027/28 program, refer to Attachment 3 – '2024-25 Q3 updated - Four Year Works Program 2024-25 to 2027-28'.

Background

As required under the Integrated Planning and Reporting Guidelines, Council must report on progress with respect to its actions and targets against the objectives of the Delivery Program and Operational Plan, at least every six (6) months.

Clause 203 of the *Local Government (General) Regulation 2021* requires that no later than two (2) months after the end of each quarter (except the June quarter), the Responsible Accounting Officer of Council must prepare and submit to Council a Quarterly Budget Review Statement (QBRS) that shows a revised estimate of the income and expenditure for that year.

These reports are presented in the necessary format (Attachments 1 and 2) and meet relevant legislative requirements.

Report

Operational Plan Actions and Indicators

The table below is a summary of the overall progress on the actions and indicators for Q3. The information contained in (Attachment 1) includes specific details of progress.

Theme:	Belonging	Smart	Green	Responsible	Liveable	Total
Completed	2	2	2	3	5	14
On Track	18	3	10	30	13	74
Delayed	0	0	1	6	4	11
Scheduled	0	0	0	0	0	0
On Hold	0	0	0	1	0	1
Closed	0	5	0	1	1	7
Total	20	10	13	41	23	107

Financial Performance

As at the end of Q3 Council has a consolidated net operating surplus of \$26.3M, before capital income, which is favourable to budget by \$20.6M and a net operating surplus including capital income of \$122.8M, which is favourable to budget by \$36.8M. These results reflect the amortisation of annual rates and charges. Variance detail analysis were included in the Monthly Finance Report March 2025 submitted to Council at its Ordinary Meeting on 29 April 2025.

Table 1 - Consolidated Operating Statement March 2025

Consolidated									
Operating Statement									
March 2025									
	2023-24 Actuals	Original Budget	FULL YEAR Budget	YTD Budget	YTD Actuals	YTD Variance (excluding commitments)	YTD Variance (excluding commitments)	Proposed Changes	Proposed Budget After
	\$'000	\$'000		\$'000	\$'000	\$'000	%	Q3 \$'000	Q3 \$'000
Operating Income									
Rates and Annual Charges	421,528	460,606	461,731	343,992	343,264	(728)	0%	(1,074)	460,657
User Charges and Fees	169,410	170,284	176,864	121,661	121,842	181	0%	1,781	176,644
Other Revenue	24,155	15,532	17,710	9,293	12,728	3,435	37%	2,230	19,940
Interest	38,249	26,022	28,926	20,375	24,099	3,723	18%	15,355	44,280
Grants and Contributions	52,810	44,668	51,947	21,514	21,449	(65)	0%	2,152	54,099
Gain on Disposal	3,084	-	590	590	946	356	60%	356	946
Other Income	10,306	10,462	10,719	8,043	8,765	722	9%	219	10,937
Internal Revenue	57,120	56,950	66,743	48,713	45,214	(3,498)	7%	(2,220)	64,523
Total Income attributable to Operations	776,662	784,524	815,229	574,181	578,307	4,125	1%	18,798	834,027
Operating Expenses									
Employee Costs	194,560	217,710	218,821	159,734	157,985	1,749	1%	(269)	218,551
Borrowing Costs	12,466	12,010	12,664	5,929	5,797	132	2%	-	12,664
Materials and Services	229,244	245,138	244,324	173,484	162,168	11,316	7%	4,816	249,139
Depreciation and Amortisation	197,293	202,942	210,225	156,894	157,105	(211)	0%	-	210,225
Other Expenses	43,096	47,217	51,026	30,115	29,411	704	2%	(1,816)	49,209
Loss on Disposal	11,911	-	1,446	1,422	1,935	(513)	36%	484	1,930
Internal Expenses	49,488	48,807	57,663	40,959	37,642	3,317	8%	(3,282)	54,381
Overheads	(0)	-	-	(0)	(0)	(0)	100%	-	-
Total Expenses attributable to Operations	738,060	773,823	796,168	568,536	552,043	16,493	3%	(67)	796,101
Operating Result after Overheads and before Capital Amounts	38,602	10,701	19,061	5,645	26,264	20,619	365%	18,865	37,926
Capital Grants	63,325	85,684	72,042	30,893	40,974	10,080	33%	2,637	74,678
Capital Contributions	43,842	23,908	55,733	49,455	55,538	6,083	12%	6,194	61,926
Grants and Contributions Capital Received	107,167	109,592	127,774	80,349	96,512	16,163	20%	8,830	136,605
Net Operating Result	145,769	120,293	146,835	85,994	122,776	36,782	43%	27,696	174,531

NB: Figures are subject to rounding.

It is noted that as part of the Q3 Budget review process, the phasing of planned income and expenditure has been reviewed to ensure changes to projections required to reflect Budget trend are captured in a timely manner.

As at Q3, Council's overall performance was better than Budget as financial discipline continues to be applied to all expenditure and trends are monitored. Actual financial performance as at 31 March 2025, combined with forecasted deliverables and associated income, have been considered when revising projections as part of the Q3 quarterly budget review process.

Capital Works

Actual Q3 YTD capital expenditure is \$185.4M against the Q3 YTD budget of \$192.9M and a 2024/25 FY budget of \$316.5M.

Financial Performance Benchmarks

Below is a summary of Council's performance, against the main financial performance benchmarks set by the Office of Local Government.

Table 2 – Financial Performance Benchmarks – March 2025

Financial Performance Ratio	Industry Benchmark	Original Budget	Ratio – YTD Actuals	
Operating Performance Ratio	> 0%	1.47%	5.1%	✓
Own Source operating Revenue Ratio	> 60%	81.57%	81.2%	✓
Unrestricted Current Ratio	> 1.5x	2.57x	4.5x	✓
Cash Expense Cover Ratio	> 3 months	3.44 months	4.9 months	✓
Building and Infrastructure Renewals Ratio	100%	138%	126%	
Asset Maintenance Ratio	100%	n/a	47.7%	

As at the end of the March 2025, on a consolidated basis, Council exceeded the mandated benchmark for the operating performance ratio, achieving 5.1%.

Council has also performed favourably against the unrestricted current ratio, achieving 4.5x against a benchmark of > 1.5x. This ratio considers all current assets and liabilities, including cash.

Council maintained positive performance regarding the cash expense cover. Council is in a strong liquidity position.

The infrastructure ratios are monitored each month and are based on a point in time. The Building and Infrastructure Renewal Ratio is based on the actual renewal expenditure as at the end of the reporting period, compared to the depreciation over the same period.

The Asset Maintenance Ratio is calculated based on actual maintenance captured as at the end of the reporting period compared to the required maintenance estimated over the same reporting period. It is noted that the reported shortfall in asset maintenance is predominantly reported for building assets. A review of the cost allocation for building maintenance has indicated that the cost allocation of some building maintenance needs to be reviewed to ensure that these costs are captured within the inputs of the ratio calculation.

Annual performance in regard to these ratios is included in the Special Schedules in the annual Financial Statements, noting that the infrastructure section within the Schedules does not form part of the NSW Audit Office audit.

Noting the volatility in the timing of asset renewal and maintenance, performance as at the end of a reporting period, is an indication only of Council's likely performance against the benchmark for the year.

After the Q3 proposed budget adjustments the Operating Performance Ratio and the Building and Infrastructure Renewals Ratio remain above benchmark at 5.5% and 156% respectively.

1.3 Q3 (March 2025) Operational Plan and Budget Review (cont'd)

Restricted Funds

A summary of restricted and unrestricted funds as end of Q3 is as follows:

Table 3 – Restricted Funds March 2025

Fund	General Fund	Drainage Fund	General Fund Consolidated with Drainage Fund	Domestic Waste Fund	Water and Sewer Fund
	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)
External Restricted Cash	234,842	40,165	275,007	118,743	229,298
Internal Restricted Cash	152,308	19	152,327		
Total Restricted Cash	387,150	40,184	427,334	118,743	229,298
Unrestricted Cash	114,685	(34,500)	80,185		
Total Cash	501,835	5,684	507,519	118,743	229,298

Proposed Q3 Review Changes to Operational Plan Actions and Budget

Proposed Budget Adjustments

Council's financial focus continues to be on delivering planned outcomes whilst maintaining expenditure and raising additional income. All operating revenue and expenditure budgets, and actual performance have been reviewed as at the end of March 2025, and where applicable the budget changes are proposed to ensure that the forecasted results are aligned with the likely end of year operating results.

Regarding income, budgets have been adjusted to reflect trend up to the end of March 2025.

Included in the proposed budget changes is increased investment in the following activities or outcomes:

- Additional roadside vegetation management - \$0.2M
- Additional heavy patching - \$0.4M
- Increase in line marking for roads west of the M1 - \$0.2M
- Trial of artificial intelligence (AI) technology for road pavement defect detection- \$0.2M
- Digital transformation strategy staged implementation - \$1.5M
- Additional Holiday Park amenities maintenance - \$0.2M

The proposed Q3 adjustments also include additional allocation to expenditure that has exceeded or is projected to exceed the current budgeted amount. These adjustments include:

- Increase in legal expenses due to higher than anticipated litigated matters - \$0.7M
- Increase in cost of workers compensation claims - \$0.9M

1.3 Q3 (March 2025) Operational Plan and Budget Review (cont'd)

The proposed Q3 adjustments include reductions where cost savings were achieved, or actions have been delayed. Where required, these budget reductions have been reallocated to actions towards achieving the same or related outcomes or objective:

- Decrease in events budget due to the delay in the finalisation of the Draft Events Strategy resulting in marketing and other identified actions to be delayed. The delayed actions are aimed at expanding and improving future events - \$0.1M
- Decrease in town centres cleaning budget due to lower than budgeted contract rates - \$0.4. This was partially offset by an increase in the budget for security and monitoring -0.2M.
- Decrease in decorative street lighting and replacement of LED lights budget due vendor delays. This work has been budgeted in 2025/26 - \$0.3M.
- Decrease in consultants' budget for the Integrated Transport Strategy as this is now being undertaken by Transport for NSW - \$0.2M

More details on the proposed budget adjustments are provided in (Attachment 2).

Capital Works Program

There is no change to the total capital expenditure budget for 2024/25. However, there are changes to amounts allocated to specific projects in 2024/25 and in the next three years. The proposed changes in the outer years will be reflected in the 2025/26 Operational Plan, and other relevant Integrated Planning and Reporting documents when submitted to Council for adoption in June 2025, after public exhibition.

Changes to the published 4-year capital works program are summarised in the Table below with details of all capital works budget changes included in (Attachment 3).

Table 4 – Capital Expenditure changes by type

Q3 Change Type	2024-25 Q3 Change \$'000	2025-26 Financial Year \$'000	2026-27 Financial Year \$'000	2027-28 Financial Year \$'000
Change in budget due to tender / quote / completion	1,262	(252)		(1,775)
Change in budget due to scope change	65	1,960	(2,000)	
Change in timing of project	(2,847)	2,093	(1,041)	360
New Project for emergency rectification works	3,625			
Project continuing from prior year	120			
Project cancelled or placed on hold	(485)	260		
Reallocation of budget within program of works	(1,740)	(29)	425	
Grand Total	(0)	4,031	(2,616)	(1,415)

NB: Figures are subject to rounding.

Stakeholder Engagement

This report and its attachments will be presented to Council at its meeting on 27 May 2025.

This report will also be referred to the Audit Risk and Improvement Committee for review and feedback at its next meeting on 5 June 2025. Subject to the feedback of the Committee,

this report and Attachments to the report will be forwarded to the Deputy Secretary for Local Government, in line with reporting requirements under the Performance Improvement Order, and for their concurrence.

Financial Considerations

Financial Year (FY) Implications.

This proposal has cost and revenue financial implications for the current FY and outer years in the LTFP.

The proposed Q3 adjustments will move the consolidated 2024/25 budgeted operating surplus (excluding capital grants and contributions) from \$19.1M to \$37.9M.

There is no overall proposed Q3 capital expenditure budget adjustment and the 2024/25 full year capital works program will remain at of \$316.5M.

Budget and Long-Term Financial Plan (LTFP) Impact.

The FY adopted budget includes funding for this proposal and the LTFP includes funding for the ongoing impact.

The proposed Q3 changes do not have an adverse impact on Council's financial performance or position.

The Draft Operational Plan 2025/26 and the draft Long Term Financial Plan 2025-2035 are currently on public exhibition. During the public exhibition period, if an adjustment is required to the 2025/26 budget or future years, based on the latest information available and any changes to financial performance, these changes will be presented to Council at the 23 June 2025 Council meeting.

More information is provided in the 'Q3 Business Report' (Attachment 2).

Link to Community Strategic Plan

Theme 4: Responsible

Goal E: Environmental resources for the future

R-G3: Provide leadership that is transparent and accountable, makes decisions in the best interest of the community, ensures Council is financially sustainable and adheres to a strong audit process.




Risk Management

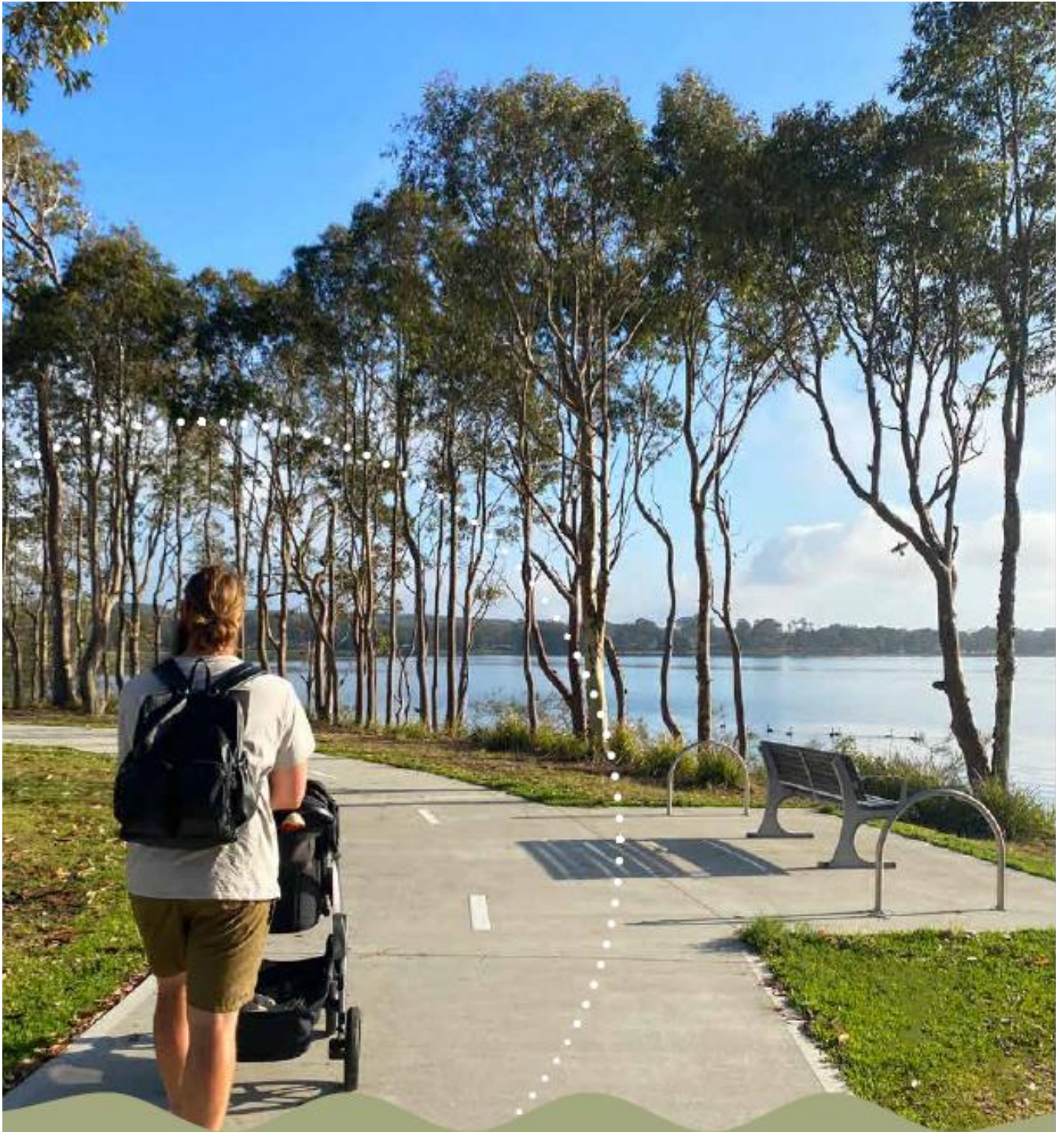
Quarterly reporting of Council's operational and financial performance is mandatory under the *Local Government (General) Regulation 2021*.

Critical Dates or Timeframes

Sub-clause 203(1) of the *Local Government (General) Regulation 2021* requires a Council's Responsible Accounting Officer to prepare and submit a Quarterly Budget Review Statement to Council within two months of the end of each quarter (excluding June). For Q3 this is due by 31 May 2025.

Attachments

1 	2024/25 Q3 Business Report - Delivery Program and Operational Plan Progress	Provided Under Separate Cover	D16823634
2 	2024/25 Q3 Budget Review Statement	Provided Under Separate Cover	D16827754
3 	2024/25 Q3 Updated - Four Year Works Program 2024/25 to 2027/28	Provided Under Separate Cover	D16825890



Central Coast Council
Quarter 3 Business Report
2024-25

About this Report

The information contained in this report details Council's performance against the Operational Plan 2024-25 and covers the period from 1 January 2025 to 31 March 2025.

This report complies with the requirements to prepare a Quarterly Budget Review Statement under clause 203 of the *Local Government (General) Regulation 2021*, with a revised estimate of income and expenditure from the Responsible Accounting Officer of Council included.

Council's performance against the Delivery Program and annual Operational Plan is reported on a quarterly basis and coincides with the Quarterly Budget Review Statement, which is reported to Council within two months after the end of the quarter for Quarters 1, 2 and 3. An Annual Report and Audited Financial Statements are prepared in place of a report on Quarter 4.

Quarterly Reporting Periods are as follows:

- Quarter 1 (Q1) – 1 July 2024 to 30 September 2024
- Quarter 2 (Q2) – 1 October 2024 to 31 December 2024
- Quarter 3 (Q3) – 1 January 2025 to 31 March 2025
- Quarter 4 (Q4) – 1 April 2025 to 30 June 2025

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

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

The Operational Plan 2024-25 (year 3 of the three-year Delivery Program 2022-2025) is aligned to the five CSP Themes, detailing the activity Council will undertake (through projects, plans and actions) to deliver *One – Central Coast*. This report provides an update on Council’s progress against the Operational Plan 2024-25.

Performance Summary

Council’s progress in delivering the actions, measure and projects against the Operational Plan for 2024-25 are assessed and measured using the following status definitions:

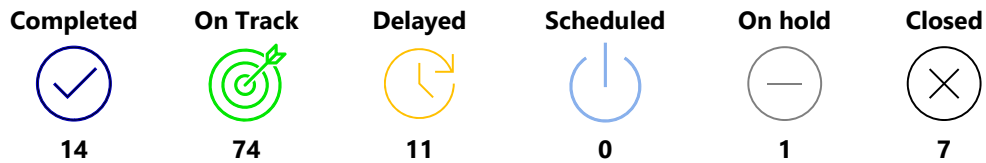
	Completed: Work or action is completed or target has been achieved		Scheduled Work or action has not commenced yet
	On Track Work or action is on track as planned or target on track to date		On Hold Work or action is on hold until further notice
	Delayed Work or action is delayed / target has not been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

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	2	2	2	3	5	14
On Track	18	3	10	30	13	74
Delayed	0	0	1	6	4	11
Scheduled	0	0	0	0	0	0
On Hold	0	0	0	1	0	1
Closed	0	5	0	1	1	7
Total	20	10	13	41	23	107





107 Actions / Indicators







Service Group: Customer Marketing and Economic Development







ID	CSP	Service Activity	Target	Status	Comments
DP_057		Deliver Year 3 Actions Destination Management Plan	Actions delivered by 30 June 2025		A total of 39 actions and projects currently underway with internal and external stakeholders; including 24 completed and 15 due to be completed in 2025 and 3 additional actions expected to be completed mid-May 2025.
DP_059		Deliver ongoing actions for ECO Destination Certification to encourage and support new ecotourism products in the region	4 new products identified		Central Coast upheld ECO Destination Certification and advanced to Ecotourism level from Nature Tourism level.
DP_109		Develop new revenue streams for the Visitor Information Centre	Increase in sales revenue by 5% and achieved by 30 June 2025		YTD revenue increase of 17.5% on same period last year. New suppliers introduced including local produce.
DP_121		Deliver the Customer Insights Program	Conduct 4 transactional customer feedback surveys by 30 June 2025		Closed Service Request Surveys completed in September and December 2024 and February 2025. A bi-annual Customer Satisfaction Survey was undertaken in November 2024 with results presented to Council in February 2025.
DP_126		Improve quality of information and responses for Customer Experience request system	90% of CX's are responded to within 5 working days 70% satisfaction with the way the request is managed		88.6% response rate (Corporate) for March 2025. 80% satisfaction rating by customers with the request process being simple and easy to understand.



Service Group: Community and Culture



ID	CSP	Service Activity	Target	Status	Comments
DP_001	B	Develop and deliver community capacity building projects in partnership with the local community to increase community participation and strengthen local neighbourhood connections	5 projects delivered (e.g. mental health initiatives, community resilience programs, social inclusion projects) by 30 June 2025		<p>This quarter projects delivered include:</p> <ul style="list-style-type: none"> Multicultural Support Harmony Day and Week Submitted NSW Social Cohesion Grants for Local Government Round 4 - Bolstering the Local Government Response to Hate in NSW Mental health mural in partnership with the Umina Football Club Sister cities planning
DP_002	B	Manage Council's suite of Community Grants Program and resource regional program	3 Community Grants Programs delivered by 30 June 2025		<p>On track to deliver three Community Grant programs.</p> <ul style="list-style-type: none"> Community Support Grant Program: 21 applications received with 13 successful in receiving funding. Major Grants rounds - opening 1 June and closing 30 June 30. ClubGRANTS: Assessment of grant applications within the Central Coast LGA ClubGRANTS Category 1 underway.
DP_003	B	Provide community education programs focussed on increasing community awareness and influencing behaviour change around key community priorities	3 projects focussed on disaster preparedness, graffiti and disability delivered by 30 June 2025		<p>This quarter launched the Neighbourhoods Connected Project. Plan and Prepare Flyer and preparedness information distributed. Summer safety campaign continued for January and February. Preparedness Community Outreach. Birdie: Preschool Resilience Program continues to be rolled out.</p>
DP_013	B	Develop and deliver community capacity building projects in partnership with the local community to reduce the local impact of domestic and family violence	3 projects delivered (e.g. Awareness campaigns, 16 Days of Activism, Education program with young people) by 30 June 2025		<p>This quarter, coordinated with the Education and Care Team to deliver domestic violence awareness and prevention training for educators at Council's Early Childcare Centres. This training will take place late May/early June 2025. Attended monthly Central Coast Domestic Violence Committee meetings for February/March. Submitted application for</p>

ID	CSP	Service Activity	Target	Status	Comments
DP_014	B	Develop and deliver community capacity building projects in partnership with the local creative arts and multicultural community	3 projects delivered (e.g. Creative Art Central, If these walls could talk, neighbourhoods project) by 30 June 2025		<p>Primary Prevention Multi-Year Partnerships Grant Program.</p> <p>YTD projects delivered include:</p> <ul style="list-style-type: none"> • Draft developed of Public Art - 2025-2035 Public Art Plan • Live Music - Live and Local - Live Music Action Plan • Creative Art Central • Makers Trail • First Nations Mangrove Dam artworks completed and ready for fabrication. • Cultural and Linguistically Diverse (CaLD) Arts Development
DP_016	B	Implement relevant actions from the Central Coast Graffiti Management Strategy	2 projects delivered (e.g. mural project, graffiti kits, parents education, programs with young people) by 30 June 2025		<p>This quarter, 15 graffiti removal kits distributed to Council service centres and libraries</p> <p>Graffiti campaign on hold pending review of soy safe product. Campaign will commence once review is complete.</p>
DP_023	B	Develop and deliver community capacity building projects in partnership with the local Aboriginal & Torres Strait Islander community	4 projects delivered (e.g. Ngura, Healthy lifestyle programs, NAIDOC week, elders/school reading program) by 30 June 2025		<p>During the quarter:</p> <ul style="list-style-type: none"> • Aboriginal Advisory Committee meeting held in March 2024. • Ngura program commenced in Gorokan and Lake Munmorah High School. • 6 Elders reading programs delivered at Kooloora Pre School Toukley • Banners booked for Brian McGowan Bridge in Gosford and Long Jetty in celebration of Reconciliation Week in May 2025. • Communication plan has been submitted for a social media campaign rollout. • NAIDOC Week - Council Flag Raising and breakfast BBQ celebration planning underway.
DP_031	B	Support community organisation and businesses to effectively deliver a range of external events	10 community events supported		<p>YTD we have supported 33 community events, including;</p> <ul style="list-style-type: none"> • Spiral Coast • What Were You Wearing Rally • Uniting Doorways • Homelessness Connect Day • Sustainable Futures Festival

ID	CSP	Service Activity	Target	Status	Comments
					<ul style="list-style-type: none"> • Rotary Club Busking Competition • Reclaim The Night • Come out and Play (Tubular) • Easy St • Remembrance Day • Run Fest • Central Coast Domestic Violence Walk • Tinsel Time in Toukley • Christmas Eve Carols • Carols in the park • Monopoly Central Coast • NAIDOC Event Kibble Park • Newcastle Permanent's Cinema Under the Stars • Long Jetty Street Festival • GIRRAKOOL BLUES 2025 • Citroen Right Around Australia • Holi Event • Lions Club Awareness Day • Harmony Day • Sea Shepherd Beach Cleanup • Chilli Festival • Busking Championship • Reclaim the Night • Remembrance Day • Rolling Sets • Christmas Eve Carols • Carols in the park
DP_032	B	Develop and deliver an annual Major Events Program, including but not limited to Chromefest, Harvest Festival, The Lakes Festival, Australia Day, New Years Eve, Love Lanes Festival and Flavours by the Sea	10 events developed and delivered to 100,000 participants by 30 June 2025		<p>YTD 10 events delivered to 127,042 attendees including:</p> <ul style="list-style-type: none"> • Citizenship Ceremony x 2 • ChromeFest • The Lakes Festival • Light up the Lake • New Years Eve, Gosford • New Years Eve, The Entrance • Australia Day Awards Gosford • Australia Day, The Entrance • Love Lanes • Planning underway for: 2 Citizenship Ceremonies • Harvest Festival
DP_034	B	Delivery of high quality exhibitions and programs at Gosford Regional Art Gallery	160,000 visitors to the gallery by 30 June 2025		<p>YTD there have been 116,419 visitors to the Gallery, which is 3% increase on last year.</p>





ID	CSP	Service Activity	Target	Status	Comments
DP_035	B	Develop and deliver creative arts development projects in partnership with the local creative practitioners and organisations	3 projects delivered (e.g. Arts Professional Development, Public Art, Heard Community) by 30 June 2025		On track to deliver 3 projects by 30 June 2025. YTD Arts Professional have delivered 5 events, Public Art installations and Performance Illuminated Program delivered.
DP_036	B	Delivery of cultural productions, events and performances at Laycock Street and Peninsula Community Theatres	220 cultural productions, events or performances delivered		YTD there have been 210 cultural events or performances delivered at Laycock or Peninsula Theatre.
DP_048	S	Provide a range of coordinated projects, services and place-making activities to increase activation and improve the visitor experience of The Entrance Town Centre	The Entrance Town Centre managed, maintained and activated annually		Action closed as resolved by Council resolution from 25 February meeting. Refer to new action DP_668.
DP_049	S	Provide a range of coordinated projects, services and place-making activities to increase activation and improve the visitor experience of Wyong Town Centre	Wyong Town Centre managed, maintained and activated annually		Action closed as to Council resolution from 25 February meeting. Refer to new action DP_668.
DP_050	S	Provide a range of coordinated projects, services and place-making activities to increase activation and improve the visitor experience of Gosford Town Centre	Gosford Town Centre managed, maintained and activated annually		Action closed as to Council resolution from 25 February meeting. Refer to new action DP_668.
DP_051	S	Provide a range of coordinated projects, services and place-making activities to increase activation	Toukley Town Centre managed, maintained and activated annually		Action closed as to Council resolution from 25 February meeting. Refer to new action DP_668.





ID	CSP	Service Activity	Target	Status	Comments
		and improve the visitor experience of Toukley Town Centre			
DP_052	S	Provide a range of coordinated projects, programs, services and place-making activities to increase activation, improve the visitor experience and support the development of social enterprises and businesses in the Central Coast Major Town Centres	8 projects delivered by 30 June 2025		Action closed as to Council resolution from 25 February meeting. Refer to new action DP_668.
DP_274	R	AAHS - Implement relevant actions from the Alternate and Affordable Housing Strategy	3 projects delivered (e.g. continue to establish partnerships with Community Housing Providers to develop Affordable Housing on underutilised Council land and support relevant partnership projects with local housing/homelessness service providers		<p>This quarter Council progressed with Strategy 4, 5, 6, 25, 25g, 26 of the Alternative and Affordable Housing Strategy:</p> <ul style="list-style-type: none"> Releasing Expression of Interest to form a Registered Panel Contractor List of Affordable and Community Housing Providers. Investigation of land sites suitable for Meanwhile Use under Council's Affordable Housing Land Proposal Support to Specialist Homelessness Services to implement regular assertive outreach to rough sleepers In Q3 staff responded to 221 reports of rough sleepers from community through Council's CX platform, approximately a 13% increase on the previous quarters' total. Hot Spots included Wyong Town Park, Picnic Point, The Entrance and Gosford City Centre Resourcing homeless hubs, assertive outreach providers and community groups with equipment and information. Crisis Relief Card updated in Jan 2025 to include new















ID	CSP	Service Activity	Target	Status	Comments
					<p>services and amended information with 3900 units disseminated to 13 providers in State Government and Not for Profits</p> <p>Leisure Centre Passes were also updated in Jan 2025 to support 30 new vulnerable people and 3 passes were disseminated to two service providers</p> <p>Provision of free 2100 takeaway containers to 4 community meals providers</p>
DP_666	B	Development of the Community Resilience Plan	Continue to develop the Community Resilience Plans in line with grant funding agreement		<p>Regional Resilience Strategy drafted. Internal and external stakeholder consultations undertaken with Local Emergency Management Committee, NSW Reconstruction Authority, Bushfire Management Committee and internally with Council staff (approximately 150 people).</p> <p>Small infrastructure projects continue to roll out including: community connecting events, Spencer Hall upgrades, distribution of Living in Our Area guides.</p>
DP_668	S	Provide a range of coordinated projects, services and place-making activities to increase activation and improve the visitor experience of The Entrance, Wyong, Gosford, Toukley and other Town Centres	30 coordinated projects, services and place-making activities delivered within Town Centres including The Entrance, Wyong, Gosford, Toukley and other Town Centres		<p>Placemaking:</p> <ul style="list-style-type: none"> • Creative Spaces Program in Vacant Properties • YTD over 1,800 people and collaboration with over 26 community, arts and collectives. • Street Flags - YTD 9 programs installed across 11 locations. • Gosford: Parkhouse activated with NN Fun Haus. • Toukley: Pop up Container - YTD 2,623 visitors <p>Activations:</p> <ul style="list-style-type: none"> • YTD 96 sessions of Tai Chi in the Park with 6,896 participants across The Entrance, Gosford, Toukley and Woy Woy. • Love Lanes Event Support • Heritage Month: 7 tours on sale.

ID	CSP	Service Activity	Target	Status	Comments
					<ul style="list-style-type: none"> Planning underway for; The Entrance Connect, Taste of Wyong and Toukley, Christmas 2026, Movie Nights in April and September. <p>Town Centre:</p> <ul style="list-style-type: none"> 2 capital projects delivered Over 85 operational projects completed in The Entrance, Toukley, Gosford, Wyong and Terrigal. Over 100 reactive projects completed in in The Entrance, Toukley, Gosford, Wyong and Terrigal. 3 Contract implementation and monitoring including; cleaning, landscaping and security. Over 118 CX raised for urgent action on reactive or asset maintenance in Town Centres.

Service Group: Leisure, Beach Safety and Community Facilities



ID	CSP	Service Activity	Target	Status	Comments
DP_004		Provide opportunities for young people to be engaged and recognised within our community	Update and review the 2019-2024 Central Coast Youth Strategy, with the strategy initially planned until December 2024 Deliver a Youth Week calendar of activities and the Central Coast Youth Week Awards Deliver five (5) contemporary youth programs that meet the needs of young people		<p>During the quarter:</p> <ul style="list-style-type: none"> Internal review of the current Central Coast Youth Strategy progressed, alongside Y4Y Youth engagement. Central Coast Youth Week Awards nominations closed in March for the event on 10 April. Development and delivery of the Youth Week calendar, to promote Youth Week opportunities and activities in April. Youth programs delivered this quarter include, Youth Summer Sessions, school holiday programs and Shred Sista's.
DP_005		Provide opportunities for people aged over 50 to be engaged and recognised	Deliver a Seniors Festival calendar of activities and a Seniors Festival Expo		<p>During the quarter:</p> <ul style="list-style-type: none"> 2,000 hard copies of the Seniors Festival calendar were distributed containing 100+

ID	CSP	Service Activity	Target	Status	Comments
		within our community	Deliver quarterly Getting Older and Loving Life (GOALL) publications to promote Senior's opportunities in the community. Deliver two (2) contemporary seniors programs that meet the needs of older people		<p>activities for older residents across 34 locations.</p> <ul style="list-style-type: none"> Two Seniors Festival Expo's were delivered as part of Seniors Week in March, with 600 in attendance and 80+ stallholders at each event. Summer Growing Old and Loving Life was distributed to over 1,000 digital subscribers and over 3,000 hard copies circulated, promoting seniors' opportunities and activities. Seniors programs delivered across the Coast this quarter include the Talking with Seniors Roadshows and Tech Savvy Seniors.
DP_022	B	Council to safely patrol beach locations, and provide beach safety messaging (in partnership with Surf Life Saving Central Coast)	Provide beach lifeguard services to 15 patrolled beaches from September to April		All 15 beaches patrolled safely, with summer operating hours (9am-6pm) ceasing on 31 January 2025 and will revert back to 9am-5pm until the end of April 2025 school holiday period. Council's Summer Safe campaign, promoted throughout the summer months. The flags to come down at the 15 patrolled locations for the season on 27 April.
DP_292	L	Delivery of a high quality leisure facility and programs at Gosford Olympic Pool	Gosford Olympic Pool to attract 200,000 visitors per year		YTD Gosford Olympic Pool attendance of 197,564 achieved by providing Learn to Swim, Squad Training, Aqua Fitness, Lap swimming, water polo and Recreational Swimming, including 20 school swimming carnivals.
DP_293	L	Delivery of a high quality leisure facility and programs at Peninsula Leisure Centre	Peninsula Leisure Centre to attract 450,000 visitors per year		YTD Peninsula Leisure Centre attendance of 465,027 achieved by providing gym and fitness, swimming lessons, aqua fitness, rehabilitation sessions, sporting competitions, water polo and creche services. This quarter was highlighted by hosting 25 school swimming carnivals.
DP_294	L	Delivery of a high quality leisure facility and programs at Niagara Park Stadium	Niagara Park Stadium to attract 115,000 visitors per year		YTD Niagara Park Stadium attendance of 90,382 achieved by providing basketball, volleyball, table tennis, indoor soccer. Special event hosted during the quarter include one culture multi-sport day for people with a disability.









ID	CSP	Service Activity	Target	Status	Comments
DP_295		Delivery of a high quality leisure facility and programs at Lake Haven Recreation Centre	Lake Haven Recreation Centre to attract 105,000 visitors per year		YTD Lake Haven Recreation Centre attendance of 98,877 has been achieved through gym/group fitness visit/ school programs and weekly sporting competitions.
DP_296		Delivery of a high quality leisure facility and programs at Wyong Olympic Pool	Wyong Olympic Pool to attract 34,000 visitors per year		YTD Wyong Olympic Pool attendance of 34,052 achieved by providing lap swimming, water polo and recreational swimming, including 20 school swimming carnivals. Wyong Pool is a seasonal facility operating October to March, and the last operating day for the season was 31 March 2025.
DP_315		Manage and administer the bookings of community halls and facilities	15,000 annual bookings for the community are facilitated		YTD 17,000 community facility bookings have been administered and managed within the online booking system.
DP_316		Efficient delivery of community facilities that meet the community needs	A minimum of six monthly inspections completed for 90% of community facilities operating under a lease, licence or hired agreement		Property Officers and Community Facility Officers conduct regular inspections of community facilities operating under a lease, licences or hired agreement, with YTD 348 inspections undertaken.
DP_630		Develop a Central Coast Leisure and Aquatic Strategy for Council's leisure centres, recreation centres and aquatic facilities	Leisure and Aquatic Strategy completed for the region		Leisure and Aquatic Strategy is now being finalised internally with Council's Social Planner, and progress is on track.
DP_631		Implement a new online booking system for Council's community facilities for hire	100% of Council's community facilities for hire transitioned to the new online booking system		100% of community facilities for hire have transitioned to the new online booking system.
DP_632		Delivery of a high quality leisure facility and programs at Toukley Aquatic Centre	Toukley Aquatic Centre to attract 115,000 visitors per year		YTD Toukley Aquatic Centre attendance of 106,189 achieved by providing Learn to Swim, squad training, Aqua Fitness, lap swimming and recreational swimming.

Service Group: Libraries and Education



ID	CSP	Service Activity	Target	Status	Comments
DP_306		Education and Care provide inclusive opportunities and equitable access for vulnerable children to maximise their learning, development and wellbeing	> 70 children are enrolled across Council's Education and Care centres that meet criteria		There are a total of 81 children enrolled across the Education and Care Services who meet this criteria. Target has been met but will continue to be measured to the end of the financial year.
DP_308		Library Services provide programs and activities outside of library branches that address identified needs and interests of the community and increases lifelong learning	> 135 outreach activities are delivered		YTD 250 programs and activities delivered that address identified needs and interests of the community and increases lifelong learning. This is a completion rate of 185% of the target.
DP_309		Library Services provide access to technology that meets the needs of the community	>40,000 public access sessions		YTD 42,446 public access PC sessions which is at a current completion rate of 106% of the target.
DP_310		Library Services provide access to information and literature for community use	> 1,250,000 loans of physical and digital resources		YTD 1,045,622 loans of physical and digital resources. This is a completion rate of 84% of our target.
DP_311		Effective promotion of the range of Library Services and Regional Library to increase of visitation to branches	> 1,000,000 visits to library branches achieved by 30 June 2025		YTD 503,645 visitors. This is a completion rate of 50.3% of the expected target. Membership drive scheduled throughout Q4. At risk of not meeting target. Target amended for future years.
DP_627		Effective promotion of the range of Library Services and Regional Library results in an increase in community participation with Libraries	>7,250 new library members join Central Coast Libraries by 30 June 2025		YTD 7,174 new members have joined the Library Service. This is a completion rate of 98% of the target.
DP_628		Actions from the Library Transformation	Year one actions are delivered by 30 June 2025		Year one actions scheduled, awaiting adoption of Transformation Strategy.




ID	CSP	Service Activity	Target	Status	Comments
		Strategy are delivered			The Transformation Strategy will go to Council for adoption in 2025.
DP_629		Library Services provide access to technology that meets the needs of the community	> 90,000 Wi-Fi sessions		YTD 158,473 Wi-Fi sessions. This is a completion rate of 176%.

Service Group: Open Space and Recreation




ID	CSP	Service Activity	Target	Status	Comments
DP_214		Public safety and community satisfaction with the amenity of roadsides	>90% of annual scheduled servicing of Roadside Vegetation completed on time		Servicing tracking at 80% for quarter and 81% YTD. Incomplete works are primarily due to resource impacts and a number of plant and equipment failures.
DP_291		Community satisfaction with level of service being maintained on all Central Coast Council parks and reserves	>90% of annual scheduled servicing of parks and reserves completed on time		Compliance to the 90% target for completion of scheduled servicing is tracking very close to target at 89.5% due to only achieving 84% during Q3. Reduced service was primarily due to machinery failure of multiple tractors and some wet weather. It is expected with machinery repaired, that this target will be met for the full year.
DP_303		Community satisfaction with level of service being maintained on all Central Coast Council sporting facilities	>90% of annual scheduled servicing of sports Facilities completed on time		91% of scheduled services completed in Q3 and 86% YTD. Reduction in service is due to vacant positions, excess annual leave being taken and prioritisation of seasonal changeover.
DP_304		Community satisfaction with level of service being maintained on all Central Coast Council sporting facilities	100% of programmed seasonal amendments and changeover completed on time		Summer to Winter sport changeover in progress and nearing completion, will be completed in early April. 95% of amendments program completed. 35% completed in Q3 and 95% YTD.

Service Group: Development Assessment








ID	CSP	Service Activity	Target	Status	Comments
DP_257		Percentage of residential development applications (housing dual	40%		YTD 34.8% and Q3 22.6% Determination times negatively impacted by clearing large backlog of older applications.

ID	CSP	Service Activity	Target	Status	Comments
		occupancy and secondary dwellings) determined within 40 days (gross calendar days)			
DP_258	R	Number of mean assessment days for all development applications	< 60 days		Gross Calendar days YTD 138 and Q3 146. Mean and median assessment days currently impacted by clearing significant backlog of older applications which negatively impacts determination statistics.
DP_528	R	Number of development applications under assessment	<750		Applications under assessment has been reduced from 918 in July 2024, to 776 at end March 2025.
DP_665	R	Number of development applications determined	Report each quarter on number of applications determined		1,531 DAs determined YTD and 437 in Q3.

Service Group: Commercial Property and Business Enterprise









ID	CSP	Service Activity	Target	Status	Comments
DP_037	S	Report to Council on the proposed Draft Airport Masterplan	Present proposed Draft Airport Masterplan to Council by 30 June 2025		The Central Coast Airport Master Plan was adopted by Council on the 25 February 2025. Council resolved to progress to Gateway 1.
DP_053	S	Continue to progress the Gosford Waterfront project	Governance model and initial strategy agreed upon		HCCDC (Hunter and Central Coast Development Corporation) have advised Council it is in the early stages in preparing their Project Development Planning (PDP) for Gosford Waterfront. A stakeholder meeting is scheduled for April to engage on the preparation of the PDP.
DP_633	R	Council receives its operating Licence from Cemeteries and Crematoria NSW and complies with all requirements of the scheme	Compliance with regulations achieved by 30 June 2025		Council is compliant with the relevant sections of the scheme but needs to update elements of the website in Q4 to complete the project







Service Group: Environmental Compliance Services











ID	CSP	Service Activity	Target	Status	Comments
DP_018	B	Responsible Pet Ownership event completed	Event delivered by 30 June 2025		Dogs Day out event was held on 22 February 2025 and had over 2,800 people in attendance. With animal registration updates, micro chipping, vet checks and information and advice available for residents on their dogs.
DP_019	B	Annual desexing program completed	Minimum of 200 animals desexed by 30 June 2025		250 animals desexed YTD.
DP_020	B	Annual microchipping program completed	Minimum of 400 animals microchipped by 30 June 2025		340 animals microchipped to date with a final free microchipping day scheduled in Q4.
DP_133	R	Develop and implement Proactive Public Health Inspection Program (includes hairdressers, skin penetration, public swimming pools and caravan parks)	Minimum of 75% high risk of public health inspections completed by 30 June 2025		YTD 66% of High-Risk public health premises have been inspected. 82 inspections completed in Q3.
DP_404	R	Develop and implement Council's Regulatory Priorities Statement in accordance with the Central Coast Regulatory Policy.	Council's Regulatory Priorities Statement implemented and online by 30 June 2025		Draft Regulatory Priority Statement prepared for endorsement by Council for public exhibition at 29 April 2025 Council meeting.
DP_408	L	Signs progressively rolled out during the financial year	40 new responsible pet ownership signs installed at relevant beaches and foreshore areas		60 new responsible pet ownership signs installed at relevant beaches and foreshore areas YTD. This action has been completed for this financial year.
DP_410	R	Develop and implement a quarterly proactive program	One Proactive Program (parking, companion animals, littering, or illegal dumping) implemented and completed each quarter		Proactive inspection program completed for illegal camping and homelessness hotspots throughout LGA during January in Q3. Fines issued and illegal campers moved on. Support services offered to persons deemed to be homeless.



ID	CSP	Service Activity	Target	Status	Comments
DP_531		Develop and implement Proactive Food Inspection Program	Minimum of 75% of high and medium risk food shop inspections completed by 30 June 2025		58% of high and medium risk food premise inspections completed year to date, on track to completing 75% of inspections for the financial year

Service Group: Environmental Management











ID	CSP	Service Activity	Target	Status	Comments
DP_068		Tuggerah Lakes wrack removal program aligned to the Wrack Management Strategy	Minimum of 5,000m3 of wrack removed by 30 June 2025		86% of annual wrack targets collected as at end of March 2025.
DP_074		Prepare a 4 year report on the implementation of the Biodiversity Strategy 2020	Annual Report on implementation of Biodiversity Strategy actions prepared by 30 June 2025		Report has been completed and is scheduled for consideration by the Environment and Planning Committee on 6 May 2025.
DP_075		Manage key threats to populations of threatened species on Council managed land. Management actions may include habitat restoration, fox control and access control at locations such as the little tern nesting area at The Entrance North	Implementation of actions completed by 30 June 2025		On track. Little Tern program successful, success also with Fox Management Program, Calicivirus release. Other continued habitat restoration activities at key sites.
DP_082		Complete new Coastal Management Programs (CMP) for Open Coast in accordance with the Coastal Management Manual and the Coastal Management Act 2016	Exhibition draft prepared and ready for committee consideration by 30 June 2025		On track for completion of exhibition draft this financial year, with consideration of Environment and Planning Committee also anticipated by 30 June 2025.

ID	CSP	Service Activity	Target	Status	Comments
DP_424	R	Finalise the Narara Creek Floodplain Risk Management Plan	Exhibition draft prepared and ready for Council consideration by 30 June 2025		Final draft expected April 2025 from consultant. On track for exhibition draft to be ready June 2025.
DP_425	R	Finalise the Tuggerah Lakes Flood Study	Exhibition draft prepared by 30 June 2025		Design runs completed. Final report being prepared. On track for exhibition draft to be ready June 2025.
DP_433	G	Manage coastal lagoon openings in accordance with recognised procedures to mitigate flood risk to surrounding communities	100% of coastal lagoon openings undertaken in accordance with Lagoon Opening procedure		All coastal lagoons opened in accordance with procedures. Note, Avoca Lagoon and Terrigal Lagoon exceeded flood trigger levels at the end of March 2025, however this was intentionally delayed due to observed forecast tidal anomalies and high waves which were expected to worsen flooding impacts if the lagoon had been opened earlier. No property impacts resulted. Some nuisance impacts were observed at Wamberal with short term inundation on some local roads.
DP_521	G	Complete Coastal Management Programs (CMP) for Tuggerah Lakes in accordance with the Coastal Management Manual and the Coastal Management Act 2016	Contract awarded and commenced for Stage 3 and 4 by 30 June 2025		Tender documents prepared by April 2025, not yet awarded but on track for 2024/25.
DP_522	G	Complete Coastal Management Programs (CMP) for Coastal Lagoons in accordance with the Coastal Management Manual and the Coastal Management Act 2016	Contract awarded and commenced for Stage 3 and 4 by 30 June 2025		Contract has been awarded to Water Technology and is progressing well.
DP_523	G	Complete Coastal Management Programs (CMP) for Hawkesbury Nepean in accordance with the	Complete Stage 3 by 30 June 2025		Stage 3 was not completed in January as previously anticipated but is nearing completion and is expected to be completed by 30 June 2025 as proposed.

ID	CSP	Service Activity	Target	Status	Comments
		Coastal Management Manual and the Coastal Management Act 2016			
Service Group: Strategic Planning					
ID	CSP	Service Activity	Target	Status	Comments
DP_076		Preparation of Species Management Plans	Species Management Plans for the Squirrel Glider and Swift Parrot adopted by Council by 30 June 2025		Draft Species Management Plan for Squirrel Glider has been prepared with final internal review being undertaken. Preparation of the Swift Parrot Species Management Plan has been delayed due to a need to consider new modelling and mapping information which has only been recently received from State Government.
DP_228		Develop an Integrated Transport Strategy for the Central Coast	Integrated Transport Strategy adopted by 30 June 2025		Project has been closed due to Transport for NSW commencing preparation of the Central Coast Strategic Regional Integrated Transport Plan, which is due for completion in the 2025 Calendar Year.
DP_272		Preparation of the Central Coast Local Strategic Planning Statement	Exhibition of a revised Local Strategic Planning Statement by 30 June 2025		Draft document is being prepared and on track for community consultation to commence in Q4.
DP_280		Implementation of high priority actions in the Central Coast Local Housing Strategy	Commence implementation of 2 high priority actions by 30 June 2025		Implementation has commenced on: Action 4.1 - Prepare and Implement an Affordable Housing Contribution Scheme under s7.32 of the EP&A Act 1979 and Action 2.2 - Investigate urban expansion and infill opportunities in specific locations including Wyong, parts of the Coastal District, Narara Valley, Toukley District. This will involve investigating servicing capacity (water, sewer and services availability).
DP_450		Prepare Heritage Chapter	Adoption of Heritage chapter of the Development Control Plan by 30 June 2025		Draft Development Control Plan prepared and on track for community consultation and adoption in Q4.



ID	CSP	Service Activity	Target	Status	Comments
DP_455		Completion of Addendum to masterplan for community building and toilets at 1A Jacques Street	Addendum to masterplan for community building and toilets at 1A Jacques Street adopted by Council by 30 June 2025		Draft document complete and on track for community consultation and finalisation in Q4.

Service Group: Governance, Risk and Legal





ID	CSP	Service Activity	Target	Status	Comments
DP_099		Review procedures and processes around Council and Committee Meetings and educate staff and Councillors on their responsibilities in regard to Council Meetings	Within 6 months of the Central Coast Local Government election		Committee framework has been developed, and matters arising are being finalised.
DP_101		Develop and implement a maturity improvement roadmap for Council's internal audit	Roadmap developed and implementation underway by 30 June 2025		Due to competing priorities, this will now be conducted as part of the 2025/26 Internal Audit program.
DP_138		Manage and administer the Audit Risk and Improvement Committee (ARIC) in accordance with Office of Local Government (OLG) Guidelines and best practice	Proactive Management and support provided. Revised or new ARIC Terms of Reference adopted by 30 June 2025		Quarterly ARIC meeting conducted in accordance with OLG guidelines and best practice.
DP_640		Onboard elected representatives following September 2024 election	Councillor Induction Training is delivered within first 6 months of Council term.		Delivery of Councillor Induction program completed.
DP_642		Continue to implement the Policy Framework and maintain the Policy Register	Council policies are current and accessible by 30 June 2025		The OLG is reforming council meeting practices, including a new framework for councillor conduct and meeting practice. The new Model Meeting Code was to be prescribed

ID	CSP	Service Activity	Target	Status	Comments
		including the review of Governance owned Policies			in early 2025 but is yet to be released. In the interests of efficiency, staff are waiting for the new Model Code to be issued before reviewing Council's Code and associated policies (such as the Public Forum Policy), all of which are key governance-owned policies.



Service Group: People and Culture

ID	CSP	Service Activity	Target	Status	Comments
DP_164		Implement the Actions within the Workforce Management Strategy	Progress of actions is reported annually		Workforce Management Strategy (WMS) actions on track. Development of the draft WMS is underway as part of new Resourcing Strategy. Draft is with Executive Leadership Team for final review before further exhibition and endorsement.

Service Group: Engineering Services

ID	CSP	Service Activity	Target	Status	Comments
DP_212		Number of days Local Traffic Committee Minutes are made available to the public	Local Traffic Committee Minutes available on Council's website within fourteen days following the meeting		Traffic Committee minutes for scheduled meeting held in February 2025 placed on website within 14 days following the meeting.
DP_222		Produce and maintain the Capital Works Interactive Map	The interactive map available to the community on Council's website by 31 August 2025 and updated on a monthly basis		Monthly updates to the interactive capital works map for the organisation completed in January, February and March 2025

Service Group: Procurement and Project Management

ID	CSP	Service Activity	Target	Status	Comments
DP_113		Capital Works Project Spend - Percentage of capital works program completed to budget	>90% of capital works projects and programs expended by 30 June 2025		Capital works for Council is tracking at \$185.4m (96.1%) against a forecast phased budget of \$192.9M out of the full year budget of \$316.5M. This reflects expenditure of \$7.5M under forecasted budget until March 2025. Delivery is still on track to achieve




ID	CSP	Service Activity	Target	Status	Comments
					yearly target with continued focus on delivery.
DP_173	R	Capital works Project Delivery - Percentage of Capital Works program delivered annually	>95% delivery of capital works projects achieved by 30 June 2025		Council has commenced 383 projects against a planned commencement of 347 projects indicating delivery is tracking well.

Service Group: Road and Drainage Infrastructure

ID	CSP	Service Activity	Target	Status	Comments
DP_195	R	Kilometres of road pavement to be renewed	22.5km of road pavement renewed by 30 June 2025		Council has renewed 21.4 kilometres of existing road pavement through to the third quarter of 2024/25. The road renewal program remains on track to meet the target by 30 June 2025.
DP_196	R	Kilometres of road resurfacing to be renewed	37km of road resurfacing to be renewed by 30 June 2025		Council has resurfaced 36.0 kilometres of existing road pavement YTD. The road resurfacing program remains on track to meet the target by 30 June 2025.
DP_198	R	Kilometres of drainage infrastructure to be renewed, upgraded or newly built	2.3km of drainage infrastructure to be renewed, upgraded or newly built by 30 June 2025		Council has constructed 2.0 kilometres of drainage infrastructure YTD. The drainage program remains on track to meet the target by 30 June 2025.





Service Group: Waste and Resource Recovery

ID	CSP	Service Activity	Target	Status	Comments
DP_069	G	RMS 4.3.2 - Ongoing review of the public place bin network to maintain an effective and adequate network and service that reduces litter across the Council area, particularly in pedestrian high traffic areas and litter hot spots	> 99% of public litter bins collected in accordance with demand driven service schedule		99.93% of public litter bin services completed on the scheduled day during the quarter.
DP_070	G	Expand the diversion of domestic waste	>40% of domestic waste		Council continues to implement a wide range of domestic waste avoidance and resource recovery







ID	CSP	Service Activity	Target	Status	Comments
		from landfill through implementation of appropriate contracts and optimisation of resource recovery activities at Councils waste facilities	diverted from landfill		initiatives resulting in 41.5% diversion rate for the quarter.
DP_071	G	RMS 2.1 and SCAP 4b - Investigate and plan for a large scale processing solution for Food Organics and Garden Organics (FOGO)	Detailed business case completed by 30 June 2025		Detailed Business Case completed. Scheduled Councilor Workshop to be held on 20 May and report to the Environment and Planning Committee on 3 June.
DP_191	R	Provide a reliable, safe, cost effective and environmentally responsible domestic waste collection to the Central Coast region	> 99% of domestic waste bins collected on the scheduled date		99.9% of domestic waste bin collection services completed on the scheduled day during the quarter.
DP_495	G	RMS 3.4.1 - Council will continue to pursue best practice, operational efficiencies, and regulatory compliance at all waste facilities	100% compliance with timeframes for Environmental Protection Authority (EPA) reporting including quarterly environmental monitoring data, annual report, 6 monthly volumetric surveys, monthly Waste Locate reports, and monthly waste levy returns		Council's Waste Management Facilities met all EPA licence and reporting conditions.



Service Group: Water and Sewer

ID	CSP	Service Activity	Target	Status	Comments
DP_497	R	Publish a customer defined Water and	By 30 June 2025		This has been completed and was presented to the November Council meeting.

ID	CSP	Service Activity	Target	Status	Comments
		Sewer Performance Report			
DP_499		Implementation and delivery of Year 3 of the Water and Sewer Delivery Plan	By 30 June 2025		Year 3 actions within the Water and Sewer Delivery Plan are progressing and are monitored throughout the year accordingly. 2 actions are currently delayed and linked with the Water and Sewer Masterplan.
DP_552		Engagement of the community on the 2026-2031 IPART Submission	By 30 June 2025		Significant engagement on the IPART submission commenced towards the latter part of 2023/24 and continued into 2024/25. Engagement will recommence in April 2025 with a big focus on our Water and Sewer People's Panel and broader community engagement on future service options.

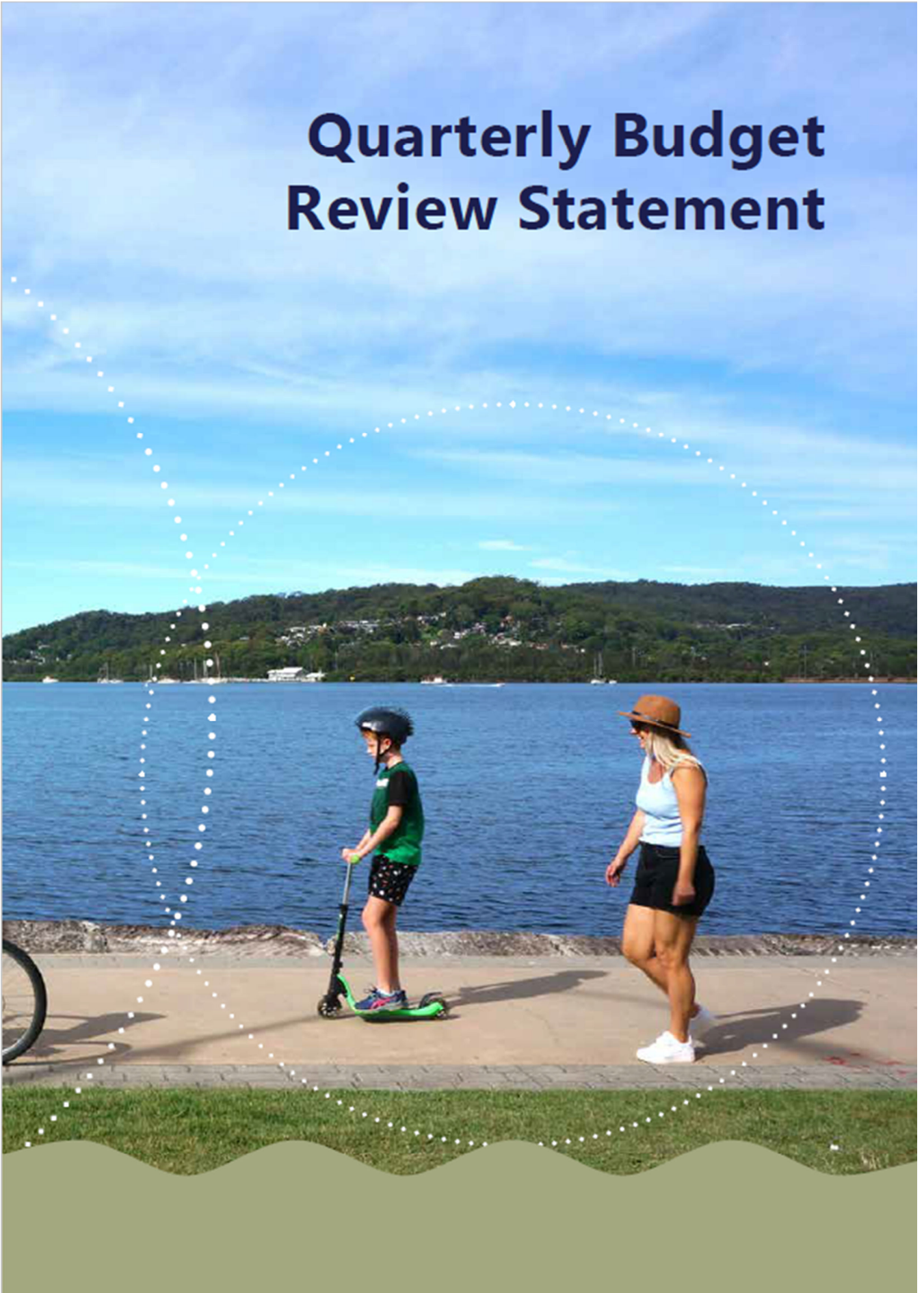
Service Group: Performance and Communications

ID	CSP	Service Activity	Target	Status	Comments
DP_093		Deliver actions from the Council's annual Communications Campaign Plan	Plan delivered by 30 June 2025		<ul style="list-style-type: none"> 81 communications campaigns delivered. 47 media releases issued 11 Coast Connect eNews issued 30 Targeted stakeholder newsletters 1 Printed newsletter sent to all ratepayers. Council responded to 195 media enquiries.
DP_123		Deliver year one actions of organisation wide Digital Content Strategy	By 30 June 2025		Council is working with the external website vendor to progress website improvements identified in the recent audit. Council staff are working to improve customer experience through enhancing website content and simplifying the user navigation experience. In particular, Council is preparing to launch its revised Development Application pages.
DP_185		Undertake a review of the Community Strategic Plan (CSP) and develop the next Delivery Program and Resourcing Strategy	Revised or new CSP, Delivery Program and Resourcing Strategy exhibited and adopted by 30 June 2025		Engagement with Councillors continued during the quarter with their input used to guide the development of each of the draft Integrated Planning and Reporting (IP&R) documents. The draft IP&R suite will be going to the Council meeting in April for endorsement to exhibit in May. This will include the Community Strategic Plan (CSP), Delivery Program 2025-2029

ID	CSP	Service Activity	Target	Status	Comments
					including the Operational Plan 2025/26, and the Resourcing Strategy containing the Long Term Financial Plan, Asset Management Strategy and Workforce Management Strategy.
DP_188	R	Implement the Service Optimisation Framework through the conduct of Service Optimisation Initiatives	Undertake Service Optimisation Initiative of Town Centres by 30 June 2025		Initial project scoping for Town Centres has been undertaken with internal stakeholder, however, an internal audit was undertaken on the Service Optimisation Framework with recommendations on how to improve it. The focus has been on addressing these before progressing with Town Centres or other optimisations.
DP_337	B	Deliver the final year of the Disability Inclusion Action Plan (DIAP)	By 30 June 2025		<ul style="list-style-type: none"> Delivered 9 accessible events and activities (Coastlink and Auslan Story Times). YTD 20 accessible arts programs and two gallery tours to disability groups. Upgrade of Your Voice Our Coast website to conform with website accessibility standards. Five Integrated Planning and reporting documents will be developed in an accessible format. Community Engagement Strategy is in the process of developing a plain word version. 15 bus stops upgraded to accessible standards. Identification and review of accessible car parking has continued across the local government area. Picnic Point Playspace has been designed and constructed utilising universal design principles and accessibility requirements and has accessible play elements and is co-located with public toilets and car parking. Lake Haven Recreation Centre completed an additional accessible change room. Niagara Park Stadium hosted in partnership with Basketball NSW a wheelchair club challenge event. Council purchased 10 new sports wheelchairs. Facilitated usage of Adcock Park in collaboration with Social

ID	CSP	Service Activity	Target	Status	Comments
					<p>Futures and Blind Cricket NSW to host sports events.</p> <ul style="list-style-type: none"> • Facilitated World Pickleball Day event which featured activations specifically for people with a disability. • Community Engagement Strategy adopted which provides strategies for engaging people living with disability and other vulnerable and hard-to-reach community members. • Renewal of public toilets on Tuggerah Parade have included universal design principles.

Quarterly Budget Review Statement



Quarterly Budget Review Statement – March 2025

This financial overview reports on Central Coast Council's performance as measured against its Operational Plan for 2024-25 and covers the period from 1 July 2024 to 31 March 2025 (Q3).

1.1 Operating Result

Council is required to review its progress in achieving the financial objectives set out in its Operational Plan within two (2) months of the end of each quarter.

The Responsible Accounting Officer has revised Council's income and expenditure for the 2024/25 financial year and recommends revising estimates in line with Council's financial performance as at the end of March 2025, and as projected for the remainder of the financial year.

Council is tracking in a satisfactory way in relation to its 2024/25 budget. The proposed adjustments to Council's 2024/25 operating and capital budgets included in this Q3 budget review improve Council's projected financial position.

There is an improved projected operating result for the 2024/25 financial year, on a consolidated basis. Excluding the budgeted operating surplus for Water and Sewer, the budgeted operating surplus (excluding capital grants and contributions) will move to **\$24.5M** after the proposed Q3 adjustments.

Including Water and Sewer Funds, the proposed Q3 adjustments will move the consolidated 2024/25 budgeted operating surplus (excluding capital grants and contributions) from \$19.1M (\$10.7M original budget) to a budgeted operating surplus of \$37.9M. This includes the budgeted Water and Sewer Funds operating surplus after Q3, of \$13.4M.

Including capital grants and contributions, the budgeted operating surplus will move from \$146.8M (\$120.3M Original budget) to a \$174.5M surplus.

These amounts are based on the amortisation of rates and annual charges income across the financial year, consistent with Council's monthly reporting. Council's monthly reports are prepared on this basis to assist Council and management in monitoring the organisation's financial performance across the year.

As the Local Government Code of Accounting Practice and Financial Reporting requires Council to recognise the full year rates and waste management annual charges when levied in July each year, the results on this basis are included in Attachment 2 to this report.

Results reported in accordance with the Local Government Code of Accounting Practice and Financial Reporting

In accordance with the *Local Government Code of Accounting Practice and Financial Reporting* Council must recognise the full year rates and waste management annual charges when levied in July each year. It is noted that Council amortises rates and annual charges income across the financial year for monthly reporting purposes.

The year to date (YTD) operating result (excluding capital grants and contributions) is showing a favourable variance of \$20.6M, consisting of an actual surplus of \$103.1M compared to a budget surplus of \$82.5M when rates and annual charges are not amortised.

The year to date (YTD) operating result (including capital grants and contributions) is showing a favourable variance of \$36.8M, consisting of an actual surplus of \$199.6M compared to a budget surplus of \$162.8M when rates and annual charges are not amortised.

Table 1 – Operating Statement in accordance with the *Local Government Code of Accounting Practice and Financial Reporting*

Financial Performance	Original Budget	Full Year Budget	YTD Budget	YTD Actual	YTD Variance	YTD Variance	Proposed Q3 Budget Changes	Proposed Full Year Budget after Q3 Changes
2024-25	\$'000	\$'000	\$'000	\$'000	\$'000	%	\$'000	\$'000
Income (excluding capital income)	784,524	815,229	651,006	655,132	4,125	0.6%	18,798	834,027
Less Expenses	773,823	796,168	568,536	552,043	16,493	2.9%	-67	796,101
Net Operating Result (excluding capital income)	10,701	19,061	82,470	103,089	20,618	25.0%	18,865	37,926
Plus Income from capital grants and contributions	109,592	127,774	80,349	96,512	16,163	20.1%	8,830	136,605
Net Operating Result (including capital income)	120,293	146,835	162,819	199,601	36,781	22.6%	27,696	174,531


In the following Table rates and waste management 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.

Table 2 – Operating Statement based on amortised rates and annual charges

Financial Performance	Original Budget	Full Year Budget	YTD Budget	YTD Actual	YTD Variance	YTD Variance	Proposed Q3 Budget Changes	Proposed Full Year Budget after Q3 Changes
2024-25	\$'000	\$'000	\$'000	\$'000	\$'000	%	\$'000	\$'000
Income (excluding capital income)	784,524	815,229	651,006	655,132	4,125	0.6%	18,798	834,027
Less Rates and Annual Charges Amortisation	-	-	76,825	76,825	-	0.0%	-	-
Less Expenses	773,823	796,168	568,536	552,043	16,493	2.9%	-67	796,101
Net Operating Result (excluding capital income)	10,701	19,061	5,645	26,264	20,618	365.2%	18,865	37,926
Plus Income from capital grants and contributions	109,592	127,774	80,349	96,512	16,163	20.1%	8,830	136,605
Net Operating Result (including capital income)	120,293	146,835	85,994	122,776	36,781	42.8%	27,695	174,531

Council reports its financial performance monthly. The March 2025 monthly finance report was included in the agenda for the Council meeting on 29 April 2025. The report includes a variance analysis of actual results compared to the budgeted results for the period ending 31 March 2025.

Table 3 - Consolidated Operating Statement March 2025

Consolidated									
Operating Statement March 2025									
	2023-24 Actuals	Original Budget	FULL YEAR Budget	YTD Budget	YTD Actuals	YTD Variance (excluding commitments)	YTD Variance (excluding commitments)	Proposed Changes	Proposed Budget After
	\$'000	\$'000		\$'000	\$'000	\$'000	%	Q3 \$'000	Q3 \$'000
Operating Income									
Rates and Annual Charges	421,528	460,606	461,731	343,992	343,264	(728)	0%	(1,074)	460,657
User Charges and Fees	169,410	170,284	176,864	121,661	121,842	181	0%	1,781	178,644
Other Revenue	24,155	15,532	17,710	9,293	12,728	3,435	37%	2,230	19,940
Interest	38,249	26,022	28,926	20,375	24,099	3,723	18%	15,355	44,280
Grants and Contributions	52,810	44,668	51,947	21,514	21,449	(65)	0%	2,152	54,099
Gain on Disposal	3,084	-	590	590	946	356	60%	356	946
Other Income	10,306	10,462	10,719	8,043	8,765	722	9%	219	10,937
Internal Revenue	57,120	56,950	66,743	48,713	45,214	(3,498)	7%	(2,220)	64,523
Total Income attributable to Operations	776,662	784,524	815,229	574,181	578,307	4,125	1%	18,798	834,027
Operating Expenses									
Employee Costs	194,560	217,710	218,821	159,734	157,985	1,749	1%	(269)	218,551
Borrowing Costs	12,466	12,010	12,664	5,929	5,797	132	2%	-	12,664
Materials and Services	229,244	245,138	244,324	173,484	162,168	11,316	7%	4,816	249,139
Depreciation and Amortisation	197,293	202,942	210,225	156,894	157,105	(211)	0%	-	210,225
Other Expenses	43,096	47,217	51,026	30,115	29,411	704	2%	(1,816)	49,209
Loss on Disposal	11,911	-	1,446	1,422	1,935	(513)	36%	484	1,930
Internal Expenses	49,488	48,807	57,663	40,959	37,642	3,317	8%	(3,282)	54,381
Overheads	(0)	-	(0)	(0)	(0)	(0)	100%	-	-
Total Expenses attributable to Operations	738,060	773,823	796,168	568,536	552,043	16,493	3%	(67)	796,101
Operating Result after Overheads and before Capital Amounts	38,602	10,701	19,061	5,645	26,264	20,619	365%	18,885	37,926
Capital Grants	63,325	85,684	72,042	30,893	40,974	10,080	33%	2,637	74,678
Capital Contributions	43,842	23,908	55,733	49,455	55,538	6,083	12%	6,194	61,926
Grants and Contributions Capital Received	107,167	109,592	127,774	80,349	96,512	16,163	20%	8,830	136,605
Net Operating Result	145,769	120,293	146,835	85,994	122,776	36,782	43%	27,696	174,531

As part of Q3 Budget review, several phasing adjustments were made as well as reallocation of budgets between specific costing categories. These adjustments have no impact on Council's overall financial position. Proposed budget changes that have an impact on Council's overall financial position are detailed in this document and are summarised below.

Operating Income: Net Favourable Adjustment \$18.8M, consisting of:

- *Rates and Annual Charges - Unfavourable adjustment \$1.1M*
 - Adjustment to reflect the period captured in the pensioner subsidy claim for domestic waste, to align with the financial year.
- *User Charges and Fees – Favourable adjustment \$1.8M*
 - Increase in external tipping income due to increased tonnages presented to the waste facilities by customers - \$1.2M
 - Increase in RMS Ordered Works to align with third quarter delivery schedule - \$0.3M
 - Increase in user fees to reflect high utilisation trends in leisure, pools and community facilities - \$0.3M
- *Other Revenue – Favourable adjustment \$2.2M*
 - Increase in Biodiversity Credit sales income, with funds being restricted to the Conservation Fund - \$1.3M
 - Increase to recognise Unrealised Gains on Investments - \$0.5M
 - Increase in plant and fleet insurance recoveries to reflect actual money received - \$0.1M

- *Interest – Favourable adjustment \$15.4M*
 - Increase in interest revenue due to higher interest rates income being achieved on the investment portfolio - \$14.1M
 - Increase in income from interest charged on overdue accounts - \$1.3M
- *Operating Grants and Contributions- Net Favourable \$2.2M*
 - Increase in budget to reflect Disaster Recovery Funding received related to March and July 2022 flood events. Expenditure was incurred in previous financial years - \$2.5M
 - Reduction related to deferral of Tuggerah Lakes Coastal Management Program grant to reflect timing of actual expenditure - \$0.2M
- *Gain on asset disposals -Favourable adjustment \$0.4M*
 - Favourable revenue generated through the sale of Plant and Fleet assets from the scheduled replacement program driven by current favourable auction results.
- *Other Income – Net Favourable adjustment \$0.2M*
 - Increased income from higher than budgeted community facility utilisation - \$0.3M
 - Decreased income from lower than budgeted park and reserve bookings - \$0.1M
- *Internal Revenue -Unfavourable adjustment \$2.2M*
 - Reduction in internal Tipping fees due to a reduction tonnage from Council's operations (primarily Water and Sewer). Levels of internal income will vary in future years depending on projects and other operations across Council - \$1.1M
 - Reduction in internal Plant Hire Revenue due to unforeseen unavailability of large plant items – \$1.1M

Operating Expenditure: Net favourable Adjustment \$0.1M, consisting of:

- *Employee Cost – Favourable adjustment \$0.3M*
The net adjustment reflects changes to various components of employee costs including increases in casuals budget for beach safety, transfer of funds to materials and services to cover backfilled vacancies, vacancies exceeding assumed levels, and the increase in workers compensation claims costs.
- *Borrowing Costs – Nil adjustments in Q3*
- *Materials and Services – Unfavourable adjustment \$4.8M*
 - Increase in Holiday Park amenities maintenance - \$0.2M
 - Additional roadside vegetation management - \$0.2M
 - Increase in line marking for roads west of the M1 - \$0.2M
 - Increased budget to fund a trial of artificial intelligence (AI) technology for road pavement defect detection- \$0.2M
 - Increase in legal expenses related to higher than anticipated litigated matters – \$0.7M
 - Increase in WS Headworks and Treatment mainly due to higher than budgeted repair and maintenance cost of Treatment Plants – \$0.9M
 - Increase in Roads Constructions and Maintenance due to additional investment in heavy patching in the fourth quarter – \$0.5M
 - Increase in Information and Technology expenses related to the staged implementation of the digital transformation strategy – \$1.5M

- Increase in Waste and Resource Recovery Management primarily due to external staff hire (partially offset by reduction in employee cost) and higher than budgeted external plant hire – \$0.4M
- Increase in Environmental Compliance Services mainly due to cost related to an unbudgeted storm event - \$0.5M
- Decrease in events budget due to the delay in the finalisation of the Draft Events strategy resulting in marketing and other identified actions to be delayed. The delayed actions are aimed at expanding and improving future events - \$0.1M
- Decrease in town centres cleaning budget due to lower than budgeted contract rates - \$0.4. This was partially offset by an increase in the budget for security and monitoring - \$0.2M.
- Decrease in decorative street lighting and replacement of LED lights budget due vendor delays. This work is now budgeted in 2025/26 - \$0.3M.
- Decrease in consultants budget for the Integrated Transport Strategy as this is now being undertaken by Transport for NSW - \$0.2M
- *Depreciation – Nil consolidated adjustment in Q3*
 - Alignment of depreciation forecast with revised capital delivery program and revised useful lives to reflect planned replacement program. There are adjustments by asset classes which offset each other. Whilst there is no overall adjustment to the total depreciation amount across Council, there is an increase of \$0.5M in the consolidated fund excluding Water and Sewer.
- *Other Expenses – Net Favourable adjustment \$1.8M*
 - Reduction in EPA levy mainly associated with the forecast full year decrease in internal tipping fees (mostly in Water & Sewer). EPA Levy payable will vary in future years depending on projects and other operations across Council, and waste received from external sources - \$2.5M
 - Increase in budget for unrealised loss on Investments – \$0.6M
- *Loss on Disposal - Unfavourable adjustment \$0.5M*
 - Loss due to asset values having residual values at time of disposal due to earlier than anticipated infrastructure replacement or retirement. Predominantly in roads, plant and fleet, water supply network and community building assets.
- *Internal Expenses - Favourable adjustment \$3.3*
 - Reduction in internal tipping expenditure in Water & Sewer due to less than forecasted tonnages of sludge disposed - \$2.4M
 - Reduction in internal Plant Hire expenditure due to unforeseen unavailability of large plant items - \$0.7M
 - Reduction in internal trade waste expenditure - \$0.2M

The proposed Q3 adjustments will improve the adopted operating surplus (excluding capital grants and contributions) by \$18.9M to an operating surplus (excluding capital grants and contributions) of \$37.9M.

- *Capital Grants and Contributions Net Favourable Adjustment \$8.8M*
 - Increase income from capital contributions to current full year forecasts - \$6.8M

- Net increase in capital grant income in line with the timing of the delivery of approved funding agreements and aligned to capital delivery program - \$2.6M
- Reduction in expected developer contributions – \$0.6M

The above are the main proposed adjustments. Various other minor budget reallocations or changes were required to be made to reflect the forecasted end of year financial position. These adjustments also include Council resolutions.

Table 4 - Operating Statements excluding Water and Sewer March 2025

Total General (+Drainage & Waste) Fund									
Operating Statement									
March 2025									
	2023-24 Actuals	Original Budget	FULL YEAR Budget	YTD Budget	YTD Actuals	YTD Variance (excluding commitments)	YTD Variance (excluding commitments)	Proposed Changes	Proposed Budget After
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	%	Q3 \$'000	Q3 \$'000
Operating Income									
Rates and Annual Charges	313,733	329,428	330,552	247,497	246,916	(581)	0%	(1,074)	329,479
User Charges and Fees	76,366	75,789	79,358	62,803	63,043	240	0%	1,866	81,224
Other Revenue	22,826	15,532	17,360	8,943	12,199	3,256	36%	2,038	19,399
Interest	28,347	22,440	23,001	15,716	17,620	1,904	12%	11,196	34,196
Grants and Contributions	52,506	44,668	51,846	21,425	21,417	(7)	0%	2,133	53,979
Gain on Disposal	2,482	-	590	590	946	356	60%	356	946
Other Income	10,306	10,462	10,719	8,043	8,765	722	9%	219	10,937
Internal Revenue	52,827	54,085	62,254	45,994	42,760	(3,234)	7%	(2,005)	60,250
Total Income attributable to Operations	559,392	552,403	575,681	411,012	413,667	2,655	1%	14,729	590,409
Operating Expenses									
Employee Costs	159,433	177,004	177,861	128,879	128,329	(550)	0%	282	178,143
Borrowing Costs	4,934	3,352	4,897	1,024	949	(75)	7%	-	4,897
Materials and Services	183,599	191,871	194,932	139,702	130,289	(9,413)	7%	4,047	198,980
Depreciation and Amortisation	116,976	118,464	123,700	92,363	93,226	(863)	1%	513	124,213
Other Expenses	42,817	47,217	50,856	29,945	29,092	(853)	3%	(1,966)	48,890
Loss on Disposal	8,703	-	1,173	1,149	1,647	(498)	43%	484	1,657
Internal Expenses	36,876	34,518	36,222	26,505	26,367	(139)	1%	(854)	35,368
Overheads	(24,514)	(23,585)	(26,743)	(20,057)	(20,057)	(0)	0%	525	(26,218)
Total Expenses attributable to Operations	528,824	548,841	562,897	399,510	389,842	9,668	2%	3,031	565,929
Operating Result after Overheads and before Capital Amounts	30,569	3,562	12,783	11,502	23,825	12,323	107%	11,697	24,480
Capital Grants	52,066	65,482	59,032	21,628	31,500	9,871	46%	45	59,076
Capital Contributions	36,009	17,908	48,396	43,618	50,332	6,714	15%	6,794	55,190
Grants and Contributions Capital Received	88,075	83,390	107,427	65,247	81,832	16,585	25%	6,839	114,266
Net Operating Result	118,644	86,951	120,211	76,748	105,657	28,909	38%	18,536	138,747

The proposed Q3 adjustments for consolidated excluding Water and Sewer Funds will move the 2024/25 budgeted operating surplus (excluding capital grants and contributions) from \$12.8M (\$3.6M original budget) to a budgeted operating surplus of \$24.5M.

