

Annual Report 2020-2021



CENTRAL COAST
COUNCIL

www.centralcoast.tas.gov.au

Annual Report

for the year ended 30 June 2021





About this Annual Report

The Central Coast Council's Annual Report highlights the Council's performance against the 2014-2024 Strategic Plan and the 2020-2021 Annual Plan and Budget.

The Strategic Plan sets out five strategic directions for the Council, determining how best to target its resources and efforts.

The Strategic Plan is an integrated document which frames the Council's Annual Plan. The five key strategies are:

- 1 The Shape of the Place
- 2 A Connected Central Coast
- 3 Community Capacity and Creativity
- 4 The Environment and Sustainable Infrastructure
- 5 Council Sustainability and Governance

This Annual Report includes information about the Council's performance, achievements and challenges against each of the strategic directions within the 2020-2021 financial year, as well as an overview of the Council's services and operations.

This Annual Report structure aligns with the legislative obligations that are in the *Local Government Act 1993*. The Central Coast Council is committed to upholding open, transparent and accountable governance reporting. Our Annual Report aims to inform ratepayers, the community and stakeholders of the successes and challenges that the Council has faced throughout the 2020-2021 financial year.

Feedback or questions relating to the Annual Report are welcomed. If you wish to give feedback or raise a question, correspondence can be sent via:

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Image credits: The Council wishes to acknowledge contributors to this Annual Report by allowing the Council to use their images.

Acknowledgement goes to Robert Coward, Debra Lynch and Janelle Gilbert – Penguin Makeover Community for her images of Penguin and surrounding areas.



The vision

*Central Coast –
Living our potential*

‘We are a vibrant, thriving community that continues to draw inspiration and opportunities from its natural beauty, land and people and connected by a powerful sense of belonging.’

Our values

- Community spirit
- Effective customer service
- Open
- Respectful
- Innovative
- Responsive

Outcomes

Sustainable population growth

- Socio-economic wellbeing
- Economic prosperity and resilience
- Resilient and engaged community
- Healthy community and healthy lifestyle
- Healthy environment
- Sustainable and effective Council

Strategic Plan 2014-2024

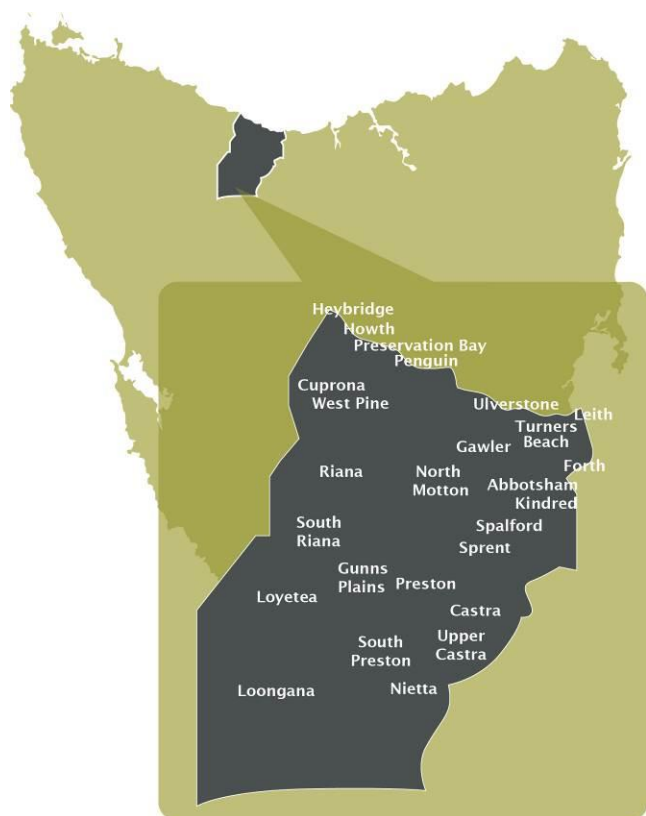


CENTRAL COAST TASMANIA

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“Central Coast –
generating new
economic
opportunities,
sustainability and
future liveability” |
Strategic Plan
2014–2024

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About Central Coast

Tasmania's Central Coast municipal area is set in the heart of the North-West Coast spanning an area of 932km² and has a population of 22,157 people.

Extending westerly to the Blythe River and easterly just beyond the Forth River, from coastal beaches the boundary extends southwards through the fertile countryside to the rugged Leven Canyon, limestone caves and Black Bluff mountain range boasting snow-capped peaks in the depths of winter.

Central Coast is one of the most picturesque municipal areas in Tasmania and has a moderate climate reflecting all four seasons. Visitors and residents alike enjoy the lovely beaches and easy lifestyle through the summer months; this is

followed by sunny autumn days where the scenery is postcard perfect. The winter months bring snow to the elevated areas, whilst coastal temperatures are less extreme. Whatever time of year,

Central Coast is one of the most tranquil and captivating settings in Tasmania.

The coastal townships of Penguin and Ulverstone are the business centres of Tasmania's Central Coast; they offer quality, friendly service, an extensive range of retail outlets, restaurants and cafés. All the services you would expect from large urban centres are here. Quality recreational facilities and expansive open spaces are synonymous with Central Coast. A diverse range of clubs and organisations cater for varied interests among the community. Families can select from a number of kindergartens, primary and secondary schools, while senior citizens clubs and nursing homes cater for the needs of those of a more mature age.

Tasmania's Central Coast features both urban and rural areas. Eighty-five per cent of the area's population live along the coastal strip.

The principal townships are Ulverstone and Penguin, with smaller townships at Forth, Gawler, Heybridge, Leith, Sulphur Creek and Turners Beach. Central Coast is at the forefront in agricultural production, well known for its crops of poppies, pyrethrum, peas, potatoes and onions, as well as timber production and livestock enterprises. Tourism is



also an important industry. The area is becoming increasingly attractive to investors, innovators and entrepreneurs due to its proximity to major transportation routes.

Due to its central geographical position within North-West Tasmania, Central Coast is an ideal location for visitors to base themselves for overnight stays and day trips, where they can enjoy all that the North-West has to offer. This also applies to day trips to the Central Coast hinterland, including Gunns Plains and the Leven Canyon, which is acknowledged as a strength of the local tourism industry based on the natural products and experiences of the hinterland.

Great Natured Place

Each and every Central Coast town occupies its own unique and pleasant setting within the landscape. There's Ulverstone, centred on the waterfront with its myriad of parks and amenities.

The town of Penguin – nestled between the Dial Range and the sea – has bushwalking, beaches and a bustling weekend market. Historic Forth, situated by the river, offers a welcoming and safe village lifestyle in a rural setting. And the quiet and cosy communities such as Leith and Turners Beach – 'from the lookout to the sea' – provide a safe and peaceful place for people to call home.



Central Coast caters for everyone from families, foodies and hobby farmers to sea-changers and tree-changers. This is evident in the uniquely diverse communities found throughout our municipal area. Central Coast offers arts, festivals and cultural events showcasing the area's creativity, regular markets and a host of other family-friendly activities.

For many, walking and cycling are a popular way of getting around; however, there are excellent public transport services between Devonport, Leith, Turners Beach, Forth, Penguin and Burnie.

The construction of a shared pathway also lends itself to a healthy and active lifestyle. The particular lifestyle that Central Coast boasts is one which current residents value and future residents and visitors will find attractive. It is pleasing to report that there has been progress made in relation to the shared pathway, which in the future will add connectivity to a number of North West municipal areas.





Statistics

General Statistics	2019-2020	2020-2021
Area	932km ²	932km ²
Population (ERP)	21,938	22,157
No. of Electors	17,153	17,494
Rateable Properties	11,028	11,169
Percentage of Receipts Received Electronically	76.99%	77.14%
Assets	2019-2020	2020-2021
Buildings (select)		
Aged Persons Units	77	77
Public Toilets	41	41
Barbecue Huts	21	21
Picnic Huts	8	9
Bus Shelters	49	50
Roads		
Urban - Sealed/Unsealed	147km/1km	148km/1km
Rural - Sealed/Unsealed	408km/122km	408.6km/120.7km
<i>Total Roads</i>	<i>678km</i>	<i>678.3km</i>
Bridges	87	87
Footpaths/Recreational Pathways	156km	158.3km
Drainage		
Pipeline Length	158.5km	161.0km
Waste Management		
Transfer Stations and Resource Recovery Centre	4	4
Recreation		
Recreation Grounds	12	12
Parks and Open Spaces	100	100
Percentage Achieved of Capital Works Program	71%	61%





A YEAR IN REVIEW

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"our challenge is to
define, cultivate,
protect and grow the
attributes that matter
most to us" |
Strategic Plan
2014-2024





Mayor's and General Manager's Report

This Annual Report reflects another busy and challenging year for the Council. Throughout 2020-2021 a number of exciting developments progressed, all of which will contribute towards Central Coast being a sustainable, vibrant and thriving community.

It goes without saying that 2020-2021 was a challenging year for most people. For us in local government, it presented unique challenges in how we do business and how we serve our community. The Council has risen to the challenge, and responded as an organisation with compassion, professionalism and flexibility.

Importantly, The Council continued to deliver facilities, programs and services at the level our community has come to expect – albeit at times adapted to suit post pandemic restrictions.

The effect of COVID is still with us, but largely as an economic impact. This Council, along with most councils in the region are having difficulty with gaining contractors to undertake our work in timeframes that would have normally been achievable. This has had an impact on the costs of works to be undertaken.

Another unexpected impact of COVID has been the significant increase in building and planning applications received by the Council. While this has had a resourcing impact on staff it is also pleasing to see that development is still happening within Central Coast. It is noted that the number of subdivision lots approved in 2020-2021 was 212, which is an increase from 33 subdivision lots approved in 2019-2020.

Major Projects

Major construction and maintenance projects continued to be rolled out over the last year. As stated previously some projects that were budgeted for over the last financial year were not completed due to the economic impact of COVID.

Over the last 12 months, we have been watching the construction of Hive at the top end of Reibey Street and are eagerly waiting for its completion and opening prior to the end of the calendar year.



It was pleasing to see Stage A of the Penguin Foreshore Remediation and Upgrade project completed in May 2021, and now commencing Stage B of the project (from Lions Park along to Watcombe Beach). This project, will ensure that we have future-proofed this area from the storm surges that we have been seeing more regularly over the last few years.

The two shared pathway projects which were budgeted to be undertaken through the 2020-2021 year were delayed due to reasons outside the Council's control but we look forward to major works on these two pathways being undertaken over the coming 12 months.

The Council has been fortunate to receive external funding from the Federal and State Governments to help with projects such as Hive, Shared Pathway projects, Gawler River Bridge on Preston Road, redevelopment works at the Ulverstone Recreation Ground, and the Penguin Foreshore upgrade works.

The Council has also received federal funding under the Local Roads Community Infrastructure funding which has also allowed us to fast-track some works which would have happened in latter years, including shared pathway works in West Ulverstone and Beach Road, Riana Community Centre and at the Ulverstone Sports and Leisure Centre.

The Council is focused on continuing to deliver projects and services that make Central Coast a greater place to live, whilst facing the financial challenges that are ahead of us.

Financial Sustainability

The Council ended the 2020-2021 financial year with an underlying deficit of \$192,000. The Council has budgeted to return to a surplus position during the 2021-2022 year.

The audited financial statements were prepared in accordance with the requirements of the Australian Accounting Standards and are appended to this report. It is pleasing to be able to report that we received an unqualified audit opinion from the Tasmanian Audit Office.

Focus in the coming year

Looking ahead to the next 12 months there are a number of exciting projects that the Council is working towards delivering. Some of these projects are contained within the Council's Annual Plan for the year which is available on our website.

The Council has also been fortunate to receive grant funding to enable some of these projects to proceed sooner than expected which is a win for our community.



An important role of Councils is looking forward and planning for our future. To that end the Council is finalising its Waste Strategy, Greening Central Coast Strategy, Penguin Town Centre Masterplan and Turners Beach Integrated Pathway, Streetscaping and Traffic Management Plan, all of which commenced this year to assist in guiding future decision making. These plans have or will include consultation with our community. It is certainly an exciting time for our community.

Conclusion

In closing, we acknowledge the outstanding efforts and commitment from our staff, our elected Councillors and the community, where in partnership, we have still been able to deliver great outcomes. We continue to be a resilient organisation, committed to serving our community to the best of our ability, regardless of circumstances around us. We will continue to work together as a unified team with our community to deliver vital services and positively influence the lives of our community.





Councillor Jan Bonde
MAYOR






Sandra Ayton
GENERAL MANAGER



At a Glance

Strategic Direction	Achievements	Setbacks	Challenges	Year Ahead
The Shape of the Place 	<ul style="list-style-type: none"> 7-Day Makeover Turners Beach Planning Applications decided within timeframe: <i>Discretionary – 94.54%</i> <i>Permitted – 100%</i> Feasibility study to consolidate equestrian activities to Batten Park completed Central Coast Cycle Strategy adopted April 2021 	<ul style="list-style-type: none"> Turners Beach to Leith Shared Pathway further delayed by Planning Appeal and Crown licence requirements. 	<ul style="list-style-type: none"> Securing funding to improve facilities within Central Coast Improving the value and utilisation of open spaces 	<ul style="list-style-type: none"> Consider opportunities for an Adventure Festival in Central Coast Finalisation of Camping By-law Identification of land for rezoning for commercial purposes Progression of Complete Streets' recommendation for the Penguin Town Centre
A Connected Central Coast 	<ul style="list-style-type: none"> \$29,498 of community grants to 13 applicants The Memory Café held 20 morning teas averaging 40 participants 11 media releases 11 Mayor's Messages for Central Coast Voice 12 e-newsletters 13 new citizens at 6 Citizenship Ceremonies Curation of Friday night events in Reibey Street Business Continuity Plan completed Dementia-Friendly Wayfinding Signage 	<ul style="list-style-type: none"> Development of the Disability Inclusion Plan Central Coast Walking Trails Marketing project 	<ul style="list-style-type: none"> Keeping customers and residents informed and involved with Council activities Connecting people with services and improving community well-being 	<ul style="list-style-type: none"> Disability and Inclusion Plan's community consultation Implementation of the Reconciliation Action plan Development of Community Health and Wellbeing Plan



Strategic Direction	Achievements	Setbacks	Challenges	Year Ahead
Community Capacity and Creativity 	<ul style="list-style-type: none"> Branding launch and Construction progression of Hive Increased inclusion of trainees into Council workforce 	<ul style="list-style-type: none"> Completion of Venue Management Plan review Progression of Hive Operational Master Plan and education programs 	<ul style="list-style-type: none"> To continue to deliver events and programs to meet the community's growing expectations Fostering a culture of creativity within the community 	<ul style="list-style-type: none"> Wharf Precinct review Arts & Culture Strategy review
The Environment and Sustainable Infrastructure 	<ul style="list-style-type: none"> Queens Gardens upgrade completed Review of stormwater systems against the Stormwater Management Plan Ulverstone Recreation Ground Change Room upgrade 	<ul style="list-style-type: none"> Review of road assets and pathways ensuring connectivity progressed Finalise the North Reibey Street Car Park design 	<ul style="list-style-type: none"> Council's financial capacity to sustainably meet the community's needs Reducing the Council's emissions and energy consumption 	<ul style="list-style-type: none"> Completion of Fairway Park Master Plan Finalise the Greening Central Coast Strategy Consideration of shop-top living in Reibey Street Finalise the Central Coast Waste Strategy
Council Sustainability and Governance 	<ul style="list-style-type: none"> Total competitive grant funding committed: \$8,767,999 Implementation of new payroll system Fees and Charges framework review and Policy development Increase in workforce mobility through ICT improvements Penguin Foreshore Remediation – Stage A 	<ul style="list-style-type: none"> COVID-19 restrictions resulted in inability to facilitate roundtable forums with Industry, Stakeholders in relating to regional matters and opportunities Progression of CCC website review 	<ul style="list-style-type: none"> Continue to seek and implement improvements as recommended in the IT review Improving Council's financial capacity to meet community expectations 	<ul style="list-style-type: none"> Review the future of Penguin Depot Site Reviewing functionality of the Council's website Development of a Cultural Heritage Plan Review of Customer Request System

Major project progress

It's always nice to report on successful projects of 2020-2021, that will have lasting benefit to the Central Coast community and its visitors.

After extensive planning, consultation, and design adjustments between the Council, ARTAS Architects and Fairbrother Pty Ltd, construction of the **Ulverstone Cultural Precinct** commenced in July 2020. Hard hats, safety vests and spades were on hand for Braddon Federal MP Gavin Pearce, Deputy Premier Jeremy Rockliff and Central Coast Mayor Jan Bonde to turn the ceremonial first sod.

In December 2020, the Council launched the branding for the Ulverstone Cultural Precinct, with it formally to be known as Hive. Hive's concept was created by the Council in association with Walker Designs. Hive is inspired by the concept of a beehive being a place of gathering, of community, to work together, communicate and share information.

As a major community hub for Central Coast, Hive will bring together arts and crafts together with education. The Visitor Information Centre located at the entrance of building, will ensure it is a strong feature for visitors to Central Coast, and will provide a connection point for other Central Coast attractions.

The Hive will provide modern facilities to display the municipal area's history through its museum, and with a 10-metre dome the planetarium and science centre will provide an educational facility to the North-West Coast region.



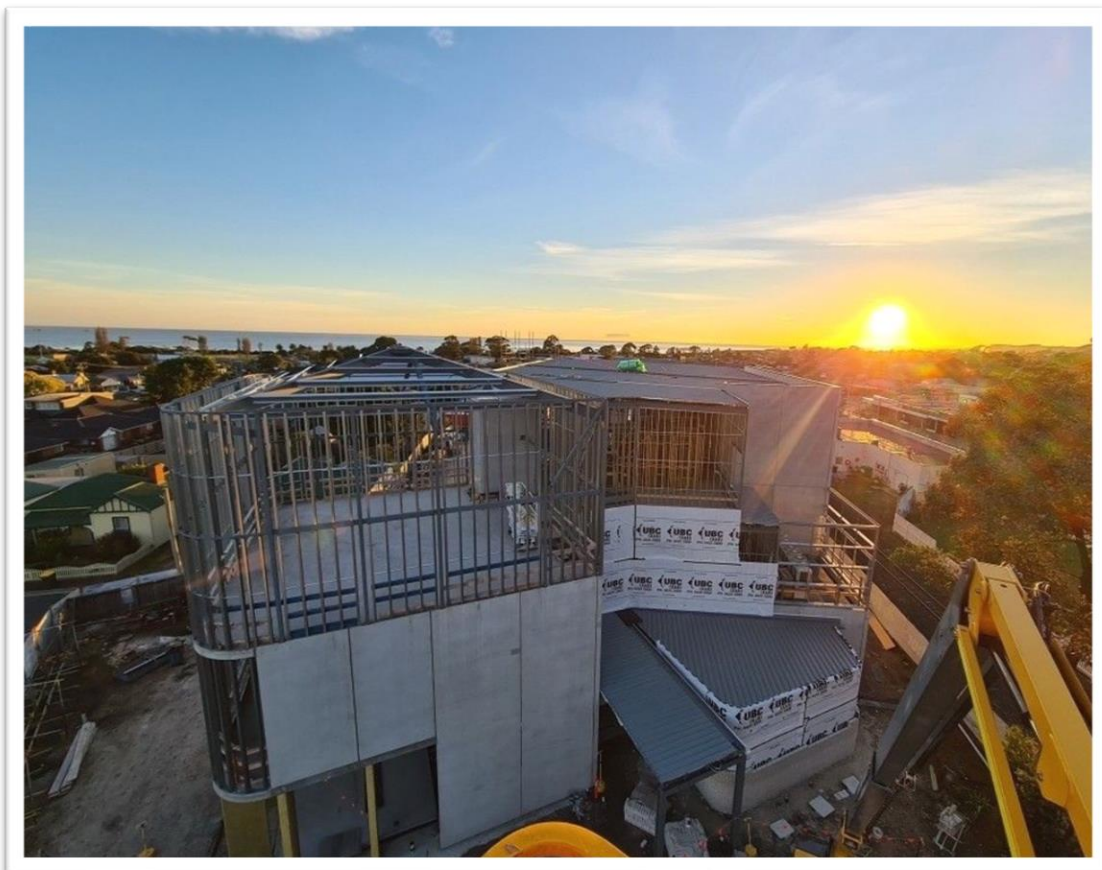


It is envisaged that through the 'flexible' design concept of the gallery, it will allow us to engage a variety of exciting cultural and educational exhibitions.

To compliment the various facilities the ground floor will incorporate a café, which will access the outdoor spaces as well as the main circulation space.

The Council waits eagerly for this fantastic facility to be completed and see the exciting programmes and exhibits that will be on offer for the community and its visitors.

This capital project has been funded by the Council in partnership with the State and Federal Governments and will provide a landmark facility for Central Coast.



- The **Stage A – Penguin Foreshore Remediation and Upgrade Project** was officially opened in June 2021.

After many months of work, contractor Fairbrother Pty Ltd, marked this project milestone by releasing a series of statistics.

During construction, 1,500 tonnes of scour protection were added to the existing sea wall (below the sand); 7,600 tonnes of rock revetment placed; 8,000 tonnes of gravel fill was used to create the pathway along surf club road; 363 Bridge-Pro Verti blocks were installed and all up 750 cubic metres of concrete poured.

Mayor Jan Bonde and Federal Member for Braddon, Gavin Pearce MP, officially opened Stage A of the Penguin Foreshore Remediation and Upgrade Project by cutting a ribbon and unveiling a plaque.



The Council will continue to progress Stage B along Watcombe Beach and construction works will commence during the 2021-2022 year.



- **Ulverstone Recreation Ground Change Rooms Redevelopment and Upgrade** was a \$995,000-redevelopment project to upgrade an aged building with a modern facility that provides unisex change rooms and amenities.

This collaborative project was undertaken by Council, MeadCon, Tasmanian Consulting Services, and the Ulverstone Football Club. The team designed and constructed a concept that effectively utilises the space below two grandstands, which are approximately 80 and 100 years old.



This frequently utilised facility now provides a modern and purpose fit facility that includes: four change rooms with amenities, separate umpire's facilities, a first aid room, a warm-up area and gym spaces.

Senator the Hon Richard Colbeck and Gavin Pearce MP joined Mayor Jan Bonde at the official opening in August 2020, to acknowledge the successful partnership between the Council, State Government, the Federal Government and AFL Tasmania. Without this extensive support the project would not have been brought to fruition.

In April 2021, the project was awarded as Tasmanian winner of the 2020 AFL Ken Gannon Community Football Facilities Award.



The Ken Gannon Awards recognise best practise in community football facility development across Australia, and this award recognises the redevelopment of the changerooms .

The Council acknowledges the State and Federal Governments and AFL Tasmania for co-funding this successful redevelopment.





- **The Kings Parade upgrade project** has now been completed. Pedestrians and drivers have become accustomed to the new movement arrangements. The trees and perennial plantings will begin to establish this spring, which will highlight the vision that was intended for the Queen's Gardens area.

The Council acknowledges the communities ongoing patience while works were undertaken. It is the Council's hope that local residents and visitors will come to see the safety benefits of the changes and enjoy the beauty of the Queen's Gardens for many years to come.





Financial Overview

The following information summarises the Council's financial position as at 30 June 2021. Full details of financial statements are available in the Financial Report Commentary.

Financial Report

The Council continues to place itself in a sound financial position. From a cash position the Council has retained funds in reserves which have been allocated for specific projects. This allows the Council to fund improvements in infrastructure which extends the life of existing assets.

The Council offers a 5% discount for those who pay their rates in full by 31 August each year. This results in a positive cash flow, ensuring the Council has at hand the funds to carry out the works and deliver the services planned for each year. This cash is invested to create a return for the Council, further placing it in a strong financial position.

The Council has been proactive in attracting funds from both State and Federal levels which allow major projects such as the development of the Ulverstone Cultural Precinct and Penguin Foreshore upgrade to proceed. This not only eases the burden to ratepayers but also provides a high level of infrastructure to the community and visitors.

The Council has adhered to its Long-term Financial Plan, creating a stable financial position.

Managing the money: How does Council's performance compare with previous years?

Finance Fast Facts and Outcomes			
	2018-2019	2019-2020	2020-2021
Operating Surplus	\$1,172,175	\$1,000,206	\$13,771,720
This Operating Surplus fluctuates from year to year as in local government accounting standards no matching principles are applied, and all capital income received is recognised as Operating Income.			
	2018-2019	2019-2020	2020-2021
Operating Revenue	\$29,568,411	\$30,544,051	\$43,205,584



Operating Expenditure	\$28,396,236	\$29,543,845	\$29,433,864
Cash and Investments	\$11,409,066	\$11,491,598	\$17,460,495
Other Current Assets	\$1,491,692	\$1,261,274	\$3,403,598
Non Current Assets	\$552,802,445	\$522,761,272	\$549,521,819
Total Liabilities	\$18,753,785	\$21,927,319	\$26,846,037
Net Assets/Equity	\$546,949,418	\$513,586,825	\$543,539,875

Council's Sources of Revenue

2020-2021 total income: \$43,205,584

Revenue	2019-2020	2020-2021
Rates and Annual Charges	\$16,458,171	\$16,615,319
Grants and Contributions – Capital	\$1,827,712	\$13,613,424
Grants and Contributions – Operating	\$5,801,968	\$6,069,396
User Fees and Charges	\$3,386,545	\$4,132,057
Interest and Investment Revenue	\$1,092,268	\$975,947
Other Revenue	\$1,977,387	\$1,799,441
<i>Total</i>	<i>\$30,544,051</i>	<i>\$43,205,584</i>

Where the Money is Spent

2020-2021 total operating expenditure: \$29,433,864

Operating Expenditure	2019-2020	2020-2021
Governance and Administration	\$6,338,663	\$5,724,250
Roads, Streets and Bridges	\$5,044,626	\$4,840,322
Drainage	\$229,802	\$774,238
Waste Management	\$4,098,837	\$4,269,567
Environmental Health/Management	\$299,433	\$243,537
Planning Services	\$553,844	\$551,729
Building Control	\$492,439	\$630,339

Operating Expenditure	2019-2020	2020-2021
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Community Amenities	\$2,280,541	\$2,263,842
Community Services	\$2,573,589	\$2,424,298
Recreation Facilities	\$3,976,258	\$4,574,582
Economic Development	\$61,453	\$625,369
Other – Not Attributable	\$3,594,360	\$2,511,791
<i>Total</i>	<i>\$29,543,845</i>	<i>\$29,433,864</i>

2020-2021 capital expenditure:

Capital Expenditure	2019-2020	2020-2021
Land	\$397,563	-
Buildings	\$2,032,063	\$9,171,151
Roads and Streets	\$3,371,366	\$2,926,827
Bridges	\$358,605	\$6,940
Car Parks	\$241,402	\$107,549
Drainage	\$452,104	\$4,961
Footpaths	\$323,416	\$2,317,979
Plant and Machinery	\$383,833	\$1,737,369
Furniture and Equipment	\$567,234	\$219,724
Recreation	\$790,728	\$2,132,516
Environmental	\$155,306	\$94,054
<i>Total</i>	<i>\$9,073,620</i>	<i>\$18,719,071</i>

Adrian Smith
MANAGER CORPORATE FINANCE



Event Highlights

Public events and gatherings are a vitally important part of our community, providing a range of social, economic, and cultural benefits to the Central Coast, also helping to boost the health and wellbeing of participants. For much of 2020–2021 hosting or attending events proved difficult due to the challenges managing the risks of the COVID-19 pandemic.

Despite those challenges, the Central Coast community has remained committed to maintaining their social bonds and gathering safely. As well as events, the Council worked with community groups developing COVID-safe event plans so that a range of regular activities could resume, and special occasion gatherings and events could take place. Some of the highlights from 2020–2021 included:

Seniors Week 2020

Held across Tasmania in the traditional timeslot of the second week of October, Seniors Week 2020 was one of the first community events to be planned for COVID-safety. With some modifications to the gatherings, the Council helped ensure that Central Coasts' senior citizens were able to enjoy a varied program of activities.

Activities focussed on a re-connection with our community and environment, in small group settings, and included:

- Heart Foundation walking groups in Penguin and Ulverstone,
- Bushland walk with the Friends of Reid Street Reserve,
- open days and BBQ's at the Ladies' Shed and Men's Sheds in Ulverstone and Penguin, and
- Mr Perfect BBQ in Ulverstone.

The week's activities were capped with an exhibition by the Penguin History Group, and a community concert which was live-streamed to people who were unable to attend in-person gatherings.



Pledge for a Plunge (Fight MND)

A new event to the coast, Pledge for a Plunge let local kids, teens, and community leaders get wet and wild for a great cause. Hosted by the Central Coast Youth Leaders Council, the event was an entertaining twist on the ice bucket challenge and held on 27 November to support the FightMND 27 Challenge.

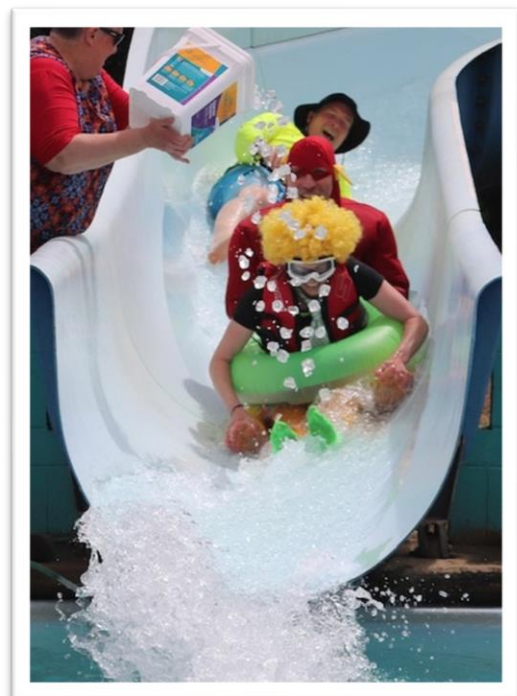
The Ulverstone Waterslide was filled with ice water, and local secondary schools nominated participants to take the plunge down the slide.



Teachers and students from Ulverstone Secondary College, Penguin District School, Leighland Christian School, and North-West Christian School were joined by local MP Felix Ellis, Central Coast Councillors Philip Viney and Casey Hiscutt, and the Council's General Manager Sandra Ayton.

Other notable plungers included local radio host Lee Dixon, and NBL1 basketballers Nick Haywood and Mason Bragg.

The event was a huge success, raising \$10,800 which was all donated to FightMND to fund vital research into a cure for the debilitating and fatal disease.





Penguin – 2020 Sustainable Communities Tasmanian Tidy Town of the Year

After a very successful 7-Day Makeover in 2018, the Penguin 7-Day Makeover team (now the Penguin Makeover Community) have continued to actively improve Penguin's main centre. On 6 November 2020, it was announced that Penguin had received the Sustainable Communities Award – Tasmanian Tidy Town 2020 from Keep Australia Beautiful.

The successful application was prepared and submitted by the committee, and alongside the main award, five separate groups and individuals were recognised with 'Kindness Awards' for their fantastic commitment to civic and social projects, including providing community support through impacts of COVID-19.

In recognition of this fantastic achievement, the Council hosted a community BBQ with the help of the Penguin Lions Club in December. The BBQ celebrated the many achievements but also served as a gesture of thanks to the Penguin community volunteers for their efforts in working with Council to revitalise and beautify the Penguin foreshore and CBD.





COVID-Safe Christmas Events

Due to COVID-restrictions on gatherings, density and physical distancing our traditional Christmas events were impacted and included the cancellation of the Christmas Parades in Ulverstone and Penguin. Christmas Carols were also impacted however, to ensure the community experienced a little 'Christmas Cheer', a Christmas Concert was held.

On Sunday, 20 December 2020 an open-air concert was held at the Ulverstone Recreation Ground and featured a stellar assembly of local talent. Concert performances included the Ulverstone Municipal Band, USC students, The Collection, Georgina Harvey & the Jazz Boiz, Teneka French, Justine Barber, Dana Badcock, Libby Dobson & Laura Budgeon, Liam King, Mason Waller, Paul Wells, and Brad von Rock.

The Concert's success was a result of collaboration between the Apex Club of Ulverstone, Ulverstone Secondary College, the Ulverstone Repertory Society, and the Central Coast Council. The opportunity was embraced by the community, and more than 1,300 people spread out across the oval and grandstands enjoying a beautiful evening of songs, summer, and Santa Claus.

In addition to the Concert, the Council arranged for Santa's Sleigh and pop-up photo opportunities in Civic Park. This provided much amusement for the families and community members that took the opportunity to grab a Christmas photo together.



Australia Day 2021 – Breakfast by the Leven

Australia Day was observed a little differently in 2021, to embrace the new national approach of “Reflect. Respect. Celebrate.” which recognises the many different experiences of our nation’s shared history, some of them painful, as well as the positive opportunities our society now enjoys. The annual ‘Breakfast by the Leven’ in Anzac Park provided a relaxed setting, where more than 530 community members gathered.

Thanks to the efforts of our local service clubs, attendees enjoyed a free cooked breakfast, followed by a formal citizenship ceremony, and the announcement of Australia Day Award winners.

Our Australia Day Ambassador was the 2019 Local Hero of Tasmania, Vicki Purnell, who spoke movingly of her experiences, including with the Blossoms and Blessings initiative which supports parents, and particularly women and children, in times of crisis or following tragedy.

The Australia Day Awards recognised extraordinary efforts and contributions made over many years.



Young Citizen of the Year, Nicholas Canales, was recognised for exceptional commitment to the community, particularly through his service with Penguin Surf Life Saving Club and to community rescue and recovery efforts across the state and even the mainland.

Our Citizen of the Year, Rhonda Hampson, was lauded for her decades of dedication to sustain community networks in Penguin community, and to a range of significant fundraising and volunteering efforts to assist those stricken with cancer.



The Community Event of the Year was the North-West Motorcycle Show 2020, which became the first event to win this award for a second time. The accolade was well earned, recognising the organising committee's work and dedication to stage an incredible event which attracted over 4,500 people from across the State and the mainland, and contributed funds raised to local sporting and services clubs across Central Coast.

In addition to the awards ceremony, Central Coast welcomed five new citizens having arrived from India, Philippines, United Kingdom, Argentina and Pakistan. Each new citizen spoke of the care and acceptance they have experienced since coming to Central Coast.

Turners Beach 7-Day Makeover

During March 2021, the Council undertook another successful 7-Day Makeover at Turners Beach facilitated by Creative Communities International.

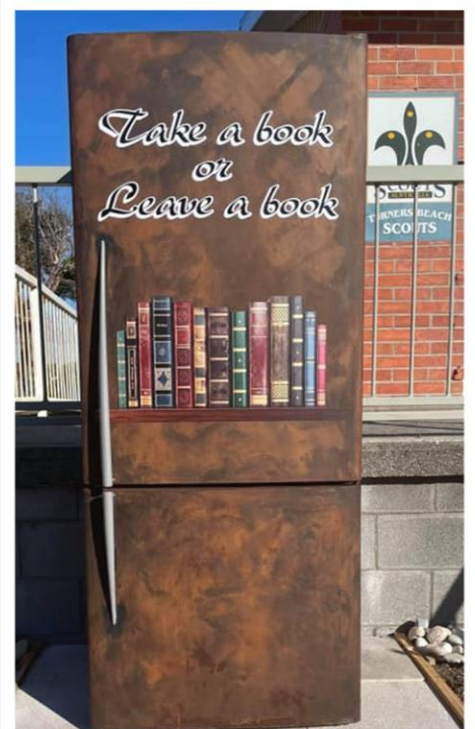
During the week-long event, the 7-Day Makeover team and volunteers did an outstanding job creating a natural, welcoming space for the community to enjoy with their friends and family. People of all ages, skills, experience and abilities participated in the makeover, all providing valuable assistance to create this now popular community space.



Some of the projects achieved during the Makeover included: a nature play area with inviting outdoor seating, refreshing the existing BBQ shelter and picnic hut, an outdoor beach shower, signage, artwork, and a community book library.

Whilst there were early starts and late evenings to get this project completed, the end result is a great example of teamwork and community spirit.





Reibey Street events

During the early stages of 2021, the Council formed a Public Events Working Group to explore ideas that would create and build vibrancy within the Reibey Street area. As part of this consideration, the Working Group looked to the concepts that were recommended as part of Complete Streets Ulverstone and Penguin Town Centre Review. The Working Group, with the support of the local retailers and mobile food vendors, trialled two end of Summer late-night shopping events, which also focused on encouraging businesses and patrons to improve outdoor dining options. The Working Group is looking forward to creating more activity in Reibey Street once the opening of Hive and the festive season approaches.



Into the coming financial year, the Working Group will continue to work on sustainable concepts that make the main street area of Ulverstone a more enjoyable and interactive space for the community and those that are visiting. Some of the larger scale events and activities in this space are on hold due to the ongoing COVID restrictions, which can be challenging in the community and events space.





Events Calendar

Calendar	Council Held	Council Supported
July 2020		Art Moto 2020 - Dragonfly Designs 'Celebration of Kindness' Art Mosaic - Penguin Community
August 2020		75 th Anniversary VP Day Commemorative Service - Ulverstone RSL Sub-Branch 5 Lesbians Eating Quiche (recommencement of COVID-safe live theatre) - Ulverstone Repertory Society
September 2020	-	-
October 2020	Seniors' Week 2020	Spring Fling - Penguin Community
November 2020	Pledge for a Plunge - 27 Challenge (Fight MND) - Central Coast Youth Leaders Council	Health & Wellbeing Expo - Ulverstone West Rotary Club Holden Rolling Car Show - Rotary Club of Ulverstone Remembrance Day Commemorative Services - Penguin and Ulverstone RSL Sub-Branches Pride in the Park 2020 - TasPride
December 2020	Volunteers Christmas Luncheon Community Celebration BBQ - Tasmanian Tidy Town 2020 (Penguin) COVID-safe Santa Sessions Christmas Carols Concert	20 th Anniversary Public Performance Shows - Slipstream Circus COVID-safe Santa Street Celebration (Penguin)



Calendar	Council Held	Council Supported
January 2021	Australia Day Celebration – ‘Breakfast by the Leven’	Australia Day at the Beach – Ulverstone SLSC
February 2021	Reibey Street Activation (Trial Event 1) Planning and Information Sessions – Turners Beach 7-Day Makeover Connect Café - Dementia-friendly Central Coast	Tasmanian Aboriginal Culture Celebration – No.34 Aboriginal Health Service
March 2021	Turners Beach 7-Day Makeover Reibey Street Activation (Trial Event 2) Connect Café - Dementia-friendly Central Coast	Men Care Too Launch Festival – Man Up Tasmania
April 2021	Connect Café - Dementia-friendly Central Coast	Allied Mates Forum – Men Care Too State Rally 2021 - Jaguar Car Club EcoFest 2021 – NWECC ‘Community Pitstop’ - Targa Tasmania 2021 Anzac Day Commemorative Services – Penguin and Ulverstone RSL Sub-Branches
May 2021	National Volunteers Week 2021 Connect Café - Dementia-friendly Central Coast	North West Community Wellbeing Festival – BHIW Hub and Trauma Awareness Network
June 2021	Gunns Plains–Preston Community Morning Tea Connect Café - Dementia-friendly Central Coast	





YOUR COUNCIL

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3

"Meet the needs of
the community now
and into the future" |
Strategic Plan
2014-2024



Local Government and Central Coast

Government in Australia is formed by three tiers: federal, state and local. Local government manages local issues, provides services and facilities as well as planning for the needs of their communities. The Central Coast Council is one of 29 local councils that represent more than 540,000 people in Tasmania.

The Central Coast Council has nine democratically elected Councillors, which includes the Mayor and Deputy Mayor. The term of office of elected members is four years.

As the locally elected representatives, Councillors advocate for and represent their residents and community. Councillors set the Council's strategic direction annually by adopting the annual plan and budget. Councillors are responsible for making key and statutory decisions, adopting policy and strategies and the appointment of the General Manager. Councillors work closely with the General Manager (the Council's principal adviser) to make these decisions and determine service priorities.

The Council's projects are financed by the collection of rates, fees for services, loans, grants and funding received from State and Commonwealth governments.

Councillors are bound by a Code of Conduct that outlines the legislative requirements and expectations of Councillors when representing their Council and in their dealings with the community, Council staff and each other.

Our Council

Local government commenced in 1852 in the form of the Devon Road Trust, with jurisdiction from Deloraine to Emu Bay. The first Ulverstone Town Board was elected in 1888 and was responsible for town affairs, with road trusts in charge of country areas and roads. They ceased with the introduction of the *Local Government Act 1906*, and elections were held in 1907 for the Penguin Municipal Council and Leven Municipal Council (became the Ulverstone Municipal Council in 1947).

The Central Coast Council and municipal area was created on 2 April 1993. As part of statewide local government reform, Central Coast was formed with the amalgamation of Forth/Leith (part of the City of Devonport), the Municipalities of Penguin and Ulverstone and a minor boundary adjustment with the Municipality of Kentish.

Ordinary meetings of the Council are held on the third Monday of each calendar month, excluding January and December. The January meeting is held on the fourth Monday and the final meeting each year is held on the second Monday before 25 December.



Meetings are held in the Council Chamber, 19 King Edward Street, Ulverstone and commence at 6.00pm.

Due to the COVID-19 restrictions and guidelines, Council meetings are not open to public attendance. The Council still provide members of the public the opportunity to ask questions of the Council through a written submission process. Questions relating to the activities of the Council are presented during the Public Question Time section of the agenda, at 6.40pm or as soon as practicable thereafter, for a period of not more than 30 minutes. Agendas and minutes are available from either the Administration Centre, the Service Centre or the Council's website. Special meetings of the Council are held infrequently and as required, with an Annual General Meeting held in November.

The principal legislation establishing the powers and functions of the Council is the *Local Government Act 1993*.







Councillors



Mayor Jan Bonde

Elected

Councillor:
28.10.2005–(2022)

Deputy Mayor:
29.10.2009–16.11.2010

Mayor:
16.11.2010–(2022)

M: 0408 545 584

E: jan.bonde@centralcoast.tas.gov.au

Mayor Bonde's professional background is in business and agriculture; her qualifications include a Graduate Certificate in Business.

Mayor Bonde has been actively involved with Women in Agriculture, Girl Guides Australia, the Central Coast Chamber of Commerce and Industry, and community volunteering for many years. Mayor Bonde is a current Board member of Island Care, Respect Aged Care and Member of Australian Institute of Company Directors.

External Representation

- Chief Representative - Cradle Coast Authority Representatives Group
- Member - TasWater Board Selection Cmte

Council Committees and Advisory Groups

- Central Coast Community Safety Partnership Committee
- Central Coast Council Bursary Working Group
- Cradle Coast Authority Representatives Group
- Development Support Special Committee
- General Manager Performance Review Panel
- Local Government Association of Tasmania - Annual General Meeting and General Meetings
- Mersey-Leven Emergency Management Planning Committee
- TasWater Owners' Representatives Group



Deputy Mayor **Garry Carpenter**

Elected

Councillor:

16.11.2010 (by-election)–(2022)

Deputy Mayor:

18.11.2013 – 31.10.2014

2.11.2018 - (2022)

M: 0407 376 256

E: garry.carpenter@centralcoast.tas.gov.au

Cr Carpenter has been self-employed for 40 years and is heavily involved with the agricultural industry and operates a dairy farm in Gunns Plains. Cr Carpenter is the Federal Chairman of Holstein Australia and sits on the Audit and Member Strategic Directions Committees.

Council Committees and Advisory Groups

- Caves to Canyon Tourism Association (Liaison)
- Central Coast Shared Audit Panel
- Development Support Special Committee
- General Manager Performance Review Panel



Councillor **John Beswick**

Elected

Councillor 2.11.2018–(2022)

M: 0418 140 143

E: john.beswick@centralcoast.tas.gov.au

Cr Beswick is a lifelong resident of Ulverstone. He along with his wife Trudy, has operated a National & State award winning building business based in Ulverstone for over 35 years.

Cr Beswick has been a member of Master Builders Tasmania for over 30 years and awarded Honorary membership. Cr Beswick has served on the North West Management Committee, State Council and has also represented the Housing sector on a State and National level.

Council Committees and Advisory Groups

- Community Small Grants Scheme Panel

Councillor **Amanda Diprose****Elected**

Councillor:

29.10.2009–31.10.2014

27.4.2017 (vacancy recount)–(2022)

M: 0400 173 045**E: amanda.diprose@centralcoast.tas.gov.au**

Cr Diprose was re-elected to Council in April 2017 after a recount for the vacancy created with Cr Shane Broad's election to the Tasmanian Parliament.

Cr Diprose's professional career has encompassed varied industries, including retail, community care, Trades and Labour Council, and in more recent years, has held the role of Electorate Officer for three Tasmanian Senators.

Outside of her role as Councillor, Cr Diprose sits on the Tasmanian Health Service Community Engagement Reference Group (consumer representative) and Ulverstone Secondary College School Association.

Council Committees and Advisory Groups

- Bush Watch Western District Committee
- East Ulverstone Swimming Pool Management Committee

Councillor **Cheryl Fuller****Elected**

Councillor:

03.11.2007–28.10.2013 (resigned)

2.11.2018–(2022)

Deputy Mayor:

28.10.2011–28.10.2013 (resigned)

M: 0458 888 040**E: cheryl.fuller@centralcoast.tas.gov.au**

Cr Fuller's professional career has involved community liaison, administration, and vocational education and training, with qualifications in business and public policy.

Cr Fuller's priorities include regional governance and waste management and prioritises helping people navigate council processes and how their opinions are heard and valued. Core council activities such as animal, weed and water management are of importance to Cr Fuller.

Council Committees and Advisory Groups

- Dulverton Regional Waste Management Authority Representatives Group
- Development Support Special Committee
- Penguin Miniature Railway Management Cmte
- Riana Community Centre Advisory Cmte
- Central Coast Community Safety Partnership
- General Manager Performance Review Panel



Councillor Casey Hiscutt

Elected

Councillor 2.11.2018–(2022)

M: 0447 002 216

E: casey.hiscutt@centralcoast.tas.gov.au

Cr Hiscutt grew up at the Hiscutt farm at Howth, where his family have farmed since 1867. Since completing a degree with UTAS, Cr Hiscutt has forged a career within the sheetmetal industry and is currently employed by a local company.

As the Council's youngest Councillor, Cr Hiscutt feels he is able to give a unique perspective enabling him to have a distinctive voice.

Cr Hiscutt sees himself as a quick thinker who is not easily led and is able to use technology to stay across relevant topics for the Council.

Council Committees and Advisory Groups

- Penguin Surf Life Saving Club
- Slipstream Circus Board Inc



Councillor Annette Overton

Elected

Councillor 2.11.2018–(2022)

M: 0439 369 522

E: annette.overton@centralcoast.tas.gov.au

Cr Overton has lived and worked in Central Coast for 36 years and is passionate about community and small business within the municipal area.

Cr Overton actively supports local service clubs through fundraising assistance and working with groups towards the betterment of the community, at every opportunity. During 2020-2021 Cr Overton joined the Reibey Street Events Working Group.

Cr Overton prides herself on her willingness to listen and work with residents to collectively provide a brighter future for the community.

Council Committees and Advisory Groups

- Australia Day Awards Committee
- Community Small Grants Scheme Panel
- Ulverstone Municipal Band



Councillor **Tony van Rooyen**

Elected

Councillor 28.10.2005–29.10.2009

31.10.2014–2.11.2018–(2022)

Deputy Mayor 14.6.2010–28.10.2011

M: 0456 216 390

E: tony.vanRooyen@centralcoast.tas.gov.au

Cr van Rooyen has resided within Central Coast most of his life and during his professional career operated several businesses within the area. He is proud of the development in Central Coast and is honoured to have been part of the decision-making process.

Council Committees and Advisory Groups

- Australia Day Awards Committee
- Community Small Grants Scheme Panel
- Development Support Special Committee



Councillor **Philip Viney**

Elected

Councillor 29.10.2009–31.10.2014–

2.11.2018–(2022)

P: 6425 5388

E: philip.viney@centralcoast.tas.gov

Cr Viney has resided in Ulverstone since 1963. Cr Viney has been trained and qualified as a professional accountant, practising in the Central Coast area since 1980, and has owned and operated his own certified practicing accountancy firm in Ulverstone since 2002.

Cr Viney is currently the Chairman of the Tasmanian Lions Foundation, Justice of the Peace, Treasurer of Switch Tasmania, Vice President of the Central Coast Cricket Club and Member of the Ulverstone Lions Club.

Council Committees and Advisory Groups

- Central Coast Community Shed Management Committee (Liaison)
- Central Coast Shared Audit Panel
- Central Coast Youth Engaged Steering Committee (Liaison)
- Development Support Special Committee
- Sprent Primary School Association (Liaison)
- Ulverstone Surf Life Saving Club (Liaison)





Statement of Allowances and Expenses Paid to Elected Members

Section 72(1)(cb) Local Government Act 1993

Councillors' allowances	\$280,111
Councillors' expenses	\$27,606

Council Meetings

2020 Dates	2021 Dates
6 July 2020 – Special Meeting	14 December 2020
20 July 2020	25 January 2021
17 August 2020	15 February 2021
31 August 2020 – Special Meeting	15 March 2021
21 September 2020	19 April 2021
19 October 2020	17 May 2021
16 November 2020	21 June 2021
30 November 2020 – Annual General Meeting	

Development Support Special Committee (DSSC) Meetings

2020 Dates	2021 Dates
10 August 2020	29 March 2021
30 November 2020	

Meeting Attendance

Section 72(1)(cc) Local Government Act 1993

Councillors	Councillors' Workshops	Council Meetings	DSSC Meetings
Beswick, John	34	15	*2
Bonde, Jan	32	15	3
Carpenter, Garry	28	13	1
Diprose, Amanda	24	14	-
Fuller, Cheryl	31	13	3



Councillors	Councillors' Workshops	Council Meetings	DSSC Meetings
Hiscutt, Casey	32	13	-
Overton, Annette	30	12	-
van Rooyen, Tony	29	15	3
Viney, Philip	34	15	3
Total meetings	34	15	3

* Attended as the Proxy appointment.

Stakeholders

The Council has a diverse range of stakeholders that contribute to guide us on an annual basis. The Council endeavours to engage with them in varied ways, which enables them to understand important issues, respond to specific requests for information and services and to participate in community engagement and development activities. The table below identifies how Council engages with stakeholders, why they are important and why the Council is important to them.

Stakeholder Groups	Ways of engaging with our stakeholders	Why our stakeholders are important to us	Why we are important to our stakeholders
Ratepayers and residents	<ul style="list-style-type: none"> • Print media • Council meetings • Community consultation • Website • Social media • e-Newsletter • Customer service • Community morning teas • Mail-outs • Annual Report • Rates notices 	<p>Provide the Council with funding for local services and infrastructure.</p> <p>Provide feedback as to what issues are most important, particularly in the areas of services, infrastructure.</p>	The Council provides services, facilities, infrastructure, leadership representation and encouragement with local economic growth and tourism, whilst generating sustainable growth and improvement to the community.
Business	<ul style="list-style-type: none"> • Sponsorship • Publications • Social media • Website 	Provide funding for services and infrastructure, whilst contributing to building capacity and economic development within the community.	The Council provides support and promotion of business through community events and publications.



Stakeholder Groups	Ways of engaging with our stakeholders	Why our stakeholders are important to us	Why we are important to our stakeholders
Community groups and volunteers	<ul style="list-style-type: none"> • Focus groups and workshops • Committees 	Enable the Council to connect with the community, encourage community participation and build trust and relationships with the community through their involvement and service.	Provide support, resources, strategies and programs that contribute to building social inclusion and wellbeing and environmental sustainability.
Visitors	<ul style="list-style-type: none"> • Visitor Information Centres • Website • Brochures • Social media • Events calendar 	Provide economic benefit, generate employment opportunities and financial viability.	The Council provides information facilities and services.
Customers	<ul style="list-style-type: none"> • Surveys • Website • Social media • Telephone • Mail-outs • Face-to-face customer service 	Utilisation of services and facilities and provide feedback for improvement.	Provide services, facilities, infrastructure and community events.
Employees and their representatives	<ul style="list-style-type: none"> • Staff newsletters • Intranet • Staff meetings • Employee survey • Website 	Their service is crucial to ensuring delivery of Council services and provides the organisation with valuable knowledge, experience and resources.	The Council provides a fair, challenging and rewarding environment with flexible working arrangements. Training, development and career progression is encouraged.
Partners – regional/national	<ul style="list-style-type: none"> • Networking • Meetings • Contract management 	Sharing of knowledge, resources and allow for economies of scale.	Shared knowledge, resources, and creation of local employment.



Stakeholder Groups	Ways of engaging with our stakeholders	Why our stakeholders are important to us	Why we are important to our stakeholders
Other levels of government	<ul style="list-style-type: none"> • Meetings • Briefings • Networks • Correspondence 	Provide funding, services, legislation and regulations, support, partnerships and economies of scale.	The Council provides local services, drives local economic and tourism growth and employment.
Suppliers	<ul style="list-style-type: none"> • Contract management • Public notices • Tenders • Quotation process • Face-to-face visits 	The supply of goods and services.	Provide business opportunities in line with policy and legislation.
Media	<ul style="list-style-type: none"> • Print media • Media releases • Council meetings • Briefings • Social media • Website 	Raise awareness of services, facilities and events and assist with communicating to a broader community.	Provide local information and data on social, environment, economic and governance matters.

Organisational Chart





General Manager and Senior Leadership Team



General Manager

Sandra Ayton, B.Com, CPA, MBA, MPubPolGov

Appointed

July 2008

Sandra Ayton is a Certified Public Accountant, has a Bachelor of Commerce, Master of Business Administration (Human Resource Management), and Master of Public Policy and Governance.

As General Manager, Sandra is head of the Council's staff and principal adviser to the Council. Sandra is responsible for Council day-to-day operations; human resource management; communication and engagement; economic development; strategic policy and planning; safety, risk and executive governance.

Sandra is a member of the Premier's Local Government Council Officials Committee, representative on the Cradle Coast Authority Representatives Group, and Chair of the Cradle Coast Waste Management Group.

Memberships

- Chartered Manager - Chartered Management Institute
- Fellow - Australian Institute of Management
- Member - Australian Institute of Company Directors
- Member - Local Government Professionals
- Member - Australian Society of Certified Practicing Accountants



Director Infrastructure Services
Paul Breden, BCivEng(Hons),
 DipPM, FIPWEA, MIEAust



Director Corporate Services
Ian Stoneman, Grad Dip Mgt, Adv Dip
 Governance, Risk & Compliance

Appointed

December 2019

Paul Breden has a Bachelor of Civil Engineering (Honours), Diploma of Project Management, Advanced Diploma of Engineering Design and a Diploma and Certificate in Civil Engineering. Paul has over 30 years' experience in Local Government and 5 years' experience in engineering consultancy and construction contracting.

As a Director, Paul is responsible for emergency management; climate change; natural resource management; public safety; asset management; and the planning, development, operation and maintenance of the physical infrastructure and facilities of the municipal area.

Memberships

- Fellow – Institute of Public Works Engineering Australasia (IPWEA)
- Member – Engineers Australia
- Committee Member – IPWEA Tasmania Division
- Trustee – Public Works Engineering Foundation Tasmania
- Board Director - Institute of Public Works Engineering Australasia

Appointed

January 2020

Ian Stoneman has 25 years' experience in senior executive management roles across the government, private and not-for-profit sectors. These roles have allowed him to build, motivate, lead and inspire staff to achieve the goals of each organisation and to maintain positive relations with stakeholders and the public.

As a Director, Ian is responsible for leadership and strategic thinking of the Corporate Services Department, including administration, records management, business, legal, finance, accounting, information technology and regulatory services to ensure achievement of Councils short and long term objectives.

Memberships

- Graduate Australian Institute of Company Directors
- Member Australian Human Resources Institute
- Member Australian Institute of Management



Remuneration of Senior Employees

Section 72(1)(cd) *Local Government Act 1993*

Band	No. of Positions	No. of Officers
\$140,000-\$160,000	1	1
\$160,001-\$180,000	-	-
\$180,001-\$200,000	1	1
\$260,001-\$280,000	1	1

Remuneration includes salary, superannuation, motor vehicle and other allowances or benefits. As of 30 June 2021 the position of Director Community Services was vacant.

Workforce Profile | Human Resources

Central Coast Council Enterprise Agreement

The Council's current Enterprise Agreement was negotiated in 2016. Negotiations commenced early 2021 for the new Enterprise Agreement and it is envisaged that negotiations will be agreed upon and the new Agreement implemented in early 2021-2022. The Council's Enterprise Agreement is underpinned by the terms and conditions in the *Local Government Industry Award*.

Joint Consultative Committee

The Council's Joint Consultative Committee comprises of employee and elected representatives and plays a key consultation role prior to and after an enterprise Agreement renewal process. The Committee's key functions include:

- assisting in implementation of the Enterprise Agreement;
- representing the views of all employees;
- considering and making recommendations on issues that are brought forward;
- consulting with the employee groups they represent; and
- communicating policy changes.

Human Resource Strategic Plan

The Human Resource (HR) Strategic Plan (the Plan) was developed in 2016 and provides a 'road map' for human resource strategic initiatives.



The Plan comprises of four key objectives:

- 1 Planning and Recruiting our Workforce;
- 2 Achieving Through People;
- 3 Creating an Equitable, Consultative and Supportive Working Environment; and
- 4 Creating a Positive and Safe Working Environment.

Recruitment and Selection

Human Resources (HR) assists employees throughout all phases of an employee's life cycle, commencing with recruitment. HR works closely with all departments across the Council to attract, retain and develop a highly skilled, diverse, talented and capable workforce. HR aims to ensure that the right people are in the right roles at the right time. This is vital to achieving Council's objectives now and into the future.

Performance Management

All staff are required to participate in an annual performance appraisal with their Immediate Supervisor. This process provides a formal opportunity to assess individual and team performance. Performance reviews identify employee achievements throughout the year, identify areas of improvement and potential training opportunities.

Equal Employment Opportunity (EEO)

The Council is committed to equal employment opportunity principles in all policies and practices, ensuring fairness and equity for all employees across Council.

Support for Staff

The Council's Employee Assistance Program (EAP) includes free counselling sessions for Council employees and family members. The Council has trained Contact Officers who are an important first point of contact for people who believe they have an issue in the workplace. Issues may relate to discrimination, harassment, bullying or other workplace concerns.

Health and Wellbeing

The Council values the health and wellbeing of all employees and provides health and wellbeing initiatives to encourage employees to adopt and maintain healthy lifestyle choices.

The Council's 2020-2021 Initiatives included:

- Flu vaccination program



- Health and wellbeing assessments
- Free gym session per week
- Well at Work magazine subscription
- Swimming program
- Retirement Ready Workshop

Training and Development

The Central Coast Council has a demonstrated commitment to developing staff. The Council provides employees with a variety of training and development opportunities to build employee capacity to create a high-performance culture that allows Council to thrive and strengthen capacity to deliver current and future demands.

Qualifications undertaken by Council employees throughout the year include:

- Bachelor of Education (Early Childhood Teaching)
- Associate Degree - Business
- Diploma of Engineering – Technical
- Diploma of Early Childhood Education & Care
- Certificate IV Government Investigations
- Certificate IV Leadership & Management
- Certificate III Civil Construction
- Certificate III Early Childhood Education & Care
- Certificate III Carpentry
- Certificate II Horticulture

Other training and professional development opportunities include:

- Attendance at industry specific conferences
- On the job training
- Memberships of professional organisations
- Webinars, workshops, networking events and organisational training

Work Health and Safety (WHS)

The Central Coast Council is committed to maintaining a system-based approach to the management of WHS in compliance with Australian Standard AS/NZS 4801:2001. WHS Objectives and Targets were set and released in the 2020-2021 WHS Management Plan. Performance was reviewed throughout the year using information provided by audits, inspections, incident investigations and injury reports.

British Standards Institute Australia (BSI), undertook its recertification audit of the Safety Management System (SMS).



The objective was to conduct an assessment of the SMS to ensure its elements met the requirements of the management Standard. In April 2021 Council was reaccredited as an AS/NZS 4801 organisation.

Reward & Recognition

Central Coast Council seeks to promote exceptional performance that supports Council's values, goals and objectives. The Reward and Recognition Policy ensures employees are rewarded and recognised accordingly for their service and performance through a process that is fair, equitable and appropriate.

Contributions to Charity

Each year the Council staff participate in fundraising activities raising money for local and national charities. During the 2020-2021 various charities benefited from the generosity during the year and included RU OK Day, Australia's Biggest Morning Tea, World's Greatest Shave – Leukaemia Foundation, City Mission – Christmas Appeal.

Staffing Statistics

General Statistics	2019-2020	2020-2021
Average Cost Per Employee	\$82,602	\$79,949
Staff Turnover Rate	14.38%	14.29%
Average Sick Leave Per Employee	6.91 days	7.48 days
Lost Time Due to Injury (LTI)	522.5 hrs	268.5 hrs

*The 2019-2020 LTI figure related to 4 claims and the 2020-2021 LTI figure related to 8 claims.

Department	Full-time	Part-time	PIR	Casual	Total
General Management	8	-		-	8
Corporate Services	16	8	1	3	28
Community Services	15	37		26	78
Infrastructure Services	65	7	4	-	76
Total	104	52	5	29	190

The number of Full-time Equivalent Employees was 144.62



Age Profile of Permanent Staff	2020-2021
Under 25	9
25-34	21
35-44	30
45-54	48
55+	53

Active Employees by Years of Service 2020-2021			
Years of Service	All Employees (full & part time)	Male Employees	Female Employees
	Number %	Number %	Number %
0-2	48 29.81%	25 15.53%	23 14.28%
3-5	23 14.29%	12 7.45 %	11 6.83 %
6-10	26 16.15%	9 5.59%	17 10.56%
11-15	26 16.15%	11 6.83%	15 9.32%
16-20	10 6.21%	8 4.97%	2 1.24%
21+	28 17.39%	14 8.69%	14 8.69%
<i>Total</i>	<i>161 100%</i>	<i>79 49.07%</i>	<i>82 50.93%</i>



STRATEGIC PERFORMANCE

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4

“A spirit of reciprocity
where capable
communities
organise themselves
to help people turn
ideas into reality” |
**Strategic Plan
2014–2024**





REPORTING PERFORMANCE

The Council is committed to the priorities of the Strategic Plan 2014–2024, developed in consultation with the community. This Plan is being delivered through the Council's Annual Plan which is adopted prior to the commencement of the new year.

The format of the Annual Report reflects the actions that the Council approved through the Annual Plan for the 2018–2019 year – identified under the five Strategic Directions below – and the progress that has been made against those areas. We believe this format gives a snapshot of our progress throughout the year in achieving the key actions/initiatives of the Council and the community. If you require further details on any of these actions, then we would be happy to discuss these further.



STRATEGIC DIRECTION 1 – The Shape of the Place

Plan for a vibrant and liveable place: it is important to focus on its shape – planning, precincts, open spaces, the physical environment and augmenting these to highlight the distinctiveness of Central Coast



STRATEGIC DIRECTION 2 – A Connected Central Coast

Seeking to enhance connectivity both within Central Coast and with the region – how people move from place to place, how accessible places are, and how people connect with each other and with services within Central Coast



STRATEGIC DIRECTION 3 – Community Capacity and Creativity

In conjunction with community, volunteer and business groups, develop capacity and cultivate a culture that values and showcases creativity, encourages community-based solutions, stimulates innovation and supports innovators in order to achieve quality opportunities and outcomes across all sections of the community



STRATEGIC DIRECTION 4 – The Environment and Sustainable Infrastructure

Sustaining built infrastructure and the natural environment by encouraging innovation and investment in Central Coast



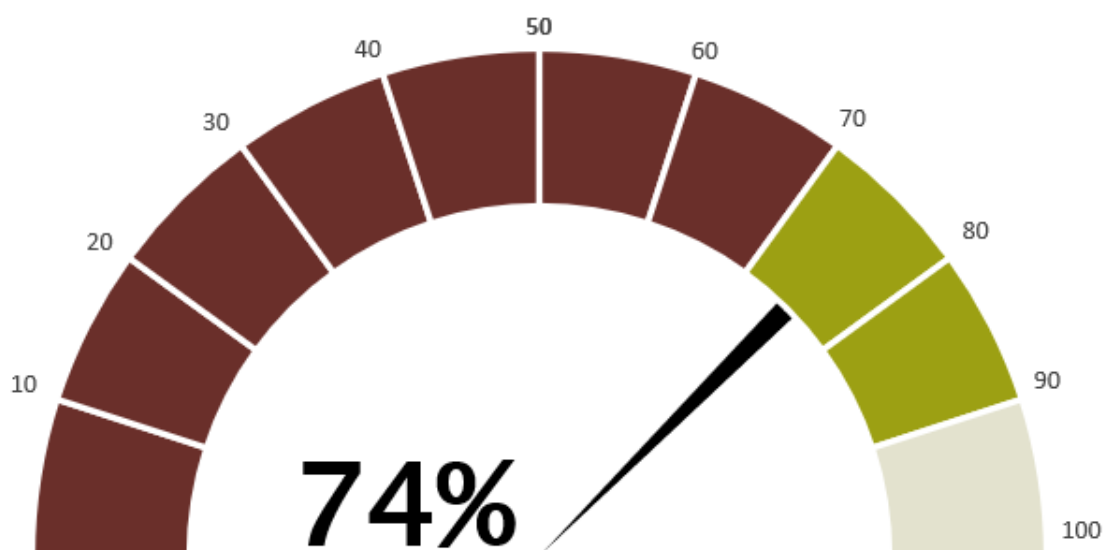
STRATEGIC DIRECTION 5 – Council Sustainability and Governance

A leading Council that is well governed and managed and engages effectively with its community



2020-2021 Strategic Snapshot

Of the Strategic Actions adopted in June 2020 for the 2020-2021 financial year, 74% of these actions were 90-100% complete. Actions deferred during the year were due to numerous factors which have been highlighted throughout the report.





STRATEGIC DIRECTION 1

The Shape of the Place

Plan for a vibrant and liveable place: it is important to focus on its shape – planning, precincts, open spaces, the physical environment and augmenting these to highlight the distinctiveness of Central Coast.

STRATEGIES AND KEY ACTIONS:

✓ Completed → In progress ↻ Deferred

1 Improve the value and utilisation of open space

2020-2021 Actions/Initiatives	Performance
<ul style="list-style-type: none"> Completion of business plan and estimates to ascertain feasibility of consolidation of equestrian activities to Batten Park 	✓
<ul style="list-style-type: none"> Implement an annual Adventure Festival for Central Coast 	↻
<ul style="list-style-type: none"> Investigate and support further sustainable development of the Leven Canyon Reserve 	→
<ul style="list-style-type: none"> Investigate and support further tourism development in the Dial Range, south of Penguin 	→
<ul style="list-style-type: none"> Participate in the development of a Dial Range Joint Recreation and Land Management Plan 	↻
<ul style="list-style-type: none"> Review and update the Central Coast Cycle Strategy 2014–2019 including cycling tourism 	✓

Achievements

In April 2021, the Council adopted the Central Coast Cycling Strategy 2021–2025. The Strategy will guide the Council to provide a convenient and connected cycling network which is safe, accessible, and attractive.

Having considered the Batten Park Consolidation Feasibility Study at several Council Workshops, it was determined that the development of a Regional Equestrian Facility would not be pursued.



Investigation into providing improved visitor facilities within the Dial Range area was explored. Information gathered suggested that an upgrade to the Montgomery car park, a new toilet block and bike/boot washdown facility would support tourism ventures within the area. Securing funding for the upgrade will continue in 2021–2022.

Improvements

Options for sustainable development of the Leven Canyon Reserve identified possible connection by way of the Council's Adventure Festival project, which is to be further explored in 2021–2022.

In 2020, Tasmania Parks and Wildlife Service (in conjunction with the Council) held two community forums regarding the review of the Dial Range Recreation Management Plan. During the past year a Project Reference Group was formed and a vision for the Dial Range developed. It was expected that during the past year, a draft Recreation and Land Management Plan for the Dial Range would be achieved, however this project experienced significant delays. It is anticipated that a draft will be available for community consultation in 2021.

Deferred

Preliminary community discussions indicate interest for establishing an Adventure Festival in 2022. It is envisaged that this project will be a community-led management group, under the auspice of the Council.

STRATEGIES AND KEY ACTIONS: ✓ Completed → In progress ↪ Deferred

2 Conserve the physical environment in a way that ensures we have a healthy and attractive community

2020-2021 Actions/Initiatives	Performance
• Assist with the implementation of the Cradle Coast Shared Pathway within the Central Coast area	✓
• Construction of the Turners Beach to Leith Shared Pathway including the old railway bridge	→
• Prepare a Pathways Plan to ensure connectivity between areas within towns and with the Shared Pathway	→



Achievements

Design of the Penguin to Sulphur Creek section of the Cradle Coast Shared Pathway was finalised and submitted to Crown Land Services for approval to progress to Development Application stage. Due to outstanding concerns with the pathway's proximity to the rail corridor, design plans were altered and resubmitted for approval. Design of the West Ulverstone section (Ulverstone to Robertsons Road) progressed, however were not finalised. It is envisaged that the Shared Pathway project will continue well into 2021–2022.

Improvements

Due to approval delays with TasRail and Crown Land Services, the construction of the Turners Beach to Leith Shared Pathway did not commence in May 2021 as anticipated. It is expected that construction will commence in the first half of 2021–2022.

Council staff undertook a thorough data collection exercise of Central Coast pathway networks during the year. Further design and connectivity options are being considered with a view to developing a Pathways Plan, this will assist in increased connectivity and enhancing existing Council infrastructure.

STRATEGIES AND KEY ACTIONS: ✓ Completed → In progress ↩ Deferred

3 Encourage a creative approach to new development

2020-2021 Actions/Initiatives	Performance
<ul style="list-style-type: none"> Identify further commercial/industrial land for future growth 	→
<ul style="list-style-type: none"> Review the former Penguin Recreation Ground once the review of Main Road, Penguin Foreshore and Hiscutt Park precincts are undertaken 	→
<ul style="list-style-type: none"> Undertake a 7-Day Makeover at Turners Beach 	✓

Achievements

Creative Communities were engaged to undertake another successful 7-Day Makeover in Turners Beach, following on from Ulverstone and Penguin. The Makeover was well-supported and valued by the Turners Beach community. Post-makeover engagement within the community continues to be positive.

Improvements

Following a Council Workshop where potential industrial land sites were identified, consultation with relevant landowners was undertaken to gauge interest for rezoning the identified parcels of land. The project identified that future commercial and light industrial sites will require further research and consideration of such, will form part of the Local Settlement Strategy development.

Complete Streets was engaged to undertake a comprehensive master planning process for the regeneration of the Penguin town centre, including the foreshore, entrance, and Hiscutt Park. The former Penguin Recreation Ground was identified as an area for consideration, as part of this project. The Council will be presented with a final Master Plan and implementation strategy in early 2021–2022.





STRATEGIC DIRECTION 2

A Connected Central Coast

Seeking to enhance connectivity both within Central Coast and with the region – how people move from place to place, how accessible places are, and how people connect with each other and with services within Central Coast.

STRATEGIES AND KEY ACTIONS: ✓ Completed → In progress ↻ Deferred

1 Provide for a diverse range of movement patterns

2020-2021 Actions/Initiatives	Performance
<ul style="list-style-type: none"> Develop a marketing plan for Central Coast walking trails 	→
<ul style="list-style-type: none"> Curate spaces in Reibey Street/Apex Park to create vibrancy within the CBD 	✓
<ul style="list-style-type: none"> Review and update the Wharf Precinct Plan 	↻

Achievements

The Public Events Working Group held several Friday Night events which were well supported by Ulverstone retailers, entertainers, and mobile food vans. The Working Group will continue to work together in 2021–2022 to identify ways of creating vibrant active spaces within the CBD that encourage interactive activities.

Improvements

The development of a marketing plan for Central Coast walking trails was deferred and will be revisited in 2021–2022, encompassing COVID–19 protocols and alignment to the Dial Range Recreation Management Plan, currently under review.

Deferred

The Wharf Precinct Plan review and update will be undertaken in 2021–2022.


STRATEGIES AND KEY ACTIONS: ✓ Completed → In progress ↶ Deferred

2 Connect the people with services

2020-2021 Actions/Initiatives	Performance
<ul style="list-style-type: none"> Commence consultation phase and committee implementation of the Disability and Inclusion Action Plan 	↶

Deferred

Consultation and formation of a committee for the Disability and Inclusion Action Plan has been deferred until 2021–2022.

STRATEGIES AND KEY ACTIONS: ✓ Completed → In progress ↶ Deferred

3 Improve community well-being

2020-2021 Actions/Initiatives	Performance
<ul style="list-style-type: none"> Continuation of Memory Café concept in Central Coast for dementia clients and carers 	✓
<ul style="list-style-type: none"> Continue investigations into urban and rural flood catchments, including the Leven River, Forth River and Penguin Creek 	→
<ul style="list-style-type: none"> Develop a Business Continuity Policy and associated plans 	✓
<ul style="list-style-type: none"> Implement a charging station in CBDs in Ulverstone and Penguin 	✓
<ul style="list-style-type: none"> Implement Stage 1 of the Reconciliation Action Plan 	→
<ul style="list-style-type: none"> Undertake assessment of the viability of a Research Youth First Employment program within Central Coast 	✓
<ul style="list-style-type: none"> Upgrade signage in Ulverstone and Penguin CBDs as part of the Dementia-Friendly framework 	✓

Achievements

The Connect Café recommenced in September 2020 (post COVID-19 restrictions) and is held on a weekly basis. The Café continues to attract an average of 40 patrons a week as well as Delta Society's Delta dog team and volunteer team.



An overarching Business Continuity Plan was developed, which supports the continuation of the Council's critical business functions in times of a disruptive event. Further work is to be undertaken in 2021–2022 to develop Critical Function Sub-Plans for each Council Department.

Key phone charging station locations were established, with the Ulverstone Skate Park redevelopment including the installation of charging station at the Beach Road – Skate Park shelter. Dial Park was identified at the most suitable location in Penguin; however, this will require a future funding allocation.

Progress was made towards the development of the Council's Reconciliation Action Plan (RAP). Under guiding recommendations from Reconciliation Tasmania and Australia, a Project Plan and RAP Working Group were formed. The RAP Working Group participated in the 'Come Walk With Me' cultural awareness training and two comprehensive workshops followed. From this the Working Group finalised a Draft RAP, which was presented to a Council Workshop. Following minor modifications, the Draft RAP was submitted to Reconciliation Australia for endorsement. Work will continue in 2021–2022.

A viability assessment of the Council providing a Youth First Employment program within Central Coast was completed. The assessment identified that other organisations provide a wide range of speciality services in the area, and any involvement by the Council would only duplicate that effort.

A Dementia-Friendly Wayfinding/Signage Framework was developed and circulated broadly for community consultation. The new Dementia-Friendly signage was installed throughout Ulverstone in June 2021, with the proposed Penguin signage planned for installation in early 2021–2022.

Improvements

Investigations into urban and rural flood catchments is on hold pending outcomes from the State Emergency Services (SES) State-wide Flood Mapping Project. It is thought that funding opportunities will arise from the SES project. This action has been modified and the review and update of the Lower Forth River Evacuation Plan will be undertaken in 2021–2022.

STRATEGIC DIRECTION 3

Community Capacity and Creativity

In conjunction with community, volunteer and business groups, develop capacity and cultivate a culture that values and showcases creativity, encourages community-based solutions, stimulates innovation and supports innovators in order to achieve quality opportunities and outcomes across all sections of the community.

STRATEGIES AND KEY ACTIONS:

✓ Completed → In progress ↪ Deferred

1 Community capacity-building

2020-2021 Actions/Initiatives

Performance

- Implement a traineeship program within the workforce to cater for workforce needs →

Achievements

Opportunities for the inclusion of trainees within the Council workforce were considered as part of the Council's workforce planning. Five trainees commenced with the Council over the financial year and further opportunities will be identified as part of future workforce planning.

STRATEGIES AND KEY ACTIONS:

✓ Completed → In progress ↪ Deferred

3 Cultivate a culture of creativity in the community

2020-2021 Actions/Initiatives

Performance

- Complete the Ulverstone Cultural Precinct development and ensure it is operational →
- Develop an exhibition and public education program for the Ulverstone History Museum and Science Centre →
- Develop operational master plan for the Ulverstone Cultural Precinct →
- Update venue management plans and promote on the Council's website and relevant events literature →

Achievements

Construction of the Ulverstone Cultural Precinct building progressed throughout the year. In December 2020, the precinct was officially launched as Hive. Hive's brand was created by the Council in conjunction with Tasmanian graphic design firm Walker Designs. The name 'Hive' was inspired by the concept of a beehive being a place of gathering, of community, to work together, communicate and share information. It is expected that construction will be finalised in the first half of 2021–2022.

Improvements

A review of the strategic, business, and operational plans for the Hive commenced in early 2021. The Arts & Culture Group was established within the Community Services Department and from July 2021, will include: Hive; Visitor Services and arts and culture. It is pleasing to report that the initial operations and staffing will be supported by funding secured through the Community Arts and Cultural Development (Local Government) Grant Scheme.

Initial development of the exhibition layout design and construction of displays (including interactive elements) for the Museum and Science Centre commenced. Further enhancement of exhibit interpretation and guidelines will be required prior to the opening of the Hive and facilities.

A preliminary review of Venue Management Plans was completed. It is intended that conditions of use and hire will be consolidated across all facilities and Venue Management Plans updated to reflect this. Updated information will be utilised for future website updates and promotional material.





STRATEGIC DIRECTION 4

The Environment and Sustainable Infrastructure

Sustaining built infrastructure and the natural environment by encouraging innovation and investment in Central Coast.

STRATEGIES AND KEY ACTIONS:

✓ Completed → In progress ↪ Deferred

3 Develop and manage sustainable built infrastructure

2020-2021 Actions/Initiatives	Performance
• Complete footpath surveys (visual), determine repair and replacement program and update the Long-term Financial Plan	→
• Complete Showground Sports and Community Precinct Master Plan	✓
• Complete the Perry-Ling Gardens Master Plan, incorporating a management and implementation plan	→
• Conduct analysis and investigation of stormwater systems in accordance with the Council's Stormwater Systems Management Plan	✓
• Conduct a facilities audit of Council buildings	→
• Conduct a road signage audit, create an asset database and prepare signage upgrade and replacement program	→
• Development of a Footpath Design Policy which includes Landscaping Guidelines	→
• Development of a Central Coast Tree Strategy	→
• Finalise design of the North Reibey Street car park and Carpark Lane areas	→



- Investigate the feasibility of establishing a mature tree nursery ✓
- Prepare an integrated Turners Beach Pathway, Streetscaping and Traffic Management Plan →
- Refine the Asset Management Plans and update the Policy →
- Review of the Council's arterial roads →
- Review grant opportunities as they arise in relation to the Council's Strategic Plan 2014–2024 and Forward Programs ✓

Achievements

The footpath surveys throughout the municipal area were completed during 2020–2021. Data will be analysed to identify safety issues, major defects, and necessary projects in 2021–2022, and will inform the Council's Long-term Financial Plan.

Having received the Showground Sports and Community Precinct Master Plan, created by Inspiring Place, the draft Plan was presented at a Councillor Workshop in July 2020. At the August 2020 Council meeting, the Council agreed to defer adoption of the draft Plan and resolved to include a budget allocation in 2021–2022 to review the Master Plan, encompassing the Ulverstone Sports & Leisure Centre. Further to this decision, the Council agreed to support Slipstream Circus in its efforts to pursue grant funding for development of a new facility as well as the installation of additional light towers for the main soccer pitch, both within the Showground Precinct.

A feasibility study for the Council to establish a mature tree nursery was completed, indicating that the Council would be best placed to continue with its current commercial arrangements. Having considered the study at a Councillor Workshop in June 2021, it was determined not to pursue in the immediate future, however would form part of considerations of the Greening Central Coast Strategy.

Grant opportunities are identified by the Senior and Operational Leadership Teams on a monthly basis, particularly those that relate to the Strategic and Annual Plan. The Council received funding of \$8,767,999 from grant opportunities in 2020–2021

Evaluation of the Council's stormwater systems against its Stormwater Systems Management Plan was completed for the Sulphur Creek, West Ulverstone, Ulverstone and Turners Beach catchments. Further data verification for all areas will be ongoing and form part of operational schedules into the future.



Improvements

In November 2020, a community information session regarding the Perry-Ling Gardens Master Plan was held. Feedback from the session and results of the community survey will assist to develop an initial Master Plan.

Further community consultation will be required as this project evolves, however the finalisation of the Master Plan will be dependent on the Penguin Foreshore Rehabilitation – Stage B project.

A proportion of the Council's assets were revalued during 2021, which provided foundation information for the Facilities Audit Project Brief to be developed. Once completed, a consultant will be engaged to undertake the audit in conjunction with Council staff. This project will be finalised during 2021–2022.

A survey of the Council's arterial roads and signage was completed by external consultants. The data analysis portion of this project was not finalised, however, once completed will assist to create an asset database which will allow for programmed upgrades and replacement.

Investigation regarding the development of a Footpath Design Policy, including Landscaping Guidelines commenced. Once all relevant information has been gathered and reviewed, a formal Policy document will be presented.

As part the development of a Central Coast Tree Strategy, a Greening Central Coast Working Group was established. Working with appointed consultant Southridge Designs, the Working Group worked towards defining the projects vision, objectives, and prioritised actions. Spatial analysis to identify the 'tree canopy cover' of the municipal area was completed.

Preliminary assessment of the North Reibey Street car park and Carpark Lane areas indicated that capital works be postponed to allow for further design considerations. During 2021–2022 design options and consultation with adjacent landowners, will be undertaken.

A working group for the Turners Beach Pathway, Streetscaping and Traffic Management Plan was formed, to guide the project and support with community input and feedback. Issues regarding the shared pathway, footpaths, streetscaping and traffic management guided group discussions. Working Group members continue to gather feedback, whilst Council staff gather critical data that will inform concept plans. This action will carry forward to 2021–2022 for completion.



The Council adopted the reviewed Asset Management Policy in May 2021. It is anticipated that once the Council has completed the upgrade of its Asset Management system, the review and development of Asset Management Plans will be conducted over a two-year period.

STRATEGIES AND KEY ACTIONS:

✓ Completed → In progress ↪ Deferred

4 Contribute to the preservation of the natural environment

2020-2021 Actions/Initiatives	Performance
• Complete upgrade of leachate collection and treatment facilities at the Lobster Creek Resource Recovery Centre (final stage)	✓
• Develop a Climate Change Risk Framework that can be incorporated into the Council's existing risk management system/framework	✓
• Development of a Central Coast Waste Strategy	→
• Ensure relevant staff undertake professional development that considers the effects of climate change for their position	✓
• Finalise the review of Rural Waste Management services, prepare implementation plans and implement any revisions	✓
• Implement the outcomes of the kerbside waste collection review	✓
• Provide Elected Members with an education package on climate change	✓

Achievements

In accordance with permit conditions, the Resource Recovery Centre's (RRC) leachate records were provided to the Tasmanian Environment Protection Authority (EPA) for analysis and consideration of future leachate treatment requirements. Data results showed that the leachate collection and treatment facilities are operating satisfactorily and meet the Resource Recovery Centre and EPA's requirements. Further work is not required at this time, however, the Council will continue to investigate opportunities for operational improvements in leachate management at the site.



The Council's Risk Management Framework includes climate change as an environmental risk category. Recommendations to mitigate Climate change risks were identified through guidelines developed by CoastAdapt and have been incorporated into the Council's Operational and Strategic Risk Registers.

Council staff attended several professional development opportunities during the year, comprising of the 2020 Tasmanian Climate Symposium, participation in the Independent Review of *Tasmania's Climate Change Act 2008* and the Cities Power Partnership Summit 2021. From this, education packages were developed and distributed to Councillors and relevant staff.

A review of rural waste management services will be included as part of the Waste Strategy and is to be completed in 2021–2022.

The review of kerbside waste collection was undertaken in 2020. From the statistics and information gathered, systems were implemented to administer requests for additional waste bins or changes to the waste service for multi-unit complexes.

Improvements

A Project Proposal for the Waste Strategy was completed in early 2021 and from this a Working Group formed. The group prepared a Project Plan (including goals and outcomes) and Consultant Brief. During May 2021, an Expression of Interest process commenced. It is expected that the draft Waste Strategy will be presented to a Councillor Workshop in October of the 2021–2022 year.



STRATEGIC DIRECTION 5

Council Sustainability and Governance

A leading Council that is well governed and managed and engages effectively with its community.

STRATEGIES AND KEY ACTIONS:

✓ Completed

→ In progress

↩ Deferred

1 Improve corporate governance

2020-2021 Actions/Initiatives	Performance
• Develop and implement a Risk Management Framework	→
• Internal Audit Program – Fringe Benefits Tax	✓
• Prepare a Risk Management Plan	✓
• Refine the Council's Workforce Master Plan and develop departmental plans to complement the Organisational Plan	→

Achievements

As part of the Risk Management Framework development, a Risk Committee was formed to monitor and review the Council's risk culture and make recommendations for improved compliance and control systems. During the year, the Senior Leadership Team endorsed the Council's Risk Management Plan and Risk Management Policy. Further work on the Operational Risk Register will continue in 2021–2022.

Improvements

Recommendations to refine the current Workforce Master Plan were presented to the Senior Leadership Team in November 2020. The Human Resources team continues to work with staff to address high risk areas that include loss of corporate knowledge and succession planning throughout the organisation.

An initial assessment of the Council's Fringe Benefits Tax process identified potential areas of improvement. During 2021–2022, a thorough audit will be completed and a report outlining improved processes will be presented to the Senior Leadership Team for consideration.



STRATEGIES AND KEY ACTIONS:

✓ Completed → In progress ↩ Deferred

2 Improve service provision

2020-2021 Actions/Initiatives	Performance
• Acquire software to document and administer the risk registers	✓
• Implement a new Payroll System using Microsoft Dynamics framework	→
• Implement 'Lean' across the organisation (Stage1)	✓
• Implementation of Council Property Management and Lease System	→
• Implement an RV/Visitor Strategy including By-law	→
• Review the Animal Control By-law	→
• Review and develop the Mobile Food Business Roadside Vendor Policy	→
• Review content and functionality of CCC Website	→
• Review framework for calculation of Fees and Charges	✓
• Review Information and Communication Technology equipment inventory ensuring an effective mobile workforce	✓
• Review the Disclosure of Information Policy	→
• Review the National Competition Policy	✓
• Undertake an Enterprise Wide Risk Assessment	✓

Achievements

Having completed market research of suitable Risk software, it was determined to proceed with the implementation of CAMMSRisk, in addition to CAMMSStrategy that Council uses for corporate reporting. A full roll-out will occur in 2021-2022, once training in support services has been completed, in conjunction with the CAMMSProject module.



Implementation of the new Payroll system commenced in February 2021. It is envisaged that the 'live' implementation will commence in April 2021.

In November 2020, the Senior and Operational Leadership Teams attended Productivity Improvers – Lean Leader – Simulated Work Environment (SWE) training. SWE is an interactive learning experience that promotes 'Lean' principles to achieve improved efficiency and cost reduction while improving organisational culture and performance. In 2021–2022, Council staff will commence two larger projects with the aim to streamline and improve request systems and areas of records management.

A draft Camping By-law (including a Regulatory Impact Statement) was prepared in accordance with legislative requirements of the *Local Government Act 1993*. Matters relating to the locations that are intended to be regulated will require a development application upon the introduction of the new Planning Scheme.

The Animal Control By-law underwent an initial assessment, which has identified the need for structural changes. Further work is to be undertaken in accordance with the *Local Government Act 1993* and will be further considered by the Council.

Following a Councillor Workshop, the Mobile Food Vendors Policy was modified to reduce some of the restrictions placed on vendors by the previous Policy. The intended changes reflect the desire of the Council to increase the range of food offerings to the Central Coast community.

Throughout 2020–2021, Council desktop computers were replaced by laptops. Similarly, a process to replace handset telephones with mobile phones was undertaken. By increasing the mobility of Information and Communication Technology equipment, it assists the Council in delivering business continuity for the community and flexibility of the workplace for staff.

The National Competition Policy review was incorporated as part of the Fees and Charges review, which resulted in the Policy's intent being covered within the Fees and Charges Policy, adopted by the Council in June 2021. The Fees and Charges Policy outlines how the Council will ensure compliance with the requirement of National Competition Policy and the determination of Significant Business Activities, which therefore negated the need for a separate Policy.

As part of the organisational risk assessment, Managers assisted to identify risks and mitigate controls of the Council functions under their management. From this exercise, the update of the Operational Risk Register was achieved. Ongoing updates and improvements will continue in 2021–2022.



Improvements

Several software options were considered for a lease and property management system, however many proved expensive and did not satisfy the Council's needs. The pre-existing register has been modified to address previous inadequacies.

An initial review of the Disclosure of Information Policy commenced and will be finalised in 2021–2022.

STRATEGIES AND KEY ACTIONS: ✓ Completed → In progress ↩ Deferred

3 Improve the Council's financial capacity to sustainably meet community expectations

2020-2021 Actions/Initiatives	Performance
▪ Consider alternate methods of raising additional revenue	✓
▪ Implement the Tasmanian Planning Scheme	→
▪ Review and update the Central Coast Local Settlement Plan	→
▪ Undertake a Cultural Heritage Study for the Central Coast area	→

Achievements

Following discussion with the Council in January 2021 it was determined that alternate methods of raising additional revenue would not be pursued at this time. Opportunities for alternate methods of revenue raising will be considered on a 'case-by-case' basis as they arise or identified through the Strategic Planning process.

Improvements

Implementation of the Tasmanian Planning Scheme (the Scheme) progressed slowly throughout the year. It is anticipated that the Tasmanian Planning Commission would issue the Final Directions to the Council to modify the Local Provisions Schedules prior to 30 June 2021, however at the end of financial year, the Council had not received such instruction. It is hoped that the new Scheme will be finalised in the first half of 2021–2022.

A Residential Settlement Strategy Discussion Paper was subject of a community consultation process during March and April 2021, and a subsequent report was



considered by the Council at its June 2021 meeting. An external consultant will be engaged to finalise the Local Settlement Strategy in the later part of 2021.

The Council sought a suitably qualified consultant through an Expressions of Interest process to undertake a Cultural Heritage Study. A Consultant will be appointed to progress the study during 2021–2022.

STRATEGIES AND KEY ACTIONS: ✓ Completed → In progress ↪ Deferred

4 Effective communication and engagement

2020-2021 Actions/Initiatives	Performance
▪ Create 'Birds of Leven Canyon' brochure	✓
▪ Facilitate a roundtable forum to engage with stakeholders around place marketing opportunities/challenges	→

Achievements

Through collaboration between the Council and eBird Australia, a Birds of the Leven Canyon brochure was created, incorporating eBird's 'Leven Canyon Field Checklist'. The interactive style of the brochure aims to improve the birdwatching experience and boost interest in pursuing birdwatching as a recreational activity. The brochure was launched on the Council's digital platforms in May 2021.

Improvements

The roundtable forum to engage with relevant stakeholders around place marketing opportunities/challenges has been planned for 2021–2022. This will allow discussion participants to have input into place marketing opportunities arising from the development and opening of the Hive.

STRATEGIES AND KEY ACTIONS: ✓ Completed → In progress ↪ Deferred

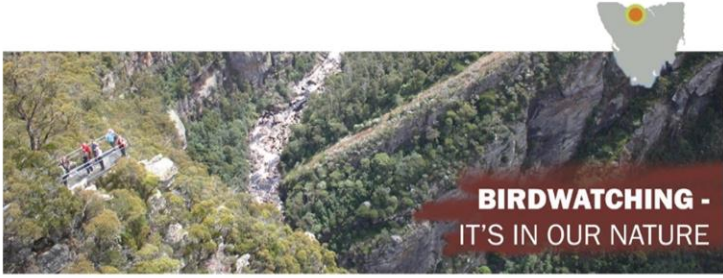
5 Strengthen local-regional connections

2020-2021 Actions/Initiatives	Performance
▪ Lobby State Government and the Cradle Coast Authority to develop Immigration Settlement Strategies	✓

Achievements

The Choose Cradle Coast Working Group was formed as an outcome of the Cradle Coast Authority – Regional Futures Plan. The Group's function is to promote and expand the liveability of the region and an Action Plan was developed to assist in attracting population growth within the region.

The Working Group made progress against its Action Plan, which included the development of a 'Jobs Board', Business Workforce Challenges survey and creation of the Choose Cradle Coast Facebook page. A Population Strategy Paper was completed which discusses migration strategies.



BIRDWATCHING - IT'S IN OUR NATURE

WHY NOT ENJOY BIRDWATCHING AND CONNECT WITH NATURE AT THE LEVEN CANYON?

The Leven Canyon is located around 42km south of Ulverstone, near Gunns Plains. When you get there, you will find wood fired barbeques, toilets, shelter facilities, picnic tables and visitor information. If you have a pair of binoculars, take them along on the day and do not forget your camera or mobile phone.

The Leven Canyon has four short walking tracks and two viewing lookouts. The short walks are suitable for most abilities and can also be enjoyed as a loop, or circuit track.

To help with your birdwatching experience, the Council partnered with eBirds Australia who have a printable checklist of the most often seen birds at the Leven Canyon. If you see a bird at the Leven Canyon, take a photo (if your quick) and check it off the list!

The Leven Canyon - birdwatching Field Checklist can be found on the eBird website: <https://ebird.org/printableList?regionCode=L2547374&yr=all&m=>

TOP FIVE BIRDS MOST SEEN AT THE LEVEN CANYON

#1: Laughing Kookaburra	#2: Green Rosella	#3: Supreme Fairy Wren	#4: Shining Bronze Cuckoo	#5: Tasmanian Scrubwren
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CENTRAL COAST COUNCIL

coast to CANYON
TASMANIA
great natured place

eBird Australia



STATUTORY REPORTING

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“contributing to a
safe and healthy
environment” |
Strategic Plan
2014–2024



Public Interest Disclosures -

Public Interest Disclosure Act 2002

The Council's guidelines for dealing with matters under the *Public Interest Disclosure Act 2002* are available for viewing on the Council's website www.centralcoast.tas.gov.au or a copy can be made available by contacting the Council's protected disclosure officer/coordinator.

The mandatory disclosures for a relevant public body (Council) under section 86(b)–(i) of the *Public Interest Disclosure Act 2002* are as follows:

(b)	the number and types of disclosures made to the public body during the year and the number of those disclosures that the public body determined to be a public interest disclosure	None
(c)	the number of disclosures determined by the relevant public body to be public interest disclosures that it investigated during the year	None
(d)	the number and types of disclosed matters referred to the public body during the year by the Ombudsman	None
(e)	the number and types of disclosed matters referred during the year by the public body to the Ombudsman to investigate	None
(f)	the number and types of investigations of disclosed matters taken over by the Ombudsman from the public body during the year	None
(g)	the number and types of disclosed matters that the relevant public body has declined to investigate during the year	None
(h)	the number and type of disclosed matters that were substantiated upon investigation and the action taken on completion of the investigation	None
(i)	any recommendations made by the Ombudsman that relate to the relevant public body	None



Complaints

Section 339F(5) *Local Government Act 1993*

Nature	No. Received
Staff	4
Fees and Charges	-
Service/Product	3
Communication	-
Policies/Procedures	-

These complaints have been investigated and resolved.

Model Code of Conduct

Section 72 (ba)(bb) *Local Government Act 1993*

Under Section 72(ba)(bb) of the *Local Government Act 1993*, there were no Code of Conduct complaints made against any elected members of the Central Coast Council during the 2020-2021 financial year.

Statement of Activities

Section 21 and Section 72(1)(ca) *Local Government Act 1993*

The Council has not resolved to exercise any powers or undertake any activities in accordance with Section 21 (Enterprise powers) of the *Local Government Act 1993*.

Joint Authorities

Section 30(1) *Local Government Act 1993*

Under Section 30(1) of the *Local Government Act 1993*, the Central Coast Council resolved to participate in the establishment of two joint authorities: the Cradle Coast Authority and Dulverton Regional Waste Management Authority. The following reports provide a summary of activities, budget and performance of the Authorities in 2020-2021.

- **Cradle Coast Authority (CCA)**

“In 2020-21, Central Coast Council’s contribution was \$165,500, Total Member Council contributions were \$850,969 and a further \$3,255,615 was received as government grants. Employee numbers remained around the same as last year, at approximately 16 FTEs.



Throughout 2020-21, CCA delivered valuable work across economic development, natural resource management and shared services, all of which will be detailed in our Annual Report. With such a large and diverse range of projects underway, it is difficult to single out a few highlights, however the following achievements seem to have generated particular community interest:

- Completion of the Latrobe to Ambleside section of the Coastal Pathway.
- A successful state election advocacy campaign which saw CCA secure new funding of \$2.05m for: NRM, small business support and regional land use planning, and an additional \$3m commitment towards Dulverton Waste Management's plans to develop world-class organic composting facilities.
- The launch of the Little Penguin Toolkit and commencement of Rice Grass removal from the Rubicon-Port Sorell Estuary.
- Commenced implementation of our Shared Services Strategy including regional workforce analysis, telecommunications review and implementation of joint procurement for Microsoft Office 365 and Telstra."

Daryl Connelly, Chief Executive Officer, Cradle Coast Authority

- **Dulverton Regional Waste Management Authority**

"Dulverton Waste Management (DWM) concluded another strong year operationally and financially. Income exceeded budget due to growth in existing wastes and the acceptance of new waste streams. Expenditure was constrained by the operational efficiencies implemented at both the Landfill and Compost facilities.

Five-year financial forecasts are now routinely provided to Owner Councils with each Annual Plan and Budget. Financial forecasts, on an activity basis, guide the business operations and detail future income, operational expenditure, capital investment, cash flow and likely dividends and tax equivalent (or National Tax Equivalent Regime, NTER) payments.

In 2020/21 DWM managed 105,903 tonnes of chargeable waste and 8,093 tonnes of non-chargeable waste (green-waste from Waste Transfer Stations (WTS)). The chargeable waste total is made up of 75,845 tonnes to the Landfill, and 30,058 tonnes to the Compost facility. DWM sold 8,895m³ of compost to nurseries and agricultural customers.



The Landfill and Compost facilities continue to be improved which is supported by the independent audit of the Environment Management System which identified only one area for improvement.

WHS continues to be a primary focus for the Board, management, staff and contractors. A number of new initiatives have been implemented on site, and a suite of WHS KPI's have been developed which the Board regularly review.

After being placed on hold during 2019/20 due to the Covid-19 pandemic, the tender process for the Dulverton Organics Transformation (DOT) project recommenced. In April 2021 a \$1.39M Early Contractor Involvement (ECI) contract was executed to design the state-of-the-art composting facility with the preferred tenderer. The design is well progressed, and a detailed Environmental Effects Report (EER) will soon be issued to the Environment Protection Authority (EPA) Tasmania.

As the primary waste management provider in the region, DWM continues to deliver waste expertise to the Cradle Coast Waste Management Group (CCWMG), with dedicated project management staff with in-depth knowledge of landfill, organics recycling, kerbside recycling and other industry relevant activities. In 2020/21 DWM's management of regional contracts continued, including Recyclables Collection, Cardboard, Greenwaste, Paint, E-Waste and Fluoro Tube/Globes. Recycling Bin Assessments are in their eighth year, and this continues to provide valuable information about the region's residential recycling behaviours. Grants were distributed to Councils to improve WTS's, and to continue programs to reduce instances of illegal dumping in the region.

DWM's strong financial performance for 2020/21 enabled all Capital Works to be internally funded, and above budget NTER and Dividend payments were made. Dividends to Owner Councils are forecast into the foreseeable future."

Mat Greskie, Chief Executive Officer, Dulverton Waste Management

Public Health Statement

Section 72(1)(ab) *Local Government Act 1993*

Section 72(1)(ab) of the *Local Government Act 1993* requires a statement of the Council's goals and objectives in relation to public health activities to be included in the Annual Report.

The full report is located on page 105 entitled 'Public and Environmental Health Report.'



Statement of Land Donated

Section 72(1)(da) and Section 177 *Local Government Act 1993*

No land was donated by the Council under Section 177 of the *Local Government Act 1993*.

Grants, Assistance and Benefits Provided

Section 77 *Local Government Act 1993*

Details	\$
Slipstream Circus Incorporated - Chinese pole apparatus	2,724
Unforgiven Social Club - shed renovations	1,000
Central Coast Cricket Club - Purchase of new furniture	3,000
Ulverstone Municipal Band - Purchase of defibrillator	2,035
Ulverstone Squash Racquets Club - Purchase and installation of defibrillator	2,485
Ulverstone Holy Trinity Anglican Church - Emergency relief service food parcels	1,000
Community Garden at Sulphur Creek - Community garden	2,635
Penguin 7 Day Makeover - Painting of Senior Citizens Club building	2,700
Tasmanian Canoe Club - Moving on whitewater - pool hire	970
Ignite Women Tasmania - connecting women in Central Coast	1,000
Progress Ahead Life Coaching - Life Coaching services	2,727
Penguin History Group - Updating internet access	1,257
Penguin District School - Community Op-Shop establishment	2,965
Molenda Lodge - Contribution for ATV to transport patients on farm	3,000
Single Pensioner Remissions	36,890
Council Facility Hire/Leases COVID-19 Remissions	20,966
<i>Total</i>	87,354



Contracts for the Supply of Goods and Services

Regulations 29 and 27 of the *Local Government (General) Regulations 2015*

In accordance with section 29 of the *Local Government (General) Regulations 2015*, the following contracts or tenders awarded to the value of \$250,000 or above excluding GST and section 5.3.3 of the Council's Code for Tenders and Contracts – Purchases greater than \$100,000 exc. GST, were entered in to during the 2020-2021 financial year. It is noted that during 2020-2021, there were no instances where Regulation 27 of the *Local Government (General) Regulations 2015* was applied.

Successful Contractor	Description of Contract	Period of Contract	Extension Option	Value of Tender/ Contract Sum \$ GST excl.
Fairbrother Pty Ltd 2 Stoney Rise Road Spreyton TAS 7310	Construction of Ulverstone Cultural Precinct	February – October 2021	N/A	10.1 million
Fairbrother Pty Ltd 2 Stoney Rise Road Spreyton TAS 7310	Penguin Foreshore Remediation and Upgrade project (Stage A)	June 2021	N/A	3.05 million
AJR Construct 11 Luck Street Spreyton TAS 7310	Construction of Shared Pathway – Leith/Turners Beach	Awarded October 2019 – Contract authorised March 2021	N/A	1.03 million
Hardings Hotmix Industrial Drive Ulverstone TAS 7315	Supply of bituminous sealing for urban and rural roads	June 2021	N/A	522,755
AJ & M Construction Pty Ltd 3 Upper Stowport Road Stowport TAS 7321	Construction of Ulverstone Skate Park redevelopment	April 2021	N/A	493,123
Pushstart VR 197 East Derwent Highway Lindisfarne TAS 7015	Planetarium and immersive dome development for The Hive	February – October 2021	N/A	209,091



Successful Contractor	Description of Contract	Period of Contract	Extension Option	Value of Tender/ Contract Sum \$ GST excl.
JF Machinery 2- 8 Pembury Place Rocherlea TAS 7248	Supply and delivery of JCB 3CX T4i Elite backhoe and attachments	Jan 2021	N/A	138,728
TasSpan Civil Contracting 27-28 Faulkner Drive Latrobe TAS 7307	Design and construction of Claytons Rivulet Bridge, Douglas Road, Kindred	Jan 2021	N/A	164,126

Governance and Legislative Requirements

Governance	Performance
Annual Plan	Adopted by Council - June 2020 The Council complies in accordance with Section 71 of the <i>Local Government Act 1993</i>
Annual Report Reports to the community the operations, audited financial and performance statements for the previous financial year	The Council complies in accordance with Section 72 of the <i>Local Government Act 1993</i> .
Asset Management Policy	Adopted by Council - May 2021 The Council complies in accordance with Section 70C of the <i>Local Government Act 1993</i> .
Audit Panel Charter Sets out the Audit Panel's objectives, authority, composition, tenure, functions, responsibilities, reporting and administrative arrangements	Adopted by Council - February 2019 The Council complies in accordance with Sections 85, 85A and 85B of the <i>Local Government Act 1993</i> .



Governance	Performance
<i>Business Continuity Plan</i> Actions that will be undertaken to ensure that key services continue to operate in the event of a disaster	The Council continues to develop and maintain a business continuity system, enabling the Council to re-establish services in a timely manner, in the event of an emergency A review of the Councils Business Continuity Plans commenced in 2021 and will further progress in 2021-2022
<i>Central Coast Place Marketing Plan</i>	Adopted by Council - May 2017
<i>Central Coast Strategic Plan 2014-2024 (reviewed 2019)</i>	Adopted by Council - July 2019 The Council complies in accordance with Sections 66 and 70E of the <i>Local Government Act 1993</i>
<i>Code for Tenders and Contracts</i>	Adopted by Council - December 2019
<i>Communications and Engagement Policy</i> Outlines Council's commitment to engaging with the community on matters of public interest	Adopted by Council - October 2020
<i>Councillor Code of Conduct</i> Conduct principles and dispute resolution processes followed by Councillors	Adopted by Council - February 2019 The Council complies in accordance with Section 28R of the <i>Local Government Act 1993</i>
<i>Credit Card Policy</i>	Adopted by Council - October 2018
<i>Delegations - General Manager</i> A register that sets out the powers, duties and functions of the Council, General Manager and Council employees	Adopted by Council - April 2021 The General Managers delegations are in accordance with Section 22 of the <i>Local Government Act 1993</i>
<i>Dog Management Policy</i>	Adopted by Council - July 2020 The Council complies in accordance with Section 7 of the <i>Dog Control Act 2000</i>
<i>Elected Members Professional Development Policy</i>	Adopted by Council - January 2016



Governance	Performance
<i>Estimates</i>	Adopted by Council - June 2020 The Council complies in accordance with Section 82 of the <i>Local Government Act 1993</i>
<i>Fees and Charges</i>	Adopted by Council - June 2020 The Council complies in accordance with Section 205 of the <i>Local Government Act 1993</i>
<i>Fees and Charges Policy</i>	Adopted by Council - June 2021
<i>Fraud Policy</i>	Adopted by Council - May 2017
<i>Financial Reporting</i> Statements comparing budgeted revenue and expenditure with actual revenue and expenditure	Quarterly reports submitted to Council
<i>Investment Policy</i>	Adopted by Council - October 2018
<i>Long-term Financial Plan</i>	Adopted by Council - June 2020 The Council complies in accordance with Section 70 of the <i>Local Government Act 1993</i>
<i>Meeting Procedures</i> Legislation governing the conduct of meetings of Council and Special Committees	Council complies with the <i>Local Government (Meeting Procedures) Regulations 2015</i> in the conduct of its Council meetings
<i>Municipal Emergency Management Plan</i> Plan for emergency prevention, response and recovery	Mersey-Leven Emergency Management Plan - Issue 3 adopted by Council - November 2017
<i>Payment of allowances and expenses to the Mayor, Deputy Mayor and Councillors</i>	Adopted by Council - November 2018 In accordance with Regulation 42 of the <i>Local Government (General) Regulations 2015</i> and Section 340A of the <i>Local Government Act 1993</i>
<i>Performance Reporting</i> Reports of indicators measuring the results against financial and non-financial performance	Councillors were updated with quarterly performance reports. Annual Financial Reports are audited by the Tasmanian Audit Office



Governance	Performance
<i>Rates and Charges Policy</i>	Adopted by Council - June 2019 The Council complies in accordance with Section 86B of the <i>Local Government Act 1993</i>
<i>Risk Management Policy</i> Outlines Council's approach to managing risks to Council's operations	Adopted by Council - December 2016
<i>Strategic Risk Register</i>	Adopted by Council - February 2019
<i>Strategic Plan</i>	Adopted by Council - April 2014 and July 2019 In accordance with Section 66 and 70E of the <i>Local Government Act 1993</i>





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“The environmental,
social and economic
sustainability of all
development, now
and into the future” |
Strategic Plan
2014–2024



Community Assets

Civic Centre, Public Halls and Buildings Utilisation Data (Bookings unless otherwise identified)

Details	2019-2020	2020-2021
Civic Centre - Leven Theatre	100	115
Civic Centre - Gawler Room	48	31
Civic Centre - Isandula Room	65	31
Montgomery Room	189	127
North Motton Hall	31	45
Penguin Railway Station	4*	19*
Riana Community Centre	88	104
Sulphur Creek Hall	84	108
Turners Beach Hall	89	127
Wharf Precinct – Gnomon Pavilion	197	231
Wharf Precinct – River Room	13	42

Recreation Facilities Utilisation Data

Details	2019-2020	2020-2021
Ulverstone Learn to Swim Pool		
- Hours Used	472	540
- Bookings	324	334
Ulverstone Waterslide (operated 23.11.2019 – 15.03.2020)		
- Days Open	124	78
- Highest Utilisation Day	151	130
- Average Per Day	34	38
- Private Booking Hours	213	232
Forth Recreation Ground	90	76
Haywoods Reserve Recreation Ground	119	148
Heybridge Recreation Ground	44	42



Details	2019-2020	2020-2021
Riana Recreation Ground	41	46
River Park Recreation Ground	143	102
Turners Beach Recreation Ground	104	145
Ulverstone Recreation Ground	190	399
West Ulverstone Recreation Ground	105	125
Ulverstone Sports and Leisure Centre		
- Stadiums	791	1198
- Squash Courts	131	256
Penguin Sports Centre		
- Stadiums	355	646
- Squash Courts	165	188
Ulverstone Showground		
- Playing Fields	497	646
- Netball Courts (incl. grass court)	11	15
- Dog Training Area	75	77
North Motton Equestrian Complex	31	51
Penguin Athletics Centre Track	92	147
Dial Park – Oval A	173	303
Dial Park – Oval B	206	451

Building

Building Approvals - Comparisons

Parameter	2017-2018	2018-2019	2019-2020	2020-2021
<i>No. of Approvals</i>	81	79	82	301*
<i>Total Value (\$)</i>	\$28,464,654	\$23,121,970	\$25,751,132	\$52,742,000



Parameter	2017-2018	2018-2019	2019-2020	2020-2021
Dwellings - No. approved \$ value	27 \$10,466,508	45 \$15,145,250	47 \$15,233,132	154 \$38,250,000
Flats/Units - No. approved \$ value	30 \$6,265,811	4 \$1,125,000	7 \$2,791,000	3 \$1,834,000
Additions & additions - No. approved \$ value	17 \$6,126,000	12 \$1,562,000	13 \$1,183,000	38 \$4,013,000
Outbuildings - No. approved \$ value	9 \$421,035	5 \$173,200	4 \$630,000	72 \$3,105,000
Other Buildings - No. approved \$ value	12 \$5,185,300	13 \$5,115,920	11 \$5,914,000	34 \$5,540,000

*The Building Approval numbers for 2020-2021 include approvals by both Council and building surveyors to better reflect activity in the building sector. The *Building Act 2016* introduced a range of categories of building works, some not requiring a Council permit.

Building Permit Processing Times

Parameter Category	No. of Applications	Average No. of Days	Most No. of Days	Least No. of Days
All Buildings	110	10	24	1

Statutory requirement is 7 days.

Explanatory comment - figures include days when the clock was stopped awaiting further information.



Planning

Subdivision – Net Lots Approved

Locality	2019-2020	2020-2021
Rural	2	2
Leith	-	1
Forth	-	-
Turners Beach	6	10
Ulverstone	7	177
Penguin	2	7
Sulphur Creek	15	14
Heybridge	-	-
Gawler	1	1
<i>Total</i>	<i>33</i>	<i>212</i>

Development Application Processing Times

Category	2019-2020		2020-2021	
	No. Applications	Av. No. of Days	No. Applications	Av. No. of Days
Permitted	67	9.34	53	10.25
Discretionary	190	29.38	293	36.94
No Permit Required Certificate	49	6.87	92	5.3

Permitted statutory requirement is 28 days.

Discretionary statutory requirement is 42 days.

No Permit Required – no statutory requirement.



Environmental Management Processing Times

Parameter Category	No. of Applications	Average No. of Days	Most No. of Days	Least No. of Days
Food Business (including Temporary and Mobile)	196	4	8	1
Public Health Risk Activity	8	3	4	1
Place of Assembly	3	3	6	1

Explanatory comment - figures include days when the clock was stopped.

Greenhouse Gas Emissions

As part of its environmental management, the Council monitors its corporate greenhouse gas emissions and energy use. The Council has been measuring its emissions and energy use since 2008 and continues to strategically work toward a continual reduction in emissions. Whilst the overall 2020-2021 result is an improvement of the year prior, results indicated there was a slight increase in electricity of 6.75%, however this was offset by the reduction in both petrol usage (1.4%) and diesel consumption (8.8%).

Year	Total Greenhouse Gas Emissions (Tonnes of Equivalent Carbon Dioxide (CO ₂) Emitted)
2012-2013	1,323 Tonnes CO ₂ (e)
2013-2014	1,122 Tonnes CO ₂ (e)
2014-2015	1,229 Tonnes CO ₂ (e)
2015-2016	870 Tonnes CO ₂ (e)
2016-2017	822 Tonnes CO ₂ (e)
2017-2018	898 Tonnes CO ₂ (e)
2018-2019	861 Tonnes CO ₂ (e)
2019-2020	803.9 Tonnes CO ₂ (e)
2020-2021	799.0 Tonnes CO ₂ (e)



Public and Environmental Health Report

The corporate structure and principal functional activities of the Council are detailed in the Annual Report for the year ended 30 June 2021 pursuant to Section 72 of the *Local Government Act 1993*. This report is intended to provide a detailed summary of the Council's actions and performance in the discipline of environmental health.

The Environmental Health Annual Plan identifies the mission and values of the environment and health discipline, together with actions, outcomes and Key Performance Indicators (KPIs). Most work in these areas is categorised as:

- Reactive, i.e. work that results from enquiries, complaints, applications and the like;
- Programmable, i.e. recurring work that can be identified in advance, such as food premises audits or water sampling; and
- Administrative, e.g. report writing, data entry and the like.

The more significant public and environmental health issues over the last 12 months included a greater focus on on-site wastewater management and an expanded water quality sampling regime at recreational swimming sites. The responses to these issues are addressed in the report.

IMMUNISATION SERVICE

Target

To implement an immunisation program for the municipal area.

Desired outcome

To ensure that each eligible person in the municipal area is provided with an opportunity to attain immunisation status consistent with the recommendations of the National Health and Medical Research Council (NH&MRC), and to maintain records of all immunisations given at Council clinics.

Strategy

Provide annual immunisation clinics for schools.

Performance

A total of 684 consents to vaccines were given. All school aged children who were eligible under the National Immunisation Program were offered the required vaccines. A breakdown is shown in the following table.



TYPE OF VACCINATION			
GRADE	MenW	HPV	dTpa
Grade 7		365	182
Grade 10	137		

NOTIFICATION OF NOTIFIABLE DISEASES

Target

Investigate all notified cases of infectious diseases as required.

Desired outcome

That the Department of Health and Human Services receives necessary information relating to cases of notifiable diseases in a timely manner.

Strategy

To respond to notifications of notifiable diseases by conducting investigations and reporting the findings to the Director of Public Health.

Performance

The number of notifiable diseases reported for investigation is shown in the below table:

Disease	Number Reported
Salmonellosis	2

PUBLIC HEALTH RISK ACTIVITIES

Target

- To register all public health risk premises within the municipal area in order to ensure that those premises comply with relevant guidelines;
- To licence all persons who carry out the public health risk activity; and
- To assess the operation of those premises and the carrying out of those activities for compliance with the relevant guidelines.

Desired outcome

That there are adequate systems in place to manage the public health risks in premises used for skin penetration.



Strategy

- To ensure that all public health risk premises are registered;
- To ensure that all persons who carry out the public health risk activity are licensed.

Performance

Businesses were registered as required, and individual persons providing those services were licensed. The following table provides a summary.

Type of Facility	Number of Registered Businesses	Number of Licensed Operators	Number of Routine Inspections Undertaken
Body Piercing/Ear Piercing	3	7	2
Tattooist	1	2	1
<i>Total</i>	4	9	3

REGULATED SYSTEMS FOR AIR (COOLING TOWERS)

Target

- Compliance with statutory requirements; and
- Maintain a register of cooling towers.

Desired outcome

To minimise the risk to human health from regulated systems by ensuring that those systems are operated and maintained in accordance with relevant guidelines and standards.

Strategy

To maintain up-to-date records of those cooling towers including:

- their location;
- type of cooling system;
- details of their annual operation;
- persons responsible for their operation and maintenance; and
- contact name of person responsible for the facility; and
- to provide a copy of those records to the Department of Health and Human Services in a timely manner.



Performance

According to the two relevant property owners, all cooling towers operated by them are maintained in accordance with *AS/NZS 3666 (Set) Air-handling and water systems of buildings - Microbial control* standards.

FOOD SURVEILLANCE AND EDUCATION | REGISTERED FOOD PREMISES

Target

- . Compliance with statutory requirements, conduct risk-based assessments and inspections of all food premises.
- . Conduct food sampling in accordance with the requirements of the Department of Health and Human Services.

Desired outcome

Food that is safe for human consumption.

Strategy

Conduct food premises inspections at a frequency determined by risk assessment and respond to complaints and take corrective action where necessary.

Commentary

Food surveillance includes both proactive and reactive work. Proactive work includes food premises inspections and onsite/offsite food handler education. Reactive work includes responding to food complaints by investigations and corrective action where necessary.

The inspection frequency is determined by a priority (risk) classification. Food premises are categorised and subjected to a risk assessment. The risk is determined by the potential hazards arising from:

- . the type of food;
- . the method of processing;
- . the number of consumers at risk; and
- . confidence in the operation.

The recommended frequency of food premises inspections varies from once every six months for high-risk premises to once every 18 months for low-risk premises. The aim of the inspections is to identify risks to the safety of food from handling and operator proficiency and to identify and regulate any statutory non-compliance.



Performance

During 2020-2021, there were 157 fixed food business registered.

Number of Registered Businesses	Number of Scheduled Inspections Undertaken	Number of Follow- up Inspections Undertaken
157	44	1

The general standard of the food premises and food hygiene

There was general compliance in the performance of food businesses with most inspected premises showing general compliance with the *Food Act 2003* and the Food Safety Code. Two temporary food business closures were required due to non-conformance with standards detected during routine inspections.

Food handler education

The Council subscribes to an on-line food handler training package called “First for Training”. This quality food handler training was accessed by 254 food handlers through the Council’s website during the year with 173 completing the course.

MOBILE FOOD PREMISES

Target

Register and conduct risk-based assessments and inspections of all mobile food premises.

Desired outcome

Food that is safe for human consumption.

Strategy

Conduct inspections of temporary food premises at a frequency determined by risk assessments and respond to complaints and take corrective action where necessary.

Commentary

Recent changes to the *Food Act 2003* now mean that mobile food vans and temporary food stalls are grouped together under the title ‘Mobile Food Businesses’. Mobile food businesses include food vans and food stalls normally associated with markets and various public events. Most of these businesses obtain state-wide licences allowing them to register with their “home” Council but sell food throughout the state.



Performance

During the reporting period 39 mobile food businesses were registered.

SAFE WATER | RECREATIONAL WATER QUALITY

Target

To monitor water bodies throughout the Central Coast municipal area in order to make informed decisions regarding the appropriate use of those water bodies.

Desired outcome

Water bodies that are safe for their respective uses.

Strategy

- Carry out monitoring of recreational waters; and
- Provide advice to the community on water quality issues.

The sampling program

RECREATIONAL WATERS -

Natural recreational water bodies (beaches, rivers, etc.) are sampled during the main swimming season (December to March). Enterococci levels are measured at these sites, with all analysis undertaken at a NATA accredited laboratory.

The results are compared with the Recreational Water Quality Guidelines 2007 (*Public Health Act 1997*) ('the Guidelines'). If a recreational water body is found to continually exceed the Guidelines, signage is placed to advise the public not to swim in that location.

Public swimming pools and spas are also sampled throughout the year when in use. Samples are analysed at a NATA accredited laboratory for heterotrophic plate count, thermotolerant coliforms and *pseudomonas aeruginosa*. Again, these results are compared with the Guidelines, and if the water quality does not comply, the site may be closed until the cause is identified and resolved.

LOCATION OF SITES -

A list of the sites where samples are taken and the type of water-related recreation that occurs at each site is shown in the below tables:

Site	Recreational Purposes
Midway Point, Penguin	Beach - swimming, surfing
Preservation Bay, Penguin - Surf Club	Beach - swimming, surfing
Johnsons Beach, Penguin - Caravan Park	Beach - swimming



Main Beach, Penguin	Beach - swimming, surfing
Picnic Point Beach, West Ulverstone	Beach - swimming
Main Beach, Ulverstone - Surf Club	Beach - swimming, surfing
Ulverstone Wharf	River - swimming
Buttons Beach	Beach - swimming
Bannons Park, Gunns Plains	River - swimming
Turners Beach	Beach - swimming

Site	Nature of Site	Location
East Ulverstone Indoor Pool	Indoor heated pool	18 Crawford Street, Ulverstone
Ulverstone Water Slide	Outdoor pool	29 Water Street, Ulverstone
Mt St Vincent Nursing Home Hydrotherapy Pool	Indoor heated pool	75 South Road, West Ulverstone

Performance

The detailed results of sampling and an analysis of performance against the NH&MRC Guidelines for Managing Risks in Recreational Water (2006) and the Recreational Water Quality Guidelines 2007 (*Public Health Act 1997*) are included in Council's report Recreational Water Quality 2020/2021. The following is a summary of that report.

Discussion

The sampling program was undertaken weekly between December 2020 and March 2021. Warning signs were erected at Bannons Park, Gunns Plains due to regular non-compliance. This site has a history of high enterococci levels over several years. A targeted sampling program was carried out at the mouth of Buttons Creek in Ulverstone to determine if the existing permanent warning signs are still required. The results showed regular non-compliance and therefore the signs will be retained.

PRIVATE DRINKING WATER SUPPLIERS

Target

Maintain an appropriate potable standard of treated drinking water supply to consumers consistent with the requirements of the Australian Drinking Water Guidelines.

Strategy

To ensure that all private water suppliers are licensed under the *Public Health Act 1997* and comply with the requirements of the Act.



Commentary

One private drinking water supplier was registered. The water is sourced from a TasWater supply. No unregistered operators are accessing the TasWater supply.

HEALTHY AND SAFE PLACES OF ASSEMBLY | PLACES OF ASSEMBLY

Target

To ensure that public events have satisfactory facilities that are maintained to a standard that complies with the *Public Health Act 1997*.

Strategy

To inspect and licence all applications for places of assembly within the municipal area.

Commentary

A place of assembly licence is required for outdoor public gatherings with 1,000 or more people in attendance for two hours or more.

Performance

Licences were issued for three events where the organisers advised that the criteria were met. No place of assembly licences were cancelled and no notices were served for non-compliance.

MANAGEMENT AND ADMINISTRATION

Target

Allocate sufficient resources and support to enable a comprehensive environmental health and environmental management service to the community.

Desired outcome

Completion of statutory and corporate obligations within these disciplines.

Strategy

- Allocation of sufficient budgetary resources to enable the Department to meet its targets;
- Actively engage in on-going education and professional development to ensure that officers are aware of, and active in, modern and current practices within these disciplines.



Performance

The Council's 2020/2021 Environmental Health staff is described in the following table.

Position	Employment Status FTE	Position	Period Employed
Manager Regulatory Services	1	Environmental Health Officer	July 2020 to June 2021
Environmental Health Officer	1	Environmental Health Officer	July 2020 to June 2021
Environmental Health contractor	0.1	Environmental Health Officer	October to November 2020
Nurse Immuniser	Casual	Nursing	July 2020 to June 2021
Immunisation Nurse	Casual	Nursing	July 2020 to June 2021

FINANCIAL RESOURCES -

The Council's 2020-2021 Operational Plan (Estimates) shows estimated and actual expenditure for the 2020-2021 financial year. Sufficient funds were available to the Environmental Health program.

STAFF DEVELOPMENT -

Staff in these functional areas have been active in several areas and through continuing professional development:

- North/North West Region Quarterly EHO meetings;
- Department of Health workshops on Food Business Risk Classification system;
- Environmental Health Australia Quarterly seminars;
- Department of Health state-wide video conferences

Bill Hyndes
MANAGER REGULATORY SERVICES





FINANCIAL REPORT COMMENTARY

- . Financial Report Commentary 116
- . Explanation of Financial Statements 123
- . Financial Report and Audit Opinion 127

7

"Focused on longer term goals yet adaptable to short-term trends, issues and opportunities" | Strategic Plan 2014–2024



Financial Report Commentary

The Central Coast Council operates under the *Local Government Act 1993*. Within 90 days after the end of a financial year, the General Manager is to prepare financial statements for the Council relating to the financial year.

The financial report for a financial year is to:

- (i) comply with applicable Australian Accounting Standards and Section 84 of the *Local Government Act 1993*;
- (ii) specify any interests as notified to the General Manager of any Councillor in respect of any body or organisation with which the Council has major financial dealings;
- (iii) contain a comparison between the Council's actual and estimated revenue and expenditure for that financial year;
- (iv) contain a statement of the operating, capital and competitive neutrality costs in respect of each significant business activity undertaken by the Council during that financial year together with a statement of the revenue associated with that activity; and
- (v) contain any other information the Minister determines.

Financial Performance

The Council is required to report on a range of management indicators in the Financial Report. These indicators include whether the Council achieved an underlying surplus or not, the net financial liabilities position of the Council and a range of asset management indicators. The indicators are compared against benchmarks set out for local government. The Council performed well against these indicators (refer Note 45 in the Financial Report).

The primary measure of financial performance is whether the Council achieved an underlying surplus or deficit. The long-term financial sustainability of the Council is dependent on consistently achieving underlying surpluses. This is a measure of recurrent revenue against recurrent expenditure after adjusting for advance receipts (refer Note 45 in the Financial Report). The underlying deficit for 2020-2021 is \$192,000.

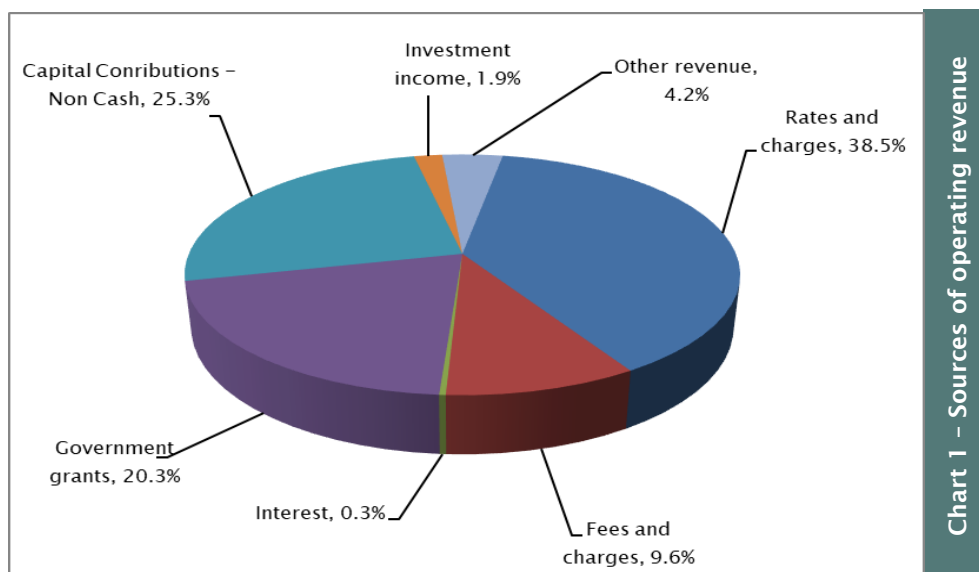


The Council achieved an operating result of \$13,771,720 compared to a budgeted operating surplus of \$21,167,361, this operating result is significantly higher than the previous year which reported a surplus of \$1,000,206 (refer Note 5 for material budget variations).

The Council received investment income from TasWater and Dulverton Regional Waste Management Authority during the financial year. This income comprised dividend receipts and tax equivalent receipts totalling \$836,680.

The operating capability continued to improve over the prior year. The Council, as part of its long-term financial planning, reviews the asset management plans for all categories of assets on an annual basis to preserve its operating capability. Furthermore, the Council reviews the fair value of its asset base annually and the associated useful lives to ensure adequate provision for renewals is made. The use of additional external funding for capital projects continues to enhance the operating capability of the Council.

As can be seen from Chart 1, rates and charges revenue remains the most significant source of revenue to the Council, representing 38.5% of the Council's operating revenue for the year (53.9% in 2019-20). Fees and charges were 9.6% of revenue for the year. Government grants have remained relatively constant at 20.3% of revenue. Capital Contributions were significantly higher this year at 25.3% of revenue relating to government contributions towards major capital projects at the Penguin Foreshore and Ulverstone Cultural Precinct. The investment income the Council received comprises dividends received from TasWater and Dulverton Regional Waste Management Authority. This represented 1.9% of its income.





Changes in Equity

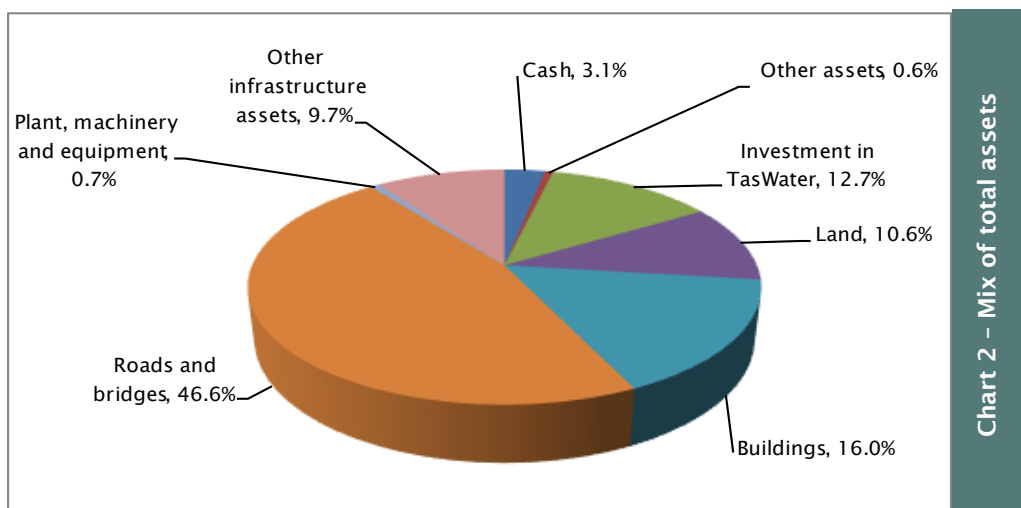
Ratepayers' equity is the excess of assets over liabilities of the Council, calculated on an accrual basis. Reserves are amounts of equity that have been allocated by the Council to be used for specific purposes. The exception to this is the asset revaluation reserve that is used to account for movements in change of asset values at the time of revaluation of asset groups. The Council's reserves, excluding the asset revaluation reserve, represent cash that has been set aside for those purposes determined by the Council.

The operating capability and the change in fair value of investments for the year was increased by \$13,771,720. The Council's surplus for the period including non-monetary contributions and the change in fair value of assets was \$29,953,037.

At 30 June 2021, the equity of the Council comprised an accumulated surplus of \$265,595,455 and reserves of \$277,944,420.

Assets

Total assets of the Council at 30 June 2021 amount to \$570,385,912 as indicated in the Balance Sheet. This represents an increase of \$34,871,767 over the last financial year. The increase largely relates to the \$18.7 million in capital spend incurred during the year and \$10.8 million revaluation increase for Building assets undertaken at 30 June 2021. The Council's equity investment in Tasmanian Water and Sewerage Corporation Pty Ltd (TasWater) also increased \$5.3 million (refer Note 22). The Council has investments in Dulverton Regional Waste Management Authority and TasWater. The Council's share of investment in each of these at 30 June 2021 was \$72,186,956 in TasWater and \$7,869,025 in Dulverton Regional Waste Management Authority. Indicated in Chart 2 is the mix of total assets at 30 June 2021.



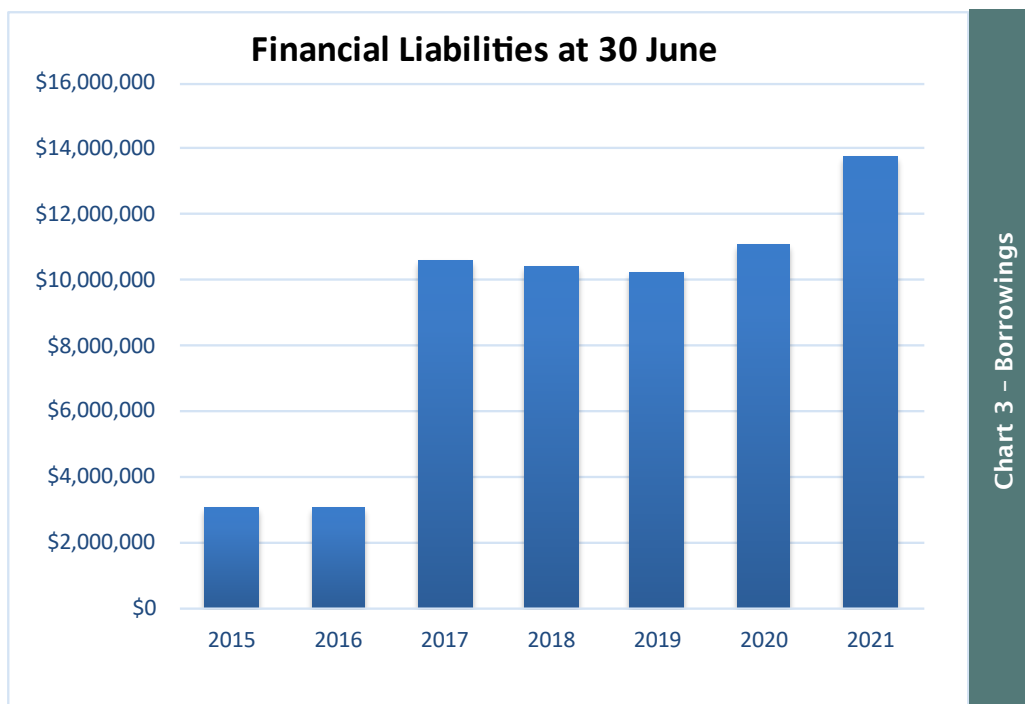


Total liabilities as at 30 June 2021 amounted to \$26,846,037. This represents a \$4,918,718 increase from 30 June 2020. This increase is the result of an additional \$3 million of borrowings and the recognition of a liability for grant monies received in advance of completing the performance obligations of \$1,659,100 (refer Note 34).

Debt Administration

Interest bearing loans were increased by \$3 million during 2020-2021 financial year. This was due to a new loan taken during the reporting period to support the construction of the new Ulverstone Cultural Precinct.

Indicated on Chart 3 is the level of debt owed by the Council over the last six years and debt owing at the end of the 2020-2021 financial year. The Council's exposure to debt at 30 June 2021, given a debt exposure ratio of 4.71%, is considered responsible and manageable.





Financial Ratios of the Accounts

	2019-2020	2020-2021
Rate coverage ratio: (rates and charges revenue/total operating revenue)	53.88%	38.46%
Rate collection ratio: (rates receivables/rates and charges)	1.13%	0.94%
Debt payment ratio: (debt servicing cost/total revenue)	1.20%	0.87%
Debt exposure ratio: (total liabilities/total assets)	4.09%	4.71%
Government grants per capita: (grant revenue/population)	\$253	\$396
Expenditure per capita: (operating expenses/population)	\$1,346	\$1,328
Working capital ratio: (current assets/current liabilities)	1.46:1	1.09:1

- *Rate coverage ratio* represents the Council's dependence on rate income. The higher the level of rate revenue in proportion to total revenue, the greater the level of financial independence the Council has.
- *Rate collection ratio* represents the Council's outstanding rates as at 30 June.
- *Debt payment ratio* represents the capacity of the Council to service its outstanding debt.
- *Debt exposure ratio* represents the Council's exposure to debt.
- *Government grants per capita* measures the Council's financial independence in relation to population.
- *Expenditure per capita* measures the Council's operating expenditure in relation to population.
- *Working capital ratio* represents the Council's ability to meet current commitments. A favourable working capital ratio of 1.09:1 indicates that the Council has sufficient capacity to meet current commitments from its current assets as and when they fall due.



Key Financial Performance Information

	2019-2020	2020-2021
Current Assets	\$12,752,872	\$20,864,093
Current Liabilities	\$8,720,459	\$19,053,974
Non Current Assets	\$522,761,272	\$549,521,819
Non Current Liabilities	\$13,206,860	\$7,792,062
Net Wealth of the Council	\$513,586,825	\$543,539,875
Rate Revenue	\$16,458,171	\$16,615,319
Total Revenue	\$30,544,051	\$43,205,584
Total Expenditure	\$29,543,845	\$29,433,864
Operating Surplus (Deficit)	\$1,000,206	\$13,771,720
Loan Debt	\$11,042,646	\$13,761,324
Total Employee Costs*	\$10,799,007	\$10,760,540
Number of Full-time Equivalent Employees	143	145
Rates Outstanding	1.16%	0.96%

* Total Employee Costs excludes capitalised costs.

Financial Sustainability Indicators

It is pleasing to note that the Council has performed satisfactorily against the following seven financial sustainability ratios as shown in the table below, considering the impact of COVID-19 on our operations:

	2019-2020	2020-2021
Operating margin ratio <i>indicates a measure of the Council's overall operating effectiveness</i>	✓	✓
Current ratio <i>indicates the Council's ability to meet its current commitments (measure of liquidity)</i>	✓	✓
Net financial liabilities ratio <i>indicates the extent to which financial liabilities could be met by operating income</i>	✓	✓
Asset sustainability ratio <i>indicates whether the Council is replacing or renewing non-financial assets at the same rate its overall stock of assets is wearing out for the period</i>	✓	✓



Asset consumption ratio <i>indicates the depreciated replacement of Council's depreciable assets relative to their as new (replacement) value</i>	✓	✓
Self-financing ratio <i>measures the Council's ability to fund the replacement of assets from cash generated from operations</i>	✓	✓
Own source revenue <i>represents revenue generated by a council through its own operations</i>	✓	✓

Conclusion

At 30 June 2021, the net wealth of the Central Coast Council, as indicated in the Balance Sheet, amounted to \$543,539,875, a \$29,953,037 increase over the opening equity at the beginning of the year.

Adrian Smith
MANAGER CORPORATE FINANCE



Explanation of Financial Statements

Income Statement

The Income Statement is sometimes referred to as a 'Profit and Loss Statement' and shows the sources of the Council's revenue under various income headings and expenses incurred in running the Council during the year. These expenses relate only to the 'Operations' and do not include the cost associated with the purchase or the building of assets. While asset purchase costs are not included in the Expenses, there is an item for 'Depreciation'. This value is the value of the assets used during the year.

The key figure to look at is the surplus (or deficit) for the year which is equivalent to the profit (or loss) of the Council for the year. A surplus means that the revenue was greater than the expenses.

Balance Sheet

The one-page summary is a snapshot of the financial situation as at 30 June. It shows what the Council owns as Assets and what it owes as Liabilities. The bottom line of this Statement is Net Assets. This is the net worth of the Council which has been compiled over many years.

The assets and liabilities are separated into Current and Non-current. Current means those assets or liabilities which fall due in the next 12 months. The components of the Balance Sheet are described here.

1 Current and Non-current Assets

Cash includes cash and investments, i.e. cash held in the bank and petty cash and the market value of the Council's investments.

Receivables are monies owed to the Council by ratepayers and others.

Other is inventory and accounts which have been pre-paid.

Non-current Assets as held for sale. It includes Council land that is currently for sale.

Property, Infrastructure, Plant and Equipment is the largest component of the Council's worth and represents the value of all land, buildings, roads, vehicles, equipment etc. which has been compiled by the Council.



2 *Current and Non-current Liabilities*

Payables are those to whom the Council owes money as at 30 June.

Employee Benefits include accrued Long Service Leave and Annual Leave owed to employees.

Trust monies represent monies held in Trust by the Council.

3 *Net Assets*

This term is used to describe the difference between the value of Total Assets and the value of Total Liabilities. It represents the net worth of the Council as at 30 June.

4 *Total Equity*

This always equals Net Assets. It is made up of the following components.

Asset Revaluation Reserve which is the difference between the previously recorded value of assets and their current valuations.

General Reserves which are allocations of the Accumulated Surplus to specific projects.

Accumulated Surplus is the value of all net assets accumulated over time.

Statement of Changes in Equity

During the course of the year the value of Total Ratepayer's Equity is set out in the Statement of Changes in Equity. This Statement shows the values of such changes and how these changes arose.

The main reasons for a change in equity stem from:

- . The profit or loss from operations, described in the Statement as Operating Surplus;
- . Deficit for the year;
- . The use of monies from the Council's Reserves;
- . Revaluation of the assets. This takes place on a regular basis. It also occurs when existing assets are taken up in the books for the first time.



Statement of Cash Flows

The Statement of Cash Flows summarises the Council's cash payments and cash receipts for the year. This Statement is presented according to a specific Accounting Standard and needs some care in analysis. The values may differ from those shown in the Statement of Income because the Statement of Income is prepared on an accrual accounting basis.

Cash in this Statement refers to Bank Deposits and other forms of highly liquid investments that can readily be converted to cash such as cash invested with Fund Managers.

The Council's cash arises from, and is used in three main areas:

1 Cash Flows from Operating Activities

Receipts: All cash received into the Council's bank account from ratepayers and others who owe money to the Council. Receipts also include the interest earnings from the Council's cash investments. It does not include the costs associated with the sale of assets.

Payments: All cash paid by the Council from its bank account to staff, creditors and other persons. It does not include the costs associated with the creation of assets.

2 Cash Flows from Investing Activities

This section shows where the cash invested in the creation or purchase of Property, Infrastructure, Plant and Equipment assets and the cash received from the sale of these assets.

3 Cash Flows from Financing Activities

This is where the receipt and repayment of borrowed funds are recorded. The bottom line of the Statement of Cash Flows is the cash at the end of the financial year. This shows the capacity of the Council to meet its cash debts and other liabilities.

Notes to the Accounts

The Notes are an important and informative section of the report. The Australian Accounting Standards are not prescriptive in a lot of issues. Therefore, to enable the



reader to understand the basis on which the values shown in the Statements are established, it is necessary to provide details of the Council's accounting policies. These are described in Note 2.

Apart from the accounting policies, the Notes also give details behind many of the summary figures contained in the Statements. The Note numbers are shown beside the relevant items in the Income Statement, Balance Sheet and the Statement of Cash Flows.

Where the Council wishes to disclose other information, which cannot be incorporated into the Statements, then this is shown in the Notes.

Other Notes include: the cost of various functions of the Council; the breakdown of expenses, revenues, reserves and other assets; contingent liabilities; transactions with persons related to the Council; and financial performance indicators. The Notes should be read at the same time as the Financial Statements to get a clear picture of the accounts.

Standard Statements

The Standard Statements section provides three of the four Statements mentioned above (Income Statement, Balance Statement and Statement of Cash Flows), together with a further Statement (Statement of Changes in Equity).

The Statement of Changes in Equity outlines the reconciliation of the allocation of annual surplus/deficit as well as other comprehensive income to the accumulated surplus balance or reserves. It also includes the effects of changes in accounting policies or corrections to prior periods.

These Standard Statements provide a comparison between the actual results for the year and the budget that was set at the start of the year. All major differences are explained in accompanying Notes.



FINANCIAL REPORT AND AUDIT OPINION
for the year ended 30 June 2021

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STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2021



	Note	Budget 2021 \$	Actual 2021 \$	Actual 2020 \$
Income				
Recurrent Income				
Rates and charges	7	16,486,000	16,615,319	16,458,171
Fees and charges	8	3,252,050	4,132,057	3,386,545
Grants operating	9	4,013,000	4,387,033	4,448,919
Contributions operating	10	1,177,500	1,682,363	1,353,049
Share of net profits/(losses) of associates	21	222,000	1,169,389	972,286
Interest	11	200,000	139,267	261,393
Other income	12	682,369	433,502	1,210,754
Investment revenue	14	390,000	836,680	830,875
		26,422,919	29,395,610	28,921,992
Capital income				
Grants capital	9	1,221,000	4,380,966	1,105,196
Contributions capital	10	17,965,298	9,232,458	722,516
Net gain/(loss) on disposal of assets	13	2,631,000	196,550	(205,653)
		21,817,298	13,809,974	1,622,059
Total Income		48,240,217	43,205,584	30,544,051
Expenses				
Employee benefits	15	(10,571,553)	(10,760,540)	(10,799,007)
Materials and services	16	(9,516,373)	(10,822,439)	(10,912,036)
Depreciation and amortisation	17	(6,248,467)	(7,222,543)	(7,024,002)
Finance costs	18	(369,963)	(274,045)	(388,522)
Other expenses	19	(366,500)	(354,296)	(420,278)
Capital non-cash contributions	20	-	-	-
Total expenses		(27,072,856)	(29,433,864)	(29,543,845)
Operating result		21,167,361	13,771,720	1,000,206
Other comprehensive income				
Items that will not be reclassified to surplus or deficit				
Net asset revaluation increment/(decrement) Council	35	-	10,808,570	(13,021,817)
Net asset revaluation increment/(decrement) Associates	21	-	(19)	61,044
Fair Value adjustment on equity investment	22	-	5,372,766	(20,199,038)
Total Other Comprehensive Income		-	16,181,317	(33,159,811)
Comprehensive Income		21,167,361	29,953,037	(32,159,605)

The above statement should be read with the accompanying notes.

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2021



	Note	2021 \$	2020 \$
Assets			
Current assets			
Cash and cash equivalents	23	10,098,955	1,212,942
Investments	23	7,361,540	10,278,656
Trade and other receivables	24	2,979,220	630,842
Assets held for sale	25	66,000	203,000
Other assets	26	358,378	427,432
Total current assets		20,864,093	12,752,872
Non-current assets			
Investment in Regional Waste Management Authority	21	7,869,025	6,942,667
Investment in Water Corporation	22	72,186,956	66,814,189
Property, infrastructure, plant and equipment	27	457,334,274	444,049,183
Capital work in Progress	27	11,953,741	4,760,332
Right-of-use of assets	28	177,822	194,901
Total non-current assets		549,521,819	522,761,272
Total assets		570,385,912	535,514,144
Liabilities			
Current liabilities			
Trade and other payables	29	4,035,117	3,493,272
Trust funds and deposits	30	376,421	331,456
Provisions	31	4,801,821	4,549,132
Interest bearing liabilities	32	8,132,137	281,323
Lease liabilities	33	49,378	39,896
Contract liabilities	34	1,659,100	25,380
Total current liabilities		19,053,974	8,720,459
Non-current liabilities			
Provisions	31	2,017,734	2,284,055
Interest bearing liabilities	32	5,629,187	10,761,323
Lease liabilities	33	145,141	161,482
Total non-current liabilities		7,792,062	13,206,860
Total liabilities		26,846,037	21,927,319
Net Assets		543,539,875	513,586,825
Equity			
Accumulated Surplus		265,595,455	253,508,410
Reserves	35	277,944,420	260,078,415
Total Equity		543,539,875	513,586,825

The above statement should be read with the accompanying notes.

CASH FLOW STATEMENT FOR THE YEAR ENDED 30 JUNE 2021



	Note	2021 Inflows/ (Outflows) \$	2020 Inflows/ (Outflows) \$
Cash flows from operating activities			
Rates and charges		16,789,202	16,544,638
Fees and charges		4,172,678	3,843,841
Interest		142,588	309,537
Dividends & Notional Tax Equivalent Received		1,079,692	1,051,795
Government grants		4,380,966	4,448,919
Contributions		1,232,363	1,082,427
Net GST refund/payment		1,457,669	1,534,484
Other income		468,523	1,569,284
Payments to employees		(11,765,051)	(11,376,351)
Payments to suppliers		(13,585,428)	(12,675,631)
Finance costs loans		(366,819)	(358,228)
Finance costs leases		(6,796)	(5,352)
Other payments		(354,295)	(427,888)
Net cash provided by operating activities	36	3,645,292	5,541,475
Cash flows from investing activities			
Capital grants (exclusive of GST)		15,247,144	1,399,631
Net movements for investments		2,917,116	114,498
Proceeds from sale of Land		2,108,588	303,182
Proceeds from sale of plant and equipment		256,118	100,197
Payments for property, plant and equipment		(18,454,147)	(8,060,496)
Net cash provided by (used in) investing activities		2,074,819	(6,142,988)
Cash flows from financing activities			
New borrowings		3,000,000	1,035,000
Trust funds and deposits		494,965	(17,403)
Repayment of lease liabilities (principal repayments)		(47,741)	(38,367)
Loan repayments		(281,323)	(180,688)
Net cash provided by financing activities		3,165,901	854,312
Net increase in cash and cash equivalents		8,886,012	252,799
Cash and cash equivalents at the beginning of the financial year		1,212,942	1,015,913
Cash and cash equivalents at the end of the financial year	37	10,098,955	1,212,942
Restrictions on cash assets	23(a)	-	-

The above statement should be read with the accompanying notes.

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2021

	Note	Total 2021 \$	Accumulated Surplus 2021 \$	Asset Revaluation Reserve 2021 \$	Fair Value Reserve 2021 \$	Other Reserves 2021 \$
2021						
Balance at beginning of the financial year		513,586,825	253,508,410	253,649,664	324,042	6,104,709
Surplus / (deficit) for the year		13,771,720	13,771,720	-	-	-
Other Comprehensive Income:						
Share of asset revaluation reserve of associate		(6)	(13)	7	-	-
Fair Value adjustment on equity investment	22	5,372,766	-	-	5,372,766	-
Net asset revaluation increment/(decrement)	35	10,808,569	-	10,808,569	-	-
Share of other comprehensive income of associates & joint ventures accounted for by the equity method		-	-	-	-	-
Transfers between reserves		0	(1,684,662)	-	-	1,684,663
Balance at end of the financial year		543,539,875	265,595,455	264,458,240	5,696,808	7,789,372
2020						
Balance at beginning of the financial year		546,949,418	255,697,348	266,610,437	20,523,080	4,118,553
Surplus / (deficit) for the year		1,000,206	1,000,206	-	-	-
Other Comprehensive Income:						
Fair value adjustments for financial assets at fair value		61,044	-	61,044	-	-
Financial assets available for sale reserve						
— Fair Value adjustment on Available for Sale Assets	22	(20,199,038)	-	-	(20,199,038)	-
Net asset revaluation increment/(decrement)	35	(13,021,817)	-	(13,021,817)	-	-
Recognition of Rates Paid in Advance on adoption of AASB 1058		(1,202,988)	(1,202,988)	-	-	-
Share of other comprehensive income of associates & joint ventures accounted for by the equity method		-	-	-	-	-
Transfers between reserves		-	(1,986,156)	-	-	1,986,156
Balance at end of the financial year		513,586,825	253,508,410	253,649,664	324,042	6,104,709

The above statement should be read with the accompanying notes.



Note 1 Reporting entity

- (a) The Central Coast Council was established on 2 April 1993 and is a body corporate with perpetual succession and a common seal.

The Council's Administration Centre is located at 19 King Edward Street, Ulverstone.

- (b) The purpose of the Council is to:
- provide for health, safety and welfare of the community;
 - to represent and promote the interests of the community;
 - provide for the peace, order and good government in the municipality.

Note 2 Basis of accounting

These financial statements are a general purpose financial report that consists of a Statement of Comprehensive Income, Statement of Financial Position, Statement of Changes in Equity, Statement of Cash Flows, and notes accompanying these financial statements. The general purpose financial report complies with Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board, and the *Local Government Act 1993* (LGA 1993) (as amended). Council has determined that it does not have profit generation as a prime objective. Consequently, where appropriate, Council has elected to apply options and exemptions within accounting standards that are applicable to not-for-profit entities.

This financial report has been prepared on the accrual and going concern basis.

All amounts are presented in Australian dollars and unless stated, have been rounded to the nearest dollar.

This financial report has been prepared under the historical cost convention, except where specifically stated in Notes 21, 22, 27 and 31.

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

All entities controlled by Council that have material assets or liabilities, such as Special Committees of Management, and material subsidiaries or joint ventures, have been included in this financial report. All transactions between these entities and Council have been eliminated in full.

Note 3 Use of judgements and estimates

Judgements and Assumptions

In the application of Australian Accounting Standards, Council is required to make judgements, estimates and assumptions about carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

Council has made no assumptions concerning the future that may cause a material adjustment to the carrying amounts of assets and liabilities within the next reporting period. Judgements made by Council that have significant effects on the financial reports are disclosed in the relevant notes as follows:

Employee entitlements

Assumptions are utilised in the determination of Council's employee entitlement provisions. These assumptions are discussed in Note 31(a).

Fair value of property, infrastructure, plant & equipment

Assumptions and judgements are utilised in determining the fair value of Council's property, infrastructure, plant and equipment including useful lives and depreciation rates. These assumptions are discussed in Note 27.



Investment in water corporation

Assumptions utilised in the determination of Council's valuation of its investment in TasWater are discussed in Note 22.

Landfill / Tip Rehabilitation

Assumptions and judgements are utilised in determining the estimated liability for restoring the Resource Recovery Centre site at Lobster Creek Road. These assumptions are discussed in Note 31(c).

Note 4 Impact of COVID-19 on Financial Reporting for 2020-2021

The COVID-19 pandemic has impacted this financial report, which may be reflected in the comparability of some line items and amounts reported in the statements and/or the notes. The financial impacts are a direct result of either Council's response to the pandemic, or due to mandatory shutdowns as directed by the Australian Government and the advice from the Australian Government Department of Health and Tasmanian Government. Further details of such impacts are discussed in the following note on material budget variations.



Note 5 Material Budget Variations

Council's original budget was adopted by the Council on 22 June 2020. The original projections on which the budget was based have been affected by a number of factors. These include State and Federal Government decisions including new grant programs, changing economic activity, the weather, and by decisions made by the Council. Variances are considered material where the variance exceeds the greater amount of 10% of the budget estimate. Material budget variations are explained below.

Revenues

1 Fees & Charges

The increase of \$880,007 on budget was related to higher regulatory and planning fee receipts on increased building and development activity during the year and increased receipts from the Resource Recovery Centre.

2 Contributions Operations

The increase of \$504,863 on budget is up significantly due to \$600,000 higher than budgeted child care receipts, and \$130,000 higher Open Space contributions from increased residential development activity during the year.

3 Share of net profits/(losses) of associates

The increase of \$947,389 on budget was due to Dulverton Regional Waste Management reported net profits coming in significantly above budget. The original budget estimate included by Council was based on a conservative estimate of profit.

4 Interest

The decrease of \$60,733 on budget reflects continued low market interest rate returns available on funds invested.

5 Other Income

The decrease of \$248,867 on budget primarily revenue from Visitor Information Services budgeted as other income now reported under Fees & Charges.

6 Investment revenue

The increase of \$446,680 on budget is due to the receipt of a \$477,000 dividend from TasWater which was declared and paid after stronger than anticipated financial performance for the 2020-2021 financial year. A dividend was not expected at the time of preparing the annual budget plan.

7 Grants capital

The decrease of \$3,159,966 on budget is due to several active recreation grants not being received in full, or grants received but not recognised as revenue due to grant performance obligations having not been met.

8 Contributions capital

The decrease of \$8,732,840 on budget relates to contributions not yet received due to the delayed completion of the Ulverstone Cultural Precinct and the Coastal Pathway Projects.

9 Net gain/(loss) on disposal of assets

The decrease of \$2,434,450 on budget mainly relates to costs at the Dial Road subdivision and budgeted provision for the sale of the former Penguin Depot, which has not yet commenced being developed for sale.

Expenses

10 Materials and services

The increase of \$1,306,066 mainly relates to higher than budget costs for IT maintenance (\$235,000), Building Levies paid (\$170,000) (offset by additional fees collected), contract labour (\$209,000) and additional water and maintenance charges on APHU (\$92,000) and higher Land Tax payment (\$80,000).

11 Depreciation

The increase of \$974,076 on budget reflects new additions and revaluations of assets which were not fully reflected in budget depreciation estimates.

12 Finance Costs

The decrease of \$95,918 on budget reflects the \$126,885 decrease adjustment to the Lobster Creek rehabilitation provision due to updated discount rates.


Note 6 Functions/Activities of the Council

(a) Revenue, expenditure and assets attributable to each function as categorised in (c) below:

	Grants	Other	Total Revenue	Total Expenditure	Surplus/ (Deficit)	Assets
Governance and administration						
2020-2021	4,238,692	16,538,390	20,777,082	5,724,250	15,052,832	111,347,302
2019-2020	4,281,701	16,829,945	21,111,646	6,338,663	14,772,983	96,661,420
Roads, streets and bridges						
2020-2021	471,585	297,747	769,332	4,840,322	(4,070,990)	301,017,618
2019-2020	471,586	484,206	955,792	5,044,626	(4,088,834)	300,034,392
Drainage						
2020-2021	-	27,455	27,455	774,238	(746,783)	28,822,469
2019-2020	-	467,126	467,126	229,802	237,324	28,976,812
Waste management						
2020-2021	21,290	459,616	480,906	4,269,567	(3,788,661)	5,977,330
2019-2020	20,455	391,898	412,353	4,098,837	(3,686,484)	5,906,198
Environmental health/environmental management						
2020-2021	-	23,938	23,938	243,537	(219,599)	14,169
2019-2020	-	36,266	36,266	299,433	(263,167)	19,761
Planning services						
2020-2021	-	472,076	472,076	551,729	(79,653)	959
2019-2020	-	244,123	244,123	553,844	(309,721)	959
Building control						
2020-2021	-	479,361	479,361	630,339	(150,978)	22,987
2019-2020	-	245,596	245,596	492,439	(246,843)	34,339
Community amenities						
2020-2021	-	1,146,088	1,146,088	2,263,842	(1,117,754)	5,188,381
2019-2020	366,255	415,792	782,047	2,280,541	(1,498,494)	5,924,961
Community services						
2020-2021	98,000	2,369,733	2,467,733	2,424,298	43,435	38,006,397
2019-2020	31,028	3,015,116	3,046,144	2,573,589	472,555	32,329,771
Recreation facilities						
2020-2021	3,746,573	468,992	4,215,565	4,574,582	(359,017)	69,911,728
2019-2020	183,090	422,568	605,658	3,976,258	(3,370,600)	63,835,197
Economic development						
2020-2021	8,961,216	950,887	9,912,103	625,369	9,286,734	10,076,572
2019-2020	200,000	284,765	484,765	61,453	423,312	1,790,334
Other - not attributable						
2020-2021	-	2,433,945	2,433,945	2,511,791	(77,846)	-
2019-2020	-	2,152,535	2,152,535	3,594,360	(1,441,825)	-
Total						
2020-2021	17,537,356	25,668,228	43,205,584	29,433,864	13,771,720	570,385,912
2019-2020	5,554,115	24,989,936	30,544,051	29,543,845	1,000,206	535,514,145

(b) Reconciliation of Assets from Note 6(a) with the Statement of Financial Position at 30 June:

	2021	2020
Current assets	20,864,093	12,752,872
Non-current assets	549,521,819	522,761,272
	570,385,912	535,514,144



(c) *Governance and administration*

Provision of organisational functions including executive services, governance, corporate support, ICT, risk, people and financial services.

Roads, streets and bridges

Construction, maintenance and cleaning of roads, streets, footpaths, bridges, parking facilities and street lighting.

Drainage

Operation and maintenance of drainage systems in urban areas, including the lining of piping of creeks but excludes drainage associated with road works, flood mitigation and agriculture.

Waste management

Collection, handling, processing and disposal of all waste materials.

Environmental health/environmental management

Includes disease control, food surveillance, public-use building standards, health education and promotion, water quality, workplace safety and cemeteries. Strategies and programs for the protection of the environment and regulations of activities affecting the environment are also included.

Planning services

Administration of the town planning scheme, subdivisions and urban and rural development approvals.

Building control

The development and maintenance of building constructions standards.

Community amenities

Operation and maintenance of housing for aged persons and persons of limited means, Civic Centre, Council halls (excluding indoor sports complexes).

Community services

Administration and operation of dog registration, operation of pounds and control of straying stock. Operation of the Ulverstone Child Care Centre, operation and support of the performing arts, museum and the presentation of festivals. Community development which provides for the implementation of a process by which strategies and plans can be developed so that the Council can fulfil their general responsibility for enhancing the quality of life of the whole community.

Recreation facilities

Operation and maintenance of sporting facilities (includes swimming pools, active and passive recreation and recreation centres).

Economic development

Maintenance and marketing of tourist facilities, property development and operation of caravan parks.

Other - not attributable

Rates and charges and works not attributed elsewhere.


Note 7
Rates and charges

Council uses assessed annual values as the basis of valuation of all properties within the municipal area. The assessed annual value of a property is determined by the Valuer-General in accordance with the *Valuation of Land Act 2001*.

The valuation base used to calculate general rates for 2020-2021 was \$166 million (2019-2020 \$164 million). The 2020-2021 rate in the dollar was 8.578 cents (2019-2020, 8.578 cents).

	2021 \$	2020 \$
Rates and charges levied	17,361,559	17,168,261
Early payment discount	(709,350)	(673,725)
Rates remitted	(36,890)	(36,365)
Total rates and charges	16,615,319	16,458,171

Property and land valuations were last updated effective 1 July 2019 based on a general revaluation of land conducted during 2018-2019. The next revaluation is due to take place in 2024-2025. Property and land valuations are also subject to an adjustment factor provided by the Valuer-General every two years. This was due in 2021-22 but due to COVID impacts, this was not completed and will now occur in 2022.

Accounting policy
Rates and charges income

Rate income is recognised as revenue when Council becomes entitled to the rates, which is at the beginning of the rating period to which the rates relate, or when the charge has been applied.

Council recognises rates received in advance (prepaid rates) as a financial liability until the commencement of the rating period to which they relate. Refer to Note 29.

Note 8
Fees and charges

Cemetery fees	82,290	76,572
Certificate charges	179,492	141,710
Child care fees	702,101	556,385
Community development	26,743	30,642
Fines	48,709	39,785
Inspection and connection fees	139,045	3,927
Licence fees	133,634	30,034
Other fees and charges	116,941	250,596
Other rental	420,744	256,165
Recreation	321,699	293,059
Regulatory charges	615,617	452,992
Rental of Aged Persons Home units	525,975	453,951
Rental of Ganesway units	170,078	207,244
Resource Recovery Centre - entry fees	397,143	346,523
Resource Recovery Centre - other income	60,581	39,083
Swimming pool and waterslide	114,842	103,730
Visitor centres	76,423	104,147
Total fees and charges	4,132,057	3,386,545

Ageing analysis of contractual receivables

Please refer to Note 41(e) for the ageing analysis of contractual receivables.

Accounting policy

Fees and charges are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever occurs first.

The Council does not have any assets classified as investment properties nor has it received rent from buildings that are primarily occupied for Council purposes.

Rents are recognised as revenue when the payment is due or the payment is received, whichever first occurs. Rental payments received in advance are recognised as a prepayment until they are due.


Note 9
Grants

Grants were received in respect of the following:

Summary of grants

	2021 \$	2020 \$
Commonwealth Government Financial Assistance Grants - General Purpose	4,238,692	4,281,701
Commonwealth Government Financial Assistance Grants - Roads	771,585	771,586
State funded grants	3,609,381	333,610
Others	148,341	167,218
	8,767,999	5,554,115

Grants - Recurrent

Community Shed	-	3,359
Diesel and alternative fuel	41,563	48,111
Friends of Reid Street Reserve	-	6,909
Friends of the Leven	-	18,181
Heavy Vehicle Motor Tax	71,998	71,979
National Australia Day Council	12,000	-
Relationships Tasmania - Doc Robinson Ride	-	5,679
Tasmanian Weeds Action Fund	9,780	-
Ulverstone Child Care Centre bus	13,000	13,000
	148,341	167,218

Commonwealth Government Financial Assistance Grant

Current year receipt	2,047,326	2,081,861
Advance receipt	2,191,366	2,199,840
	4,238,692	4,281,701

Total grants operating
4,387,033 **4,448,919**
Capital grants not specifically for assets

Blackspot funding	-	-
Roads to Recovery	771,585	771,586
	771,585	771,586

Capital grants specifically for new or upgraded assets

Community Shed Grant Upgrade Animal Nursery	14,000	-
Dial Park State Government Contribution	3,500,000	-
Forth/Leith Shared Pathway	75,381	-
National Australia Day	9,000	-
Ulverstone Skate Park	11,000	-
Turners Beach Shared Pathway	-	174,620
Ulverstone Child Care Centre improve facilities	-	8,990
Ulverstone Recreation Ground Change Rooms	-	150,000
	3,609,381	333,610

Total grants capital
4,380,966 **1,105,196**
Unspent grants and contributions

Grants and contributions which were obtained on the condition that they be spent for specified purposes or in a future period, but which are not yet spent in accordance with those conditions, are as follows:

Operating

Balance of unspent funds at 1 July	-	-
Add: Funds recognised as revenue in the reporting year but not yet spent in accordance with the conditions	-	-
Add: Funds received and not recognised as revenue in the current year	-	-
Less: Funds recognised as revenue in previous years that have been spent during the reporting year	-	-
Less: Funds received in prior year but revenue recognised and funds spent in current year	-	-
Balance of unspent funds at 30 June	-	-


Note 9 cont.
Capital

	2021 \$	2020 \$
Balance of unspent funds at 1 July	25,380	518,238
Add: Funds recognised as revenue in the reporting year but not yet spent in accordance with the conditions	-	-
Add: Funds received and not recognised as revenue in the current year	1,659,100	358,990
Less: Funds recognised as revenue in previous years that have been spent during the reporting year	(25,380)	(851,848)
Less: Funds received in prior year but revenue recognised and funds spent in current year	-	-
Balance of unspent funds at 30 June	-	-
Total unspent funds	1,659,100	25,380

Accounting policy

Council recognises untied grant revenue and those without performance obligations when received. In cases where there is an enforceable agreement which contains sufficiently specific performance obligations, revenue is recognised as or when control of each performance obligations is satisfied. (i.e. when it transfers control of a product or provides a service.) A contract liability is recognised for unspent funds received in advance and then recognised as income as obligations are fulfilled. Unspent capital grants are detailed in Note 34 - Contract Liabilities.

Council recognises untied grant revenue and those without performance obligations when received. In cases where funding includes specific performance obligations, or is to acquire or construct a recognisable non-financial asset, a liability is recognised for funds received in advance and recognises income as obligations are fulfilled.

Each performance obligation is considered to ensure that the revenue recognition reflects the transfer of control and within grant agreements there may be some performance obligations where control transfers at a point in time and others which have a continuous transfer of control over the life of the contract. Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

If the transaction is a transfer of a financial asset to enable Council to acquire or construct a recognisable non-financial asset to be controlled by Council (i.e. an in-substance acquisition of a non-financial asset), a contract liability is recognised for the excess of the fair value of the transfer over any related amounts recognised and revenue as the unspent funds are expended at the point in time at which required performance obligations are completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project as there is no profit margin. For acquisitions of assets, the revenue is recognised when the asset is acquired and controlled by the Council.

Grant income - recurrent and capital

Grant income is recognised as revenue when Council obtains control over the assets comprising the receipt. Control over granted assets is normally obtained upon their receipt (or acquittal) or upon earlier notification that a grant has been secured, and are valued at their fair value at the date of transfer.

Where grants recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those conditions were undischarged at balance date, the unused grant is also disclosed.

Unreceived contributions over which Council has control are recognised as receivables.

Note 10
Contributions
Contributions operating

Child care contributions	1,469,903	1,286,932
Open space contributions	198,550	37,622
Other contributions	13,910	28,495
Total contributions operating	1,682,363	1,353,049

Contributions capital

Coastal Shared Pathway	200,505	3,600
Bus Stop Program	21,818	95,000
Penguin Foreshore	4,359,234	150,000
Preston Transfer Station	-	20,455
Resource Recovery Centre contribution - Dulverton	21,290	-
Ulverstone Cultural Precinct	4,500,000	-
Ulverstone Recreation Ground changerooms upgrades	50,000	-
Other contributions	79,611	-
	9,232,458	269,055



	2021 \$	2020 \$
Note 10 cont. Contributions non-monetary		
Developer contributions	-	453,461
	-	453,461
Total capital contributions	9,232,458	722,516
Accounting policy		
Contribution income		
Council recognises contributions without performance obligations when received. In cases where the contributions is for a specific purpose to acquire or construct a recognisable non-financial asset, a liability is recognised for funds received in advance and income recognised as obligations are fulfilled.		
Note 11 Interest		
Interest on financial assets	139,267	261,393
Total	139,267	261,393
Accounting policy		
Interest income		
Interest is recognised progressively as it is earned.		
Note 12 Other income		
Private Works	5,743	17,268
Reimbursements	126,221	335,742
2016 Flood cost - NDRRA reimbursements	-	609,124
Section 137 - Unclaimed funds	53,405	-
Accelerated Local Government Capital Program - Loan interest reimbursement	248,133	248,620
Total other income	433,502	1,210,754
Note 13 Net gain/(loss) on disposal of property, infrastructure, plant and equipment		
<i>Proceeds of sale</i>		
Land	2,108,588	303,182
Property, plant and infrastructure	256,118	100,197
<i>Written down value of assets</i>		
Land	(42,000)	(192,500)
Land & subdivision - Dial Rd	(1,261,325)	-
Property, plant and infrastructure	(864,831)	(416,532)
Total	196,550	(205,653)
Accounting policy		
Gains and losses on asset disposals		
The profit or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer.		
Note 14 Investment revenue		
Dulverton Regional Waste Management Authority		
Tax equivalent received - Dulverton	359,680	353,875
	359,680	353,875
Tax equivalent received - TasWater	-	77,292
Dividend revenue - TasWater	477,000	399,708
	477,000	477,000
Total investment revenue from corporations	836,680	830,875
Accounting policy		
Investment revenue		
Dividend revenue and other distributions are recognised when Council's right to receive payment is established.		


Note 15
Employee benefits

	2021 \$	2020 \$
Gross salary and wages		
Labour	8,002,555	7,925,080
Leave paid/accrued	1,742,638	2,037,362
Total Gross salary and wages	9,745,193	9,962,442
Other Employee costs		
Superannuation	1,050,170	1,073,516
Payroll tax	623,568	639,808
Work cover insurance	173,626	136,365
Total Other Employee Costs	1,847,364	1,849,689
Total Salary and wages and Other Employee Costs	11,592,557	11,812,131
Less capitalised employee benefits	(832,017)	(1,013,124)
Total employee benefits	10,760,540	10,799,007

Accounting policy
Employee benefits

Expenses are recognised in the Statement of Comprehensive Income when a decrease in future economic benefits related to a decrease in asset or an increase of a liability has arisen that can be measured reliably.

Employee benefits include, where applicable, entitlements to wages and salaries, annual leave, sick leave, long service leave, superannuation and any other post-employment benefits.

Note 16
Materials and services

Aged Persons Home Units	454,493	445,591
Amenities and cemeteries	388,235	446,583
Child Care Centre	305,976	348,965
Computer maintenance	571,052	395,071
Contributions to LGAT	57,071	51,224
Contributions to Cradle Coast Authority	165,500	173,721
Corporate administration and governance	1,167,724	795,296
Election expenses	8,931	10,878
Fire service contribution	711,981	695,800
Garbage collection contracts	1,334,830	1,812,882
Insurance	196,563	205,496
Land tax	251,514	187,278
Other Council buildings and structures	175,472	228,812
Other materials and contracts	207,048	556,147
Other waste management costs	1,657,943	1,318,470
Parks	830,529	750,539
Recreation grounds and centres	1,187,720	1,160,494
Road, footpaths and car parks	833,112	925,976
Street lighting power charges	316,745	402,813
Total materials and services	10,822,439	10,912,036

Accounting policy
Materials and services expense

Expenses are recognised in the Statement of Comprehensive Income when a decrease in future economic benefits related to a decrease in asset or an increase of a liability has arisen that can be measured reliably.

Routine maintenance, repair costs, and minor renewal costs are expensed as incurred. Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.


Note 17
Depreciation and amortisation
Amortisation of municipal revaluation

Amortisation of municipal revaluation	42,666	42,666
Total amortisation of municipal revaluation	42,666	42,666

Right-of-use of assets

Right-of-use of assets	61,604	43,161
Total right-of-use of assets	61,604	43,161

Depreciation

Bridges	453,118	463,080
Buildings	1,234,325	1,162,072
Drainage	467,891	434,298
Environmental	175,369	248,435
Furniture and equipment	139,797	130,972
Plant and machinery	991,980	753,461
Recreation facilities	496,185	493,100
Roads, streets, footpaths and car parks	3,159,608	3,252,757
Total depreciation	7,118,273	6,938,175

Total depreciation and amortisation
7,222,543 7,024,002
Accounting policy
Depreciation and amortisation expense

Expenses are recognised in the Statement of Comprehensive Income when a decrease in future economic benefits related to a decrease in asset or an increase of a liability has arisen that can be measured reliably.

Property, plant and infrastructure having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and remaining values and a separate depreciation rate is determined for each component.

Land is not depreciated.

Road earthworks are not depreciated on the basis that they are assessed as not having limited useful life.

Right-of-use assets are amortised on a straight line basis over the term of the lease.

Straight line depreciation is charged based on the residual useful life as determined each year.

Major depreciation and amortisation periods used are listed below and are consistent with the prior year unless otherwise stated:

	Period
Plant and machinery	2-30 years
Furniture and equipment	5-40 years
Drainage	100 years
Roads, streets and footpaths	15-150 years
Buildings	20-100 years
Recreation	5-60 years
Environmental	10-30 years
Bridges	10-100 years
Municipal property revaluation	5 years
Right-of-use of assets	Term of lease

The Council believes that the road pavement has two constituent parts, a pavement and a sub-pavement, each comprising 50% of the total pavement. The experience of the Council is that the sub-pavements are similar in type to the road formation assets and while they are depreciated over a longer period than the road formations, they are depreciated over their useful lives. The pavement that is not similar to the road formation assets is depreciated in full over its useful life.

The Council believes that this will provide sufficient funds to maintain the service potential of the assets and better represents the work practices of the Council.

Gravel roads

The Council depreciates unsealed roads.



	2021 \$	2020 \$
Note 17 cont.		
Repairs and maintenance		
Routine maintenance, repair costs and minor renewal costs are expensed as incurred. Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.		
Roads		
Reseals and reconstructions are generally capitalised. Shouldering, gravel re-sheeting and patching of sealed roads are expensed.		
Note 18		
Finance costs		
Interest - Borrowings	367,894	358,227
Interest - Leases	8,407	7,035
Rehabilitation provision	(102,256)	23,260
Total finance costs	274,045	388,522
Accounting policy		
Finance expense		
Expenses are recognised in the Statement of Comprehensive Income when a decrease in future economic benefits related to a decrease in asset or an increase of a liability has arisen that can be measured reliably.		
Finance costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council. Where specific borrowings are obtained for the purpose of specific asset acquisition, the weighted average interest rate applicable to borrowings at balance date, excluding borrowings associated with superannuation, is used to determine the borrowing costs to be capitalised. No borrowing costs were capitalised during the period.		
Finance costs include interest on bank overdrafts, interest on borrowings, unwinding of discounts, and finance lease charges.		
Note 19		
Other expenses		
Audit fees	34,230	36,630
Travel and expenses	-	3,632
Other audit services	12,014	3,700
Audit services	46,244	43,962
Councillors' emoluments (Note 43)	307,717	316,109
Short term leases	-	60,207
Other expenses	335	-
Total other expenses	354,296	420,278
Accounting policy		
Other expenses		
Expenses are recognised in the Statement of Comprehensive Income when a decrease in future economic benefits related to a decrease in asset or an increase of a liability has arisen that can be measured reliably.		
Note 20		
Capital Non Cash Contributions		
	-	-
Total Non Cash Contributions	-	-
Note 21		
Investment in Regional Waste Management Authority		
Dulverton Regional Waste Management Authority	7,869,025	6,942,667
Total investment in associates	7,869,025	6,942,667
Dulverton Regional Waste Management Authority		
Background		
The Council is a partner in the Dulverton Regional Waste Management Authority, a Joint Authority established under the LGA 1993. The primary activity of the Authority is to operate a regional landfill site at Dulverton. Other partners in the Joint Authority are Devonport City, Latrobe and Kentish Councils.		
The Council's ownership interest in the Authority at 30 June 2021 was 36.82%. The proportion of voting power held in the Authority is 25%. The Council's investment in the Authority has been calculated by reference to the Authority's equity at 30 June 2021. The share of profit for the current year is based on an estimate of the profit to be received for the 2020-2021 financial year.		
There were no quantified contingent liabilities disclosed by the Authority.		



	2021 \$	2020 \$
Note 21 cont. Share of Profit of the authority		
Authority's profit/(loss) before tax	4,291,977	3,488,202
Authority's tax expense	(1,115,914)	(847,552)
Authority's profit/(loss) after tax	3,176,063	2,640,650
Calculated share of profit after tax	1,169,426	972,286
Calculated share of Dulverton prior period adjustment	(37)	-
Calculated share of profit after dividends	1,169,389	972,286
Movement in carrying value of specific investment		
Carrying value of investment at start of year	6,942,667	6,130,257
Calculated share of dividends paid	(243,012)	(220,920)
Share in profit/(loss)	1,169,389	972,286
Share in asset revaluation	(19)	61,044
Carrying value of investment at end of year	7,869,025	6,942,667
The Authority's assets, liabilities and revenue for the relevant financial years were:		
Total assets	41,994,549	34,948,225
Total liabilities	20,622,942	16,097,023
Revenue	12,156,471	11,451,232

Council has derived returns from the Dulverton Regional Waste Management Authority in the form of dividends as shown above and NTER as disclosed at Note 14.

Accounting policy

Accounting for investments in associates

Council's investment in associates is accounted for by the equity method as Council has the ability to influence rather than control the operations of the entities. The investment is initially recorded at the cost of acquisition and adjusted thereafter for post-acquisition changes in Council's share of the net assets of the entities. Council's share of the financial result of the entities is recognised in the Statement of Comprehensive Income.

Note 22 Investment in Tasmanian Water & Sewerage Corporation Pty Ltd

Opening Balance	66,814,189	87,013,228
Fair value adjustment	5,372,767	(20,199,039)
Total investment in Tasmanian Water & Sewerage Corporation Pty Ltd	72,186,956	66,814,189

Council has derived returns from the Water Corporation as disclosed at Note 14.

Accounting policy

Investment assets

Council's investment in TasWater is valued at its fair value at balance date. Fair value was determined by using Council's ownership interest against the water corporation's net asset value at balance date. At 30 June 2021, Council held a 4.58% (2020, 4.63%) ownership interest in TasWater which is based on Schedule 2 of the Corporation's Constitution which reflects the Council's voting rights.

Equity Investment

As Council's investment in TasWater is held for long-term strategic purposes, Council has elected under AASB 9: Financial Instruments to irrevocably classify this equity investment as designated as fair value through other comprehensive income. Subsequent changes in fair value on designated investments in equity instruments are recognised in other comprehensive income (for fair value reserve, refer Note 35) and not reclassified through the profit or loss when derecognised. Dividends associated with the equity investments are recognised in profit and loss when the right of payment has been established and it can be reliably measured.

Note 23(a) Cash and cash equivalents

Cash at bank and on hand	10,098,955	1,212,942
Total cash and cash equivalents	10,098,955	1,212,942

Accounting policy

Cash and cash equivalents

For the purposes of the Statement of Cash Flows, cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.

Restricted funds

- (i) Includes refundable building, contract and other refundable amounts held in trust by Council for completion of specific purposes.
- (ii) Represents grant funding received in advance until specific performance obligations required under funding arrangements are completed.



	2021 \$	2020 \$
Note 23(b) Investments		
Term Deposits	2,500,000	6,015,769
Investments in income fund	4,861,540	4,262,887
Total investments	7,361,540	10,278,656

Accounting policy

Investments

Investments in income fund are held with TPT Wealth.

Investment in financial assets with cash flows that are not solely payments of principal and interest are classified and measured at fair value through profit or loss, irrespective of the business model. As Council's Managed funds are actively managed and their performance is evaluated on a fair value basis, these investments are mandatorily required to be measured at fair value through profit or loss.

Total Cash and cash equivalents [23(a)] and Investments [23(b)]	17,460,495	11,491,598
Council's cash and cash equivalents are subject to a number of internal and external restrictions that limit amounts available for discretionary or future use. These include:		
- Leave provisions [Note 31(a)]	3,211,595	3,308,096
- Aged person home unit bonds [Note 31(a)]	1,924,844	1,739,719
- Contract liabilities [Note 34]	1,659,100	1,303,435
- Trust Funds and deposits [Note 30]	376,421	331,456
Restricted funds	7,171,960	6,682,706
Unrestricted funds	10,288,535	4,808,892

Note 24 Trade and other receivables		
<i>Current receivables</i>		
Rates receivable	156,570	186,549
Loans and advances	-	-
Penguin Foreshore Grant milestone payment debtor	2,275,000	-
Other debtors	324,935	167,410
Net GST receivable	222,715	276,883
	2,979,220	630,842
<i>Non-current receivables</i>		
Loans and advances	-	-
Total	-	-
Total trade and other receivables	2,979,220	630,842

Accounting policy

Trade and other receivables

Trade receivables that do not contain a significant financing component are measured at amortised cost, which represents their transaction value. Impairment is recognised on an expected credit loss (ECL) basis. For rate debtors, Council takes the view that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold. Council does not have a history of significant write-offs. For non-rate debtors, Council writes off receivables when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery.

Note 25 Assets held for sale		
Opening Balance	203,000	395,500
Disposals	(42,000)	(192,500)
Revaluation	-	-
Internal transfer from land	55,000	-
Internal transfer to land for open space	(150,000)	-
Total	66,000	203,000

Council has several parcels of land for sale that are likely to be sold in the next 12 months. The land is valued at the lower of carrying value and fair value less cost to sell.

Accounting policy

A non-current asset held for sale (including disposal groups) is measured at the lower of its carrying amount and fair value less costs to sell, and is not subject to depreciation. Non-current assets, disposal groups and related liabilities are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the assets sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.



		2021	2020
		\$	\$
Note 26	Other assets		
	<i>Current other assets</i>		
	Accrued revenue	178,771	182,093
	Prepaid expense	179,606	245,339
	Total	358,378	427,432

Accounting policy
Accrued income only includes items that are reciprocal in nature.


Note 27
Property, plant and infrastructure
Land

	2021 \$	2020 \$
Opening balance	60,878,915	60,878,915
Revaluation	-	-
Disposals	(1,112,561)	-
State Government assets taken over	-	-
Transfer from work in progress	837,561	-
Gifted assets	-	-
Acquisitions	-	-
Transfer (to)/from other asset classes	150,000	-
Transfer to assets held for sale	(55,000)	-
Total Land - at fair value	60,698,915	60,878,915

Accounting policy

Land is valued at market value per the Valuer-General's valuation at 30 June 2019.

Buildings

Opening balance	112,007,268	110,272,121
Revaluation	45,934,115	-
Acquisitions	-	-
Disposals	(123,518)	(16,160)
Transfer from work in progress	494,788	1,719,735
Transfer to expenses	-	-
Transfer (to)/from other asset classes	-	31,572
	158,312,653	112,007,268
Accumulated Depreciation		
Opening balance	(40,035,201)	(38,881,727)
Transfer (to)/from other asset classes	-	(1,259)
Revaluation	(35,130,001)	-
Disposals	53,740	9,857
Depreciation expense	(1,234,325)	(1,162,072)
	(76,345,787)	(40,035,201)
Total Buildings - at fair value	81,966,866	71,972,067

Accounting Policy

Buildings were revalued at 30 June 2021 by Gavin Lippelgoes, Grad. Dip (Prop), B.Bus (Acc), FFin, AAPI, CPV of Opteon Property Group Pty Ltd. The revaluation included an assessment of the replacement cost of buildings. An assessment of the useful lives of the building assets is made by Council staff taking into account the condition of the asset and its ability to provide future services.

Plant and machinery

Opening balance	7,637,723	7,585,823
Disposals	(1,130,438)	(331,933)
Transfers from work in progress	-	-
Acquisitions	1,674,552	383,833
	8,181,837	7,637,723
Accumulated depreciation		
Opening balance	(5,113,410)	(4,676,368)
Disposals	1,071,308	316,419
Transfer (to)/from other asset classes	-	-
Depreciation expense	(991,980)	(753,461)
	(5,034,082)	(5,113,410)
Plant and machinery at cost	3,147,755	2,524,313



	2021 \$	2020 \$
Note 27 cont. Furniture and equipment		
Opening balance	4,193,679	4,056,815
Transfers from Work in Progress	5,556	48,659
Transfers to expense	-	-
Acquisitions	210,201	88,205
	4,409,436	4,193,679
<i>Accumulated depreciation</i>		
Opening balance	(3,704,001)	(3,573,029)
Depreciation expense	(139,797)	(130,972)
	(3,843,798)	(3,704,001)
Furniture and equipment at cost	565,639	489,679
Total Plant and Equipment	3,713,394	3,013,992
Infrastructure		
Recreation		
Opening balance	20,466,311	19,994,961
Revaluation	-	-
Disposals	(1,007,831)	(66,466)
Acquisitions	-	-
Transfer from work in progress	2,071,635	537,816
Transfer (to)/from other asset classes	-	-
Transfer to expense	-	-
	21,530,115	20,466,311
<i>Accumulated depreciation</i>		
Opening balance	(8,657,555)	(8,229,729)
Revaluation	-	-
Disposals	768,456	65,274
Depreciation expense	(496,185)	(493,100)
	(8,385,284)	(8,657,555)
Recreation - fair value	13,144,831	11,808,756
Accounting Policy		
Recreation assets were revalued on 30 June 2019 by the Infrastructure Services Department of the Council. The revaluation was based on the current replacement cost for each asset as the best estimate of fair value taking into consideration the remaining useful life of the asset.		
Environmental		
Opening balance	6,776,956	6,635,529
Revaluation	-	-
Transfer from work in progress	427,127	141,427
Transfer (to)/from other asset classes	-	-
	7,204,083	6,776,956
<i>Accumulated depreciation</i>		
Opening balance	(1,960,628)	(1,712,193)
Revaluation	-	-
Depreciation expense	(175,369)	(248,435)
	(2,135,997)	(1,960,628)
Environmental - fair value	5,068,086	4,816,328
Accounting Policy		
Environmental assets were revalued on 30 June 2019 by the Infrastructure Services Department of the Council. The revaluation was based on the current replacement cost for each asset as the best estimate of fair value taking into consideration the remaining useful life of the asset.		
Roads and streets		
Opening balance	267,674,826	286,404,222
Revaluation	-	(20,608,118)
Disposals	(1,185,755)	(1,113,585)
Contributed Assets	-	194,686
Transfer from work in progress	2,421,189	2,829,193
Transfer (to)/from other asset classes	-	(31,572)
	268,910,260	267,674,826

NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021



	2021 \$	2020 \$
Note 27 cont. Accumulated depreciation		
Opening balance	(49,203,239)	(53,624,670)
Revaluation	-	6,142,427
Disposals	1,071,374	817,885
Transfer (to)/from other asset classes	-	1,259
Depreciation expense	(2,480,335)	(2,540,140)
	(50,612,200)	(49,203,239)
Roads and Streets - fair value	218,298,060	218,471,587

Accounting Policy

Roads and Streets included substructures, seals and kerbs related to the road network.

Roads and Streets were revalued on 30 June 2020 by the Infrastructure Services Department of the Council. The revaluation is based on the current replacement cost using modern equivalent materials and work methods for each asset as the best estimate of fair value taking into consideration the remaining useful life of the asset.

The Council revalued the road pavements and road surfaces to reflect the service potential of the asset and the cost of the work methods. This more accurately estimates the costs of replacing the service potential of the asset at the end of its useful life. The effect of the change in estimate is a decrease in both replacement and depreciation.

Bridges

Opening balance	32,706,537	32,706,537
Revaluation	21,325	-
Disposals	(210,929)	-
State Government assets taken over	-	-
Other Capital assets taken over	-	-
Acquisitions	-	-
Transfer from work in progress	359,745	-
	32,876,678	32,706,537
Accumulated depreciation		
Opening balance	(15,090,915)	(14,627,835)
Revaluation	(16,852)	-
Disposals	199,749	-
State Government assets taken over	-	-
Depreciation expense	(453,118)	(463,080)
	(15,361,136)	(15,090,915)
Bridges - fair value	17,515,542	17,615,622

Accounting Policy

Bridges were revalued at 30 June 2019 by AusSpan Pty Ltd and are based on depreciated replacement cost.

Footpaths

Opening balance	39,358,650	38,711,202
Revaluation	-	307,782
Contributed assets	-	54,801
Disposals	(473,833)	(61,743)
Acquisitions	-	-
Transfer from work in progress	2,350,138	346,608
Transfer (to)/from other asset classes	-	-
	41,234,956	39,358,650
Accumulated depreciation		
Opening balance	(15,071,645)	(13,978,641)
Revaluation	-	(515,133)
Disposals	131,666	37,371
Depreciation expense	(597,888)	(615,242)
	(15,537,867)	(15,071,645)
Footpaths - fair value	25,697,089	24,287,005

Accounting Policy

Footpaths were revalued on 30 June 2020 by the Infrastructure Services Department of the Council. The revaluation was based on current replacement costs for each asset as the best estimate of fair value taking into consideration the remaining useful life of the asset.



	2021 \$	2020 \$
Note 27 cont. Car parks		
Opening balance	4,429,496	4,757,074
Revaluation	-	(327,578)
Disposals	(33,875)	-
Transfer from work in progress	132,772	-
Transfer (to)/from other asset classes	-	-
	4,528,393	4,429,496
<i>Accumulated depreciation</i>		
Opening balance	(1,954,184)	(1,851,736)
Revaluation	-	(5,073)
Disposals	25,034	-
Depreciation expense	(81,385)	(97,375)
	(2,010,535)	(1,954,184)
Car parks - fair value	2,517,858	2,475,312

Accounting Policy

Car parks were revalued on 30 June 2020 by the Infrastructure Services Department of the Council. The revaluation was based on current replacement cost for each asset as the best estimate of fair value taking into consideration the remaining useful life of the asset.

Drainage

Opening balance	46,588,919	43,076,806
Revaluation	-	3,187,567
Disposal	(28,444)	(151,170)
Acquisitions	-	-
Transfer from work in progress	484,958	271,742
Contributed assets	-	203,974
Transfer (to)/from other asset classes	-	-
	47,045,433	46,588,919
<i>Accumulated depreciation</i>		
Opening balance	(17,879,320)	(16,319,050)
Revaluation	-	(1,203,690)
Disposal	15,411	77,718
Depreciation expense	(467,891)	(434,298)
	(18,331,800)	(17,879,320)
Drainage - fair value	28,713,634	28,709,600

Accounting Policy

Drainage was revalued on 30 June 2020 by the Infrastructure Services Department of the Council. The revaluation was based on current replacement cost for each asset as the best estimate of fair value taking into consideration the remaining useful life of the asset.

Total Infrastructure	310,955,100	308,184,211
Gross value	654,932,760	602,719,281
Accumulated depreciation	(197,598,485)	(158,670,098)
Total property, plant and infrastructure	457,334,274	444,049,183
Capital work in progress		
Opening balance	4,760,332	2,053,930
Additions	16,834,318	8,601,582
Transfers out	(9,640,909)	(5,895,180)
Closing balance - cost	11,953,741	4,760,332
Property, plant and equipment, infrastructure		
Infrastructure	457,334,274	444,049,183
Capital work in progress	11,953,741	4,760,332
Total Property, plant and equipment, infrastructure	469,288,015	448,809,515

NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021



Note 27 Property, plant and equipment, infrastructure (cont.)

Reconciliation of property, plant and equipment and infrastructure

2021	Balance at beginning of financial year	Acquisition of assets	Assets transferred to other entities	Transferred to expenses	Contributed Assets (Note 10)	Revaluation increments (decrements) (Note 35)	Depreciation and amortisation (Note 17)	Written down value of disposals	Transfers between classes	Transfers to Available for Sale	Transfers from work in progress	Balance at end of financial year
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Property												
Land	60,878,915	-	-	-	-	-	-	(1,112,561)	-	95,000	837,561	60,698,915
Total land	60,878,915	-	-	-	-	-	-	(1,112,561)	-	95,000	837,561	60,698,915
Buildings	71,972,066	-	-	-	-	10,804,115	(1,234,325)	(69,778)	-	-	494,788	81,966,866
Total buildings	71,972,066	-	-	-	-	10,804,115	(1,234,325)	(69,778)	-	-	494,788	81,966,866
Total property	132,850,981	-	-	-	-	10,804,115	(1,234,325)	(1,182,339)	-	95,000	1,332,349	142,665,781
Plant and Equipment												
Furniture and Equipment	489,679	210,201	-	-	-	-	(139,797)	-	-	-	5,556	565,639
Plant and Machinery	2,524,313	1,674,552	-	-	-	-	(991,980)	(59,129)	-	-	-	3,147,756
Total plant and equipment	3,013,992	1,884,753	-	-	-	-	(1,131,777)	(59,129)	-	-	5,556	3,713,395
Infrastructure												
Roads and Streets	218,471,587	-	-	-	-	-	(2,480,335)	(114,381)	-	-	2,421,189	218,298,060
Footpaths	24,287,005	-	-	-	-	-	(597,888)	(342,167)	-	-	2,350,138	25,697,089
Car Parks	2,475,312	-	-	-	-	-	(81,385)	(8,841)	-	-	132,772	2,517,858
Bridges	17,615,622	-	-	-	-	4,473	(453,118)	(11,180)	-	-	359,745	17,515,542
Drainage	28,709,600	-	-	-	-	-	(467,891)	(13,033)	-	-	484,958	28,713,634
Recreation	11,808,756	-	-	-	-	-	(496,185)	(239,375)	-	-	2,071,635	13,144,831
Environmental	4,816,328	-	-	-	-	-	(175,369)	-	-	-	427,127	5,068,086
Total infrastructure	308,184,211	-	-	-	-	4,473	(4,752,171)	(728,976)	-	-	8,247,564	310,955,100
Works in progress												
Land	837,561	-	-	-	-	-	-	-	-	-	(837,561)	-
Buildings	651,817	9,171,151	-	-	-	-	-	-	-	-	(494,788)	9,328,180
Environmental	16,925	94,054	-	-	-	-	-	-	-	-	(38,676)	72,303
Roads	832,551	2,926,827	-	-	-	-	-	-	-	-	(2,421,189)	1,338,189
Drainage	753,087	4,961	-	(12,531)	-	-	-	-	-	-	(484,958)	260,559
Footpaths	367,539	2,317,979	-	-	-	-	-	-	-	-	(2,350,138)	335,380
Car Parks	248,865	107,549	-	-	-	-	-	-	-	-	(132,772)	223,642
Recreation	214,353	2,132,516	-	(42,909)	-	-	-	-	-	-	(2,071,635)	232,325
Plant and Machinery	-	62,818	-	-	-	-	-	-	-	-	-	62,818
Furniture and Equipment	479,029	9,523	-	-	-	-	-	-	-	-	(394,007)	94,545
Bridges	358,605	6,940	-	-	-	-	-	-	-	-	(359,745)	5,800
Total works in progress	4,760,332	16,834,318	-	(55,440)	-	-	-	-	-	-	(9,585,469)	11,953,741
Total property, plant and equipment, infrastructure	448,809,516	18,719,071	-	(55,440)	-	10,808,588	(7,118,273)	(1,970,444)	-	95,000	-	469,288,015


Note 27 Property, plant and equipment, infrastructure (cont.)
Reconciliation of property, plant and equipment and infrastructure

2020	Balance at beginning of financial year	Acquisition of assets	Assets transferred to other entities	Transferred to expenses	Contributed Assets (Note 10)	Revaluation increments (decrements) (Note 35)	Depreciation and amortisation (Note 17)	Written down value of disposals	Transfer between classes	Transfer to available for sale	Transfers from work in progress	Balance at end of financial year
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Property												
Land	60,878,915	-	-	-	-	-	-	-	-	-	-	60,878,915
Total land	60,878,915	-	-	-	-	-	-	-	-	-	-	60,878,915
Buildings	71,390,394	-	-	-	-	-	(1,162,072)	(6,302)	30,312	-	1,719,735	71,972,067
Total buildings	71,390,394	-	-	-	-	-	(1,162,072)	(6,302)	30,312	-	1,719,735	71,972,067
Total property	132,269,309	-	-	-	-	-	(1,162,072)	(6,302)	30,312	-	1,719,735	132,850,982
Plant and Equipment												
Furniture and Equipment	483,787	88,205	-	-	-	-	(130,972)	-	-	-	48,659	489,679
Plant and Machinery	2,909,455	383,833	-	-	-	-	(753,461)	(15,514)	-	-	-	2,524,313
Total plant and equipment	3,393,242	472,038	-	-	-	-	(884,433)	(15,514)	-	-	48,659	3,013,992
Infrastructure												
Roads and Streets	232,779,552	-	-	-	194,686	(14,465,691)	(2,540,140)	(295,700)	(30,312)	-	2,829,193	218,471,587
Footpaths	24,732,561	-	-	-	54,801	(207,351)	(615,242)	(24,372)	-	-	346,608	24,287,005
Car Parks	2,905,338	-	-	-	-	(332,651)	(97,375)	-	-	-	-	2,475,312
Bridges	18,078,702	-	-	-	-	-	(463,080)	-	-	-	-	17,615,622
Drainage	26,757,756	-	-	-	203,974	1,983,877	(434,298)	(73,452)	-	-	271,742	28,709,600
Recreation	11,765,232	-	-	-	-	-	(493,100)	(1,192)	-	-	537,816	11,808,756
Environmental	4,923,336	-	-	-	-	-	(248,435)	-	-	-	141,427	4,816,328
Total infrastructure	321,942,477	-	-	-	453,461	(13,021,816)	(4,891,670)	(394,716)	(30,312)	-	4,126,786	308,184,211
Works in progress												
Land	449,430	397,563	-	-	-	-	-	-	-	-	(9,432)	837,561
Buildings	273,327	2,032,063	-	-	-	-	-	-	-	-	(1,653,573)	651,817
Environmental	3,046	155,306	-	-	-	-	-	-	-	-	(141,427)	16,925
Roads	819,718	3,371,366	-	-	-	-	-	-	-	-	(3,358,533)	832,551
Drainage	387,579	452,104	-	-	-	-	-	-	-	-	(86,596)	753,087
Footpaths	44,123	323,416	-	-	-	-	-	-	-	-	-	367,539
Car Parks	7,463	241,402	-	-	-	-	-	-	-	-	-	248,865
Recreation	20,506	790,728	-	-	-	-	-	-	-	-	(596,881)	214,353
Plant and Machinery	48,738	-	-	-	-	-	-	-	-	-	(48,738)	-
Furniture and Equipment	-	479,029	-	-	-	-	-	-	-	-	-	479,029
Bridges	-	358,605	-	-	-	-	-	-	-	-	-	358,605
Total works in progress	2,053,930	8,601,582	-	-	-	-	-	-	-	-	(5,895,180)	4,760,332
Total property, plant and equipment, infrastructure	459,658,958	9,073,620	-	-	453,461	(13,021,816)	(6,938,175)	(416,532)	-	-	0	448,809,515



Note 27 Property, plant and equipment, infrastructure (cont.)

Accounting policy

Recognition and measurement of assets

Acquisitions of assets are initially recorded at cost. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition.

Property, infrastructure, plant and equipment received in the form of contributions, are recognised as assets and revenues at fair value by Council valuation where that value exceeds the recognition thresholds for the respective asset class. Fair value is the price that would be received to sell the asset in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

The following classes of assets have been recognised. In accordance with Council's policy, the threshold limits detailed below have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year:

Land	\$5,000
Buildings	\$5,000
Roads and Streets	\$5,000
Footpaths	\$5,000
Car Parks	\$5,000
Bridges	\$5,000
Drainage	\$2,000
Furniture and Equipment	\$2,000
Plant and Machinery	\$2,000
Recreation	\$2,000
Environmental	\$2,000

Council has adopted the following valuation bases for its non-current assets:

Land	fair value
Buildings	fair value
Roads and Streets	fair value
Footpaths	fair value
Car Parks	fair value
Bridges	fair value
Drainage	fair value
Furniture and Equipment	cost
Plant and Machinery	cost
Recreation	fair value
Environmental	fair value

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and machinery and furniture and equipment, are measured at their fair value in accordance with AASB 116 Property, Plant & Equipment and AASB 13 Fair Value Measurement. At balance date, Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset class materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date the class of asset was revalued.

In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis to ensure valuations represent fair value. The valuation is performed either by experienced Council officers or independent experts.

Fair value valuations are determined in accordance with a valuation hierarchy in Note 46. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use on an asset result in changes to the permissible or practical highest and best use of the asset.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation surplus for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Impairment of assets

Impairment losses are recognised in the Statement of Comprehensive Income under other expenses.

Reversals of impairment losses are recognised in the Statement of Comprehensive Income under other revenue.

Land under roads

Council recognised the value of land under roads it controls at fair value.

Note 28 Right-to-use of assets

	Land	Plant and Equipment	Total
	\$	\$	\$
2021			
Opening Balance at 1 July 2020	107,005	87,896	194,901
Additions	44,525	-	44,525
Depreciation expense	(32,931)	(28,673)	(61,604)
Balance at 30 June 2021	118,599	59,223	177,822
2020			
Opening Balance at 1 Jul 2019	125,094	26,518	151,612
Additions	-	86,450	86,450
Depreciation expense	(18,089)	(25,072)	(43,161)
Balance at 30 June 2020	107,005	87,896	194,901



Note 28
Accounting policy
cont.

Right-to-use of assets

In contracts where Council is a lessee, Council recognises a right-of-use asset and a lease liability at the commencement date of the lease, unless the short-term or low-value exemption is applied. Refer to Note 33 for details on accounting policy of lease liability.

A right-of-use asset is initially measured at cost comprising the initial measurement of the lease liability adjusted for any lease payments made before the commencement date (reduced by lease incentives received), plus initial direct costs incurred in obtaining the lease and an estimate of costs to be incurred in dismantling and removing the underlying asset, restoring the site on which it is located or restoring the underlying asset to the condition required by the terms and conditions of the lease.

All right-of-use assets are measured as described in the accounting policy for property, infrastructure, plant and equipment in Note 27. Council applies AASB 136 to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss as described in Note 46.

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Group expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease.

\$ \$

Note 29 **Trade and other payables**

Materials and contracts	2,101,641	1,627,706
Rates and charges in advance	1,421,958	1,278,055
Accrued expenses	511,518	587,511
Total trade and other payables	4,035,117	3,493,272

Accounting policy - Trade and other payables

Liabilities are recognised for amounts to be paid in the future for goods and services provided to Council as at balance date whether or not invoices have been received. General Creditors are unsecured, not subject to interest charges and are normally settled within 14 days of invoice receipt.

Rates and charges in advance represents amounts received by Council prior to the commencement of the rating or charging period. Revenue is recognised by Council at the beginning of the rating or charge period to which the advance payment relates.

Note 30 **Trust funds and deposits**

Revenue in advance	133,219	88,253
Sundry deposits	243,202	243,203
Total trust funds and deposits	376,421	331,456

Accounting policy

Tender deposits

Amounts received as tender deposits and retention amounts controlled by Council are recognised as Trust funds until they are returned or forfeited.


Note 31 Provisions

	Employee benefits	Aged Person Home Units	Resource Recovery Centre Restoration	Total
2021	\$	\$	\$	\$
Balance at beginning of the financial year	3,308,096	1,739,719	1,785,372	6,833,187
Additional provisions	829,314	320,728	24,629	1,174,671
Amounts used	(925,815)	(135,603)	-	(1,061,418)
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	-	-	(126,885)	(126,885)
Balance at the end of the financial year	3,211,595	1,924,844	1,683,116	6,819,555

2020				
Balance at beginning of the financial year	2,769,534	1,802,610	1,762,113	6,334,257
Additional provisions	1,783,574	(70,882)	23,259	1,735,949
Amounts used	(1,245,012)	7,991	-	(1,237,022)
Balance at the end of the financial year	3,308,096	1,739,719	1,785,372	6,833,187

	2021 \$	2020 \$
(a) Employee benefits		
<i>Current provisions</i>		
Annual leave	774,676	762,228
Long service leave	1,584,083	1,513,397
Employee benefits (on-costs)	518,218	533,788
	2,876,977	2,809,413
<i>Non-current</i>		
Long service leave	280,955	418,894
Employee benefits (on-costs)	53,663	79,789
	334,618	498,683
Aggregate carrying amount of employee benefits:		
Current	2,876,977	2,809,413
Non-current	334,618	498,683
Total employee benefits	3,211,595	3,308,096

(i) Current		
- Short-term employee benefits, that fall due within 12 months after the end of the period measured at nominal value	774,676	762,228
- Other long-term employee benefits that do not fall due within 12 months after the end of the period measured at present value	1,584,083	1,513,397
- On-costs associated with employee benefits, that fall due within 12 months after the end of the period measured at present value.	518,218	533,788
	2,876,977	2,809,413
(ii) Non-current		
- Long service leave representing less than 10 years of continuous service measured at present value	334,618	498,683

The following assumptions were adopted in measuring the present value of employee benefits:

Weighted Average increase in employee costs	2.50%	2.50%
Weighted average discount rates	0.80%	0.52%
Weighted average settlement period (days)	10	10

Employee Numbers	145	154
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Accounting policy
Employee benefits
<i>i) Short term obligations</i>
Liabilities for wages and salaries, including non-monetary benefits and annual leave are expected to be wholly settled within 12 months after the end of the period in which the employees render the related service. Liabilities for wages and salaries are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liability for annual leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables.
<i>ii) Other long term employee benefit obligations</i>
The liability for long service leave and annual leave which is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service, is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, the experience of employee departures and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.


Note 31 Provisions (cont.)

The obligations are presented as current liabilities in the Statement of Financial Position if the entity does not have an unconditional right to defer settlement for at least 12 months after the reporting date, regardless of when the actual settlement is expected to occur.

iii) Sick leave

No accrual is made for sick leave as Council experience indicates that, on average, sick leave taken in each reporting period is less than the entitlement accruing in that period, and this experience is expected to recur in future reporting periods. Council does not make payment for untaken sick leave.

	2021 \$	2020 \$
(b) Aged Person Home Units		
Current provisions		
Aged Person Home Units	1,924,844	1,739,719
Total Aged Person Home Units	1,924,844	1,739,719
<i>Movement in provision</i>		
Opening balance	1,739,719	1,802,610
Contributions received	450,000	233,000
Refunds paid	(129,272)	(225,010)
Amortisation revenue recognised	(135,603)	(70,881)
Closing balance	1,924,844	1,739,719

Accounting policy

The liability for Aged Persons Units is comprised of contributions received from tenants upon entry to units owned by the Council. The contributions are amortised over a twenty year term on a straight line basis. The balance represents the unamortised portion of contributions received that Council would have to reimburse residents should the all units be vacated at 30 June 2021.

(c) Landfill restoration

Rehabilitation of Resource Recovery Centre	1,683,116	1,785,372
Total rehabilitation provisions	1,683,116	1,785,372
<i>Movement in provision</i>		
Opening balance	1,785,372	1,762,113
Unwinding of discount	24,629	23,259
Change in discount rate	(126,885)	-
Revaluation	-	-
Closing balance	1,683,116	1,785,372
Total provisions		
Current provisions	4,801,821	4,549,132
Non-current Provisions	2,017,734	2,284,055
Total provisions	6,819,555	6,833,187

Accounting policy

The Council is obligated to restore the Resource Recovery Centre landfill site at Lobster Creek Road to a particular standard. Infrastructure Services projections indicate that the Resource Recovery Centre at Lobster Creek Road will cease operations in 2040 and restoration work is expected to commence shortly thereafter. The forecast life of the Resource Recovery Centre is based on current estimates of remaining capacity and the forecast rate of infill. The provision for landfill restoration has been calculated based on the present value of the expected costs of works undertaken. In calculating the present value a discount rate of 1.9% (2.1% 2019-2020) has been used. The expected cost of works has been estimated based on current understanding of work required to reinstate the site to a suitable standard and budgeted costs for that work. Accordingly, the estimation of the provision required is dependant on the accuracy of the forecast, timing of the work, work required and the related costs. The unwinding of discount is the cost of rate fluctuations and increases/decreases in inflation over the period of the calculation. Council does not expect to receive reimbursement from a third party.

Note 32 Interest-bearing liabilities

Current loan liabilities	8,132,137	281,323
Non-current loan liabilities	5,629,187	10,761,323
Total interest bearing loans and borrowings	13,761,324	11,042,646

As part of the Government's response to the COVID-19 pandemic, the Treasurer has ensured that all councils have access to sufficient funding. On 15 June 2020 the Treasurer provided explicit support to the Tasmanian Public Finance Corporation for any loans advanced to local government authorities under the Local Government Loans Program. The Council took on an additional \$3 million of planned borrowings under this program in June 2021.



Note 32
cont.

Accounting policy

Interest bearing liabilities

The borrowing capacity of Council is limited by the LGA 1993. Interest bearing liabilities are initially recognised at fair value, net of transaction costs incurred. Subsequent to initial recognition these liabilities are measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the Statement of Comprehensive Income over the period of the liability using the effective interest method.

Interest is expensed as it accrues and no interest has been capitalised during the current or comparative reporting period. There have been no defaults or breaches of the loan agreement during the period. Borrowings are secured by way of mortgages over the general rates of the Council.



	2021 \$	2020 \$
Note 33 Lease liabilities		
Lease liabilities	194,519	201,378
	194,519	201,378
Current	49,378	39,896
Non-Current	145,141	161,482
Total lease liabilities	194,519	201,378

Lease liabilities are secured by the related underlying assets. Future minimum lease payments were as follows:

As at 30 June 2021	Minimum lease payments due						Total \$
	Within 1 Year \$	1-2 Years \$	2-3 Years \$	3-4 Years \$	4-5 Years \$	After 5 Years \$	
Lease payments	(49,378)	(47,287)	(43,024)	(42,103)	(8,113)	(18,300)	(208,205)
Finance charges	5,254	3,733	2,310	870	607	912	13,686
Net present value	(44,124)	(43,554)	(40,714)	(41,233)	(7,506)	(17,388)	(194,519)

As at 30 June 2020	Minimum lease payments due						Total \$
	Within 1 Year \$	1-2 Years \$	2-3 Years \$	3-4 Years \$	4-5 Years \$	After 5 Years \$	
Lease payments	(49,896)	(39,483)	(37,392)	(33,129)	(32,208)	(26,413)	(218,521)
Finance charges	5,184	4,090	2,957	1,883	803	2,226	17,143
Net present value	(44,712)	(35,393)	(34,435)	(31,246)	(31,405)	(24,187)	(201,378)

Accounting policy

Leases - Council as Lessee

The lease liability is measured at the present value of outstanding payments that are not paid at balance date, discounted by using the incremental borrowing rate set at a rated average interest rate on borrowings at 3.63%.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made.

Short-term leases and leases of low-value assets

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases, i.e. leases with a lease term of 12 months or less and leases of low-value assets i.e. when the value of the leased asset when new is \$10,000 or less. Council recognises the lease payments associated with these leases as expense on a straight-line basis over the lease term.

Note 34 Contract liabilities		
Current		
Funds received prior to performance obligation being satisfied (Upfront payments)	1,659,100	25,380
Total contract liabilities	1,659,100	25,380

Conditions on grants specifically for new or upgraded assets

Non-reciprocal grants which were obtained on the condition that they be expended for specified purposes or in a future period, but which are not yet expended in accordance with those conditions, are as follows:

Unexpended at the close of the previous reporting period	25,380	518,238
<i>Less: expended during the current period from revenues recognised in previous reporting periods</i>		
Ulverstone Recreation Ground irrigation	-	(47,038)
Ulverstone Recreation Ground Change Rooms	-	(621,200)
Turners Beach Shared Pathway	(25,380)	(174,620)
Ulverstone Child Care Centre improve facilities	-	(8,990)
	(25,380)	(851,848)
<i>Plus: amounts recognised as revenues in this reporting period but not yet expended in accordance with the conditions</i>		
Beach Road, Ulverstone - shared pathway	145,536	-
Gawler River Bridge Replacement	630,564	-
Riana Community Centre Toilet/Changerooms & Security	186,500	-
Ulverstone Skate Park construction	149,000	-
Ulverstone Sports & Leisure Centre Community Rooms	228,500	-
Ulverstone Showground Change Rooms	249,000	-
Public Showers	60,000	-
West Ulverstone Fish Cleaning Station	10,000	-
Ulverstone Recreation Ground Change Rooms	-	150,000
Turners Beach Shared Pathway	-	200,000
Ulverstone Child Care Centre improve facilities	-	8,990
	1,659,100	358,990
Unexpended grants at the close of this reporting period	1,659,100	25,380
Net increase (decrease) in non-reciprocal grant revenues for the year	1,633,720	25,380



Note 34 **Accounting policy**

cont. Council recognised the following contractual liabilities:

i) Grant funds received in advance includes the construction of a number of new community assets. The funds received are under an enforceable contract which requires Council to construct an identified asset which will be under Council's control on completion. The revenue is recognised as Council constructs the assets and the contract liability reflects the funding received which cannot yet be recognised as revenue. Revenue is expected to be recognised in the next 12 months.

Note 35

Reserves

	Balance at beginning of reporting year \$	Increment \$	(Decrement) \$	Balance at end of reporting year \$
(a) Asset revaluation reserve				
2021				
Property				
Land	25,370,590	-	-	25,370,590
Buildings	38,040,511	10,804,115	-	48,844,626
	63,411,101	10,804,115	-	74,215,216
Infrastructure, Plant and Equipment				
Roads and Streets, Car parks and Footpaths	159,720,736	-	-	159,720,736
Bridges	8,871,820	4,473	-	8,876,293
Furniture and Equipment	96,760	-	-	96,760
Drainage	18,345,181	-	-	18,345,181
Plant and Machinery	78,406	-	-	78,406
Recreation	856,245	-	-	856,245
Environmental	861,726	-	-	861,726
Associate - Dulverton Waste Management Authority (Note 21)	1,407,688	7	(19)	1,407,676
	190,238,562	4,481	(19)	190,243,024
Total asset revaluation reserve	253,649,662	10,808,596	(19)	264,458,240

2020				
Property				
Land	25,370,590	-	-	25,370,590
Buildings	38,040,511	-	-	38,040,511
	63,411,101	-	-	63,411,101
Infrastructure, Plant and Equipment				
Roads and Streets, Car parks and Footpaths	174,726,430	-	(15,005,694)	159,720,736
Bridges	8,871,820	-	-	8,871,820
Furniture and Equipment	96,760	-	-	96,760
Drainage	16,361,304	1,983,877	-	18,345,181
Plant and Machinery	78,406	-	-	78,406
Recreation	856,245	-	-	856,245
Environmental	861,726	-	-	861,726
Associate - Dulverton Waste Management Authority (Note 21)	1,346,644	61,044	-	1,407,688
	203,199,335	2,044,921	(15,005,694)	190,238,561
Total asset revaluation reserve	266,610,435	2,044,921	(15,005,694)	253,649,662

The asset revaluation reserve was established to capture the movements in asset valuations upon the periodic revaluation of Council's assets.

	Balance at beginning of reporting year \$	Increment \$	(decrement) \$	Balance at end of reporting year \$
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(b) Fair value reserve

2021				
Equity investments				
Investment in water corporation	324,042	5,372,766	-	5,696,808
Total fair value reserve	324,042	5,372,766	-	5,696,808
2020				
Equity investments				
Investment in water corporation	20,523,080	282,910	(20,481,948)	324,042
Total fair value reserve	20,523,080	282,910	(20,481,948)	324,042

Council has to designate its investment in TasWater as an equity investment at fair value through other comprehensive income. Subsequent changes in fair value are reflected in the reserve and will not be reclassified through the profit or loss when derecognised.



Note 35

Reserves (cont.)

	Balance at beginning of reporting year \$	Increment \$	(decrement) \$	Balance at end of reporting year \$
(c) Other reserves				
2021				
Asset replacement reserve	1,989,971	(203,522)	-	1,786,449
Fire service reserve	45,517	(1,077)	-	44,440
Garbage collection reserve	100,976	536,588	-	637,564
Special projects reserve	3,968,247	1,352,673	-	5,320,920
Total Other reserves	6,104,711	1,684,662	-	7,789,372
2020				
Asset replacement reserve	1,543,096	446,875	-	1,989,971
Fire service reserve	27,732	17,785	-	45,517
Garbage collection reserve	56,607	44,369	-	100,976
Special projects reserve	2,491,120	1,477,127	-	3,968,247
Total Other reserves	4,118,555	1,986,156	-	6,104,711

These reserves include funds reserved for the replacement of Roads and Streets, Plant and Machinery and Furniture and Equipment. The Council also transfers to or from other reserves any funds over recovered or under recorded from the activities of Garbage Collection, Fire Services and Special Projects.

	2021 \$	2020 \$
Total Reserves	277,944,420	260,078,416

Note 36

Reconciliation of cash flows from operating activities to surplus (deficit)

Result from continuing operations	13,771,720	1,000,206
Cash flows from financing activities	(13,613,424)	(1,374,251)
Less Capital Grants	158,296	(374,045)
<i>Non-cash Items</i>		
Contributions - non-monetary assets		
Depreciation/amortisation	7,222,543	7,024,002
Capitalised wages	(832,017)	(1,039,873)
(Profit)/loss on disposal of property, plant and equipment, infrastructure	(196,550)	205,653
Non Cash Contributions received from State Government	-	-
Non Cash asset transfer Contributions	(275,000)	(499,857)
Share of Profit in Associate	(1,169,389)	(972,286)
	4,749,588	4,717,639
<i>Change in assets and liabilities:</i>		
Decrease/(increase) receivables	(2,348,378)	(6,325)
Decrease/(increase) in other assets	(696,486)	37,376
Increase/(decrease) in payables	541,844	261,988
Increase/(decrease) in provisions	(126,969)	665,163
Increase/(decrease) in other liabilities	1,367,398	239,679
	(1,262,591)	1,197,881
Net cash provided by operating activities	3,645,293	5,541,475

Note 37

Reconciliation of cash and cash equivalents

Cash and cash equivalents (Note 23)	10,098,955	1,212,942
Total reconciliation of cash and cash equivalents	10,098,955	1,212,942

**Note 38 Superannuation**

Council makes superannuation contributions for a number of its employees to the Quadrant Defined Benefits Fund (the Fund). The Fund was a sub-fund of the Tasplan Superannuation Fund up to 31 March 2021. On 1 April 2021, the Tasplan Superannuation Fund merged (via a Successor Fund Transfer) into the MTAA Superannuation Fund to become Spirit Super. The Quadrant Defined Benefits Fund has been classified as a multi-employer sponsored plan. As the Fund's assets and liabilities are pooled and are not allocated by employer, the Actuary is unable to allocate benefit liabilities, assets and costs between employers. As provided under paragraph 34 of AASB 119 *Employee Benefits*, Council does not use defined benefit accounting for these contributions.

For the year ended 30 June 2021 the Council contributed 0.093% of employees' gross income to the Fund. Assets accumulate in the fund to meet member benefits as they accrue, and if assets within the fund are insufficient to satisfy benefits payable, the Council is required to meet its share of the deficiency.

Rice Warner Pty Ltd undertook the last actuarial review of the Fund at 30 June 2020. The review disclosed that at that time the net market value of assets available for funding member benefits was \$51,939,000, the value of vested benefits was \$43,411,000, the surplus over vested benefits was \$8,528,000, the value of total accrued benefits was \$43,562,000, and the number of members was 95. These amounts relate to all members of the Fund at the date of valuation and no asset or liability is recorded in the Tasplan Super's financial statements for Council employees.

The financial assumptions used to calculate the Accrued Benefits for the Fund were:

- Net Investment Return 3.75% p.a.
- Salary Inflation 2.75% p.a.
- Price Inflation n/a

The actuarial review concluded that:

- The value of assets of the Fund was adequate to meet the liabilities of the Fund in respect of vested benefits as at 30 June 2020.
- The value of assets of the Fund was adequate to meet the value of the liabilities of the Fund in respect of accrued benefits as at 30 June 2020.
- Based on the assumptions used, and assuming the Employer contributes at the levels described below, the value of the assets is expected to continue to be adequate to meet the value of the liabilities of the Fund in respect of vested benefits at all times during the period up to 30 June 2020.

Given the strong financial position of the Fund, the Actuary recommended that the Council consider a contribution holiday and contribute 0% of salaries from 1 July 2021 to 30 June 2024.

The Actuary will continue to undertake a brief review of the financial position of the Fund at the end of each financial year to confirm that the contribution rates remain appropriate. The next full triennial actuarial review of the Fund will have an effective date of 30 June 2023 and is expected to be completed late in 2023.

Council also contributes to other accumulation superannuation schemes on behalf of a number of employees; however the Council has no ongoing responsibility to make good any deficiencies that may occur in those schemes.

During the year Council made the required superannuation contributions for all eligible employees to an appropriate complying superannuation fund as required by the *Superannuation Guarantee (Administration) Act 1992*.

As required in terms of paragraph 148 of AASB 119 *Employee Benefits*, Council discloses the following details:

- The 2020 actuarial review used the "aggregate" funding method. This is a standard actuarial funding method. The results from this method were tested by projecting future fund assets and liabilities for a range of future assumed investment returns. The funding method used is consistent with the method used at the previous actuarial review in 2017.
Under the aggregate funding method of financing the benefits, the stability of the Councils' contributions over time depends on how closely the Fund's actual experience matches the expected experience. If the actual experience differs from that expected, the Councils' contribution rate may need to be adjusted accordingly to ensure the Fund remains on course towards financing members' benefits.
- In terms of Rule 27.4 of the Tasplan Trust Deed (Trust Deed), there is a risk that employers within the Fund may incur an additional liability when an Employer ceases to participate in the Fund at a time when the assets of the Fund are less than members' vested benefits. Each member of the Fund who is an employee of the Employer who is ceasing to Participate is required to be provided with a benefit at least equal to their vested benefit in terms of Rule 27.4 (b) (A). However, there is no provision in the Trust Deed requiring an employer to make contributions other than its regular contributions up to the date of cessation of contributions. This issue can be resolved by the Trustee seeking an Actuarial Certificate in terms of Rule 26.5 identifying a deficit and the Trustee determining in terms of Rule 26.3(c) that the particular employer should make the payment required to make good any shortfall before the cessation of participation is approved.
- The application of Fund assets on Tasplan being wound-up is set out in Rule 41.4. This Rule provides that expenses and taxation liabilities should have first call on the available assets. Additional assets will initially be applied for the benefit of the then remaining members and/or their Dependents in such manner as the Trustee considers equitable and appropriate in accordance with the Applicable Requirements (broadly, superannuation and taxation legislative requirements and other requirements as determined by the regulators).
The Trust Deed does not contemplate the Fund withdrawing from Tasplan. However it is likely that Rule 27.4 would be applied in this case (as detailed above).
- The Fund is a defined benefit Fund.
- The Quadrant Defined Benefits Fund has been classified as a multi-employer sponsored plan. As the Fund's assets and liabilities are pooled and are not allocated by employer, the Actuary is unable to allocate benefit liabilities, assets and costs between employers. Thus the Fund is not able to prepare standard AASB119 defined benefit reporting.
- During the reporting period the amount of contributions paid to defined benefits schemes was \$9,545 (2019-2020, \$13,495) and the amount paid to accumulation schemes was \$1,040,624 (2019-2019, \$1,060,020).
- During the next reporting period the expected amount of contributions to be paid to defined benefits schemes is \$9,262 and the amount to be paid to accumulation schemes is \$1,100,000.
- As reported above, Assets exceeded accrued benefits as at the date of the last actuarial review, 30 June 2020. Moderate investment returns, since that date, make it quite probable that this is still the position. The financial position of the Fund will be fully investigated at the actuarial review as at 30 June 2023.


Note 38 Superannuation (cont.)

- An analysis of the assets and vested benefits of sub-funds participating in the Scheme, prepared by Rice Warner Pty Ltd as at 30 June 2020, showed that the Fund had assets of \$51.94 million and members' Vested Benefits were \$43.41 million. These amounts represented 0.53% and 0.45% respectively of the corresponding total amounts for Tasplan.
- As at 30 June 2020 the Fund had 95 members and the total employer contributions and member contributions for the year ending 30 June 2020 were \$927,231 and \$235,365 respectively.

Council adopted reduced disclosure in relation to the Fund based on an assessment that the impact of non-disclosure is insignificant to users of the accounts. The assessment was based on the number of Council employees (8) that are members of the Fund and Council's contributions to the Fund (as noted above) in comparison to both the Fund's total members and contributions and Council's total employee numbers and superannuation contributions. In addition, the Fund is currently in surplus. If the Fund's position changes, the need for increased disclosure will be considered.

	2021 \$	2020 \$
Fund		
Defined benefits fund		
Employer contributions to Quadrant Defined Benefit Scheme (Spirit)	9,545	13,495
	9,545	13,495
Accumulation funds		
Employer contributions to Accumulation funds *	1,040,624	1,060,020
	1,050,170	1,073,515

* Accumulated funds are not disclosed in detail due to the private nature of individual self managed superannuation schemes.

i) Defined benefit plans

A liability or asset in respect of defined benefit superannuation plans would ordinarily be recognised in the Statement of Financial Position, and measured as the present value of the defined benefit obligation at the reporting date plus unrecognised actuarial gains (less unrecognised actuarial losses) and less the fair value of the superannuation fund's assets at that date and any unrecognised past service cost. The present value of the defined benefit obligation is based on expected future payments which arise from membership of the fund to the reporting date, calculated annually by independent actuaries using the projected unit credit method. Consideration is given to expected future wage and salary levels, the experience of employee departures and periods of service. However, when this information is not reliably available, Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, i.e. as an expense when it becomes payable.

Council makes superannuation contributions for a number of its employees to the Tasplan Defined Benefits Fund, which is a sub-fund of the Quadrant Superannuation Scheme. The Tasplan Defined Benefits Fund has been classified as a multi-employer sponsored plan. As the Fund's assets and liabilities are pooled and are not allocated by employer, the Actuary is unable to allocate benefit liabilities, assets and costs between employers. As provided under paragraph 32(b) of AASB 119 Employee Benefits, Council does not use defined benefit accounting for these contributions.

ii) Defined contribution plans

Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

Note 39 Commitments
Capital Expenditure Commitments

Buildings	2,252,050	700,003
Roads, streets, footpaths & carparks	1,070,812	1,048,903
Parks & Amenities	542,435	-
Plant & Equipment	102,400	447,542
Total Capital expenditure commitments	3,967,697	2,196,448

Contractual commitments

Less than 12 months	5,111,751	3,082,846
Between 12 months and 2 years	793,744	1,336,047
More than 2 years	396,872	1,190,616
Total contractual commitments	6,302,367	5,609,509

Note 40 Contingent liabilities and contingent assets

Council is not aware of any contingent assets or liabilities at 30 June 2021.

Note 41 Financial Instruments

(a) Accounting Policy, terms and conditions

Recognised financial instruments	Note	Accounting Policy	Terms and Conditions
Financial assets			
Cash, cash equivalents and investments	23	<p>Cash on hand and at bank and money market call accounts are valued at face value.</p> <p>Interest is recognised as it accrues.</p> <p>Investments are held to maximise interest returns of surplus cash.</p>	<p>The interest rate on on call deposits at balance date ranged between 0.2% and 0.5% (0.5% and 0.75% in 2019-2020).</p> <p>Funds returned fixed interest rate of between 1.56% and 2.56% (1.78% and 2.46% in 2019-2020) net of fees.</p>
Trade and other receivables			
Other debtors	24	<p>An impairment loss is not recognised on rates receivable.</p> <p>Receivables are carried at amortised cost using the effective interest method. A provision for impairment is recognised when there is objective evidence that an impairment loss has occurred.</p> <p>Collectability of overdue accounts is assessed on an ongoing basis.</p>	<p>Unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold.</p> <p>General debtors are unsecured and arrears do not attract interest.</p>
Equity investments			
Investment in Water Corporation	22	<p>The investment in TasWater is valued at its fair value at balance date. Fair value was determined by using Council's ownership interest against the water corporation's net asset value at balance date.</p>	<p>Investment in TasWater provided return of 0.71% excluding unrealised gains/losses.</p>
Financial Liabilities			
Trade and other payables	29	<p>Liabilities are recognised for amounts to be paid in the future for goods and services provided to Council as at balance date whether or not invoices have been received.</p>	<p>General Creditors are unsecured, not subject to interest charges and are normally settled within 30 days of invoice receipt.</p>
Interest-bearing loans and borrowings	32	<p>Loans are carried at their principal amounts, which represent the present value of future cash flows associated with servicing the debt. Interest is accrued over the period it becomes due and recognised as part of payables.</p>	<p>Borrowings are secured by way of mortgages over the general rates of the Council.</p> <p>The weighted average interest rate on borrowings is 2.79% in 2020-2021 (3.62% in 2019-2020).</p>

Note 41 Financial Instruments (cont.)

(b) Interest Rate Risk

The exposure to interest rate risk and the effective interest rates of financial assets and non-lease financial liabilities, both recognised and unrecognised, at balance date are as follows:

2021	Weighted average interest rate	Floating interest rate	Fixed interest maturing in:			Non-interest bearing	Total
			1 year or less	Over 1 to 5 years	More than 5 years		
Financial assets							
Cash and cash equivalents	0.35%	10,098,955	-	-	-	-	10,098,955
Investments	2.10%		7,361,540				7,361,540
Trade and other receivables		-	-	-	-	2,979,220	2,979,220
Accrued Revenue		-	-	-	-	178,771	178,771
Investment in water corporation		-	-	-	-	72,186,956	72,186,956
Total financial assets		10,098,955	7,361,540	-	-	75,344,947	92,805,443
Financial liabilities							
Trade and other payables		-	-	-	-	4,035,117	4,035,117
Trust funds and deposits		-	-	-	-	376,421	376,421
Interest-bearing loans and borrowings	2.79%	-	8,132,137	1,526,360	4,102,827	-	13,761,324
Total financial liabilities		-	8,132,137	1,526,360	4,102,827	4,411,538	18,172,862
Net financial assets (liabilities)		10,098,955	(770,597)	(1,526,360)	(4,102,827)	70,933,409	74,632,581

2020	Weighted average interest rate	Floating interest rate	Fixed interest maturing in:			Non-interest bearing	Total
			1 year or less	Over 1 to 5 years	More than 5 years		
Financial assets							
Cash and cash equivalents	0.63%	1,212,942	-	-	-	-	1,212,942
Investments	2.12%	-	4,262,887	6,015,769	-	-	10,278,656
Trade and other receivables		-	-	-	-	630,842	630,842
Accrued Revenue		-	-	-	-	182,093	182,093
Investment in water corporation		-	-	-	-	66,814,189	66,814,189
<i>Total financial assets</i>		1,212,942	4,262,887	6,015,769	-	67,627,124	79,118,722
Financial liabilities							
Trade and other payables		-	-	-	-	2,215,217	2,215,217
Trust funds and deposits		-	-	-	-	331,456	331,456
Interest-bearing loans and borrowings	3.62%	-	281,330	8,854,590	1,906,726	-	11,042,646
<i>Total financial liabilities</i>		-	281,330	8,854,590	1,906,726	2,546,673	13,589,319
Net financial assets (liabilities)		1,212,942	3,981,557	(2,838,821)	(1,906,726)	65,080,451	65,529,403

Note 41 Financial Instruments (cont.)

(c) Fair Value

The aggregate net fair values of financial assets and financial liabilities, both recognised and unrecognised, at balance date are as follows:

Financial Instruments	Total carrying amount as per Balance Sheet		Aggregate net fair value	
	2021 \$	2020 \$	2021 \$	2020 \$
<i>Financial assets</i>				
Cash at bank and on hand	10,098,955	1,212,942	10,098,955	1,212,942
Investments	7,361,540	10,278,656	7,361,540	10,278,656
Trade and other receivables	2,979,220	630,842	2,979,220	630,842
Accrued revenue	178,771	182,093	178,771	182,093
Investment in water corporation	72,186,956	66,814,189	72,186,956	66,814,189
Total financial assets	92,805,442	79,118,722	92,805,442	79,118,722
<i>Financial liabilities</i>				
Payables	4,035,117	2,215,217	4,035,117	2,215,217
Other liabilities	376,421	331,456	376,421	331,456
Interest-bearing loans and borrowings	13,761,324	11,042,646	13,761,324	11,042,646
Lease liabilities	194,519	176,285	194,519	176,285
Total financial liabilities	18,367,381	13,765,604	18,367,381	13,765,604

(d) Credit Risk

The maximum exposure to credit risk at balance date in relation to each class of recognised financial asset is represented by the carrying amount of those assets as indicated in the Statement of Financial Position.

(e) Risks and mitigation

The risks associated with our main financial instruments and our policies for minimising these risks are detailed below.

Market risk

Market risk is the risk that the fair value or future cash flows of our financial instruments will fluctuate because of changes in market prices. Council's exposures to market risk are primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk. Components of market risk to which we are exposed are discussed below.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Interest rate risk arises from interest bearing financial assets and liabilities that we use. Non derivative interest bearing assets are predominantly short term liquid assets. Our interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes us to fair value interest rate risk.

We manage the interest rate exposure on our debt portfolio by appropriate budgeting strategies and obtaining approval for borrowings from the Department of Treasury and Finance each year.

Investment of surplus funds is made with approved financial institutions under the *LGA 1993*. We manage interest rate risk by adopting an investment policy that ensures:

- conformity with State and Federal regulations and standards;
- capital protection;
- appropriate liquidity;
- diversification by credit rating, financial institution and investment product;
- monitoring of return on investment;
- benchmarking of returns and comparison with budget.

Maturity will be staggered to provide for interest rate variations and to minimise interest rate risk.

Note 41 Financial Instruments (cont.)

Credit risk

Credit risk arises from Council's financial assets, which comprise cash and cash equivalents, and trade and other receivables. Council's exposure to credit risk arises from potential default of the counterparty, with a maximum exposure equal to the carrying amount of these instruments. Exposure at balance date is addressed in each applicable policy note. Council generally trades with recognised, creditworthy third parties, and as such collateral is generally not requested, nor is it Council's policy to securitise its trade and other receivables.

It is Council's policy that some customers who wish to trade on credit terms are subject to credit verification procedures including an assessment of their credit rating, financial position, past experience and industry reputation.

In addition, receivable balance are monitored on an ongoing basis with the result that Council's exposure to bad debts is not significant.

Council may also be subject to credit risk for transactions which are not included in the Statement of Financial Position, such as when Council provides a guarantee for another party. Details of our contingent liabilities are disclosed in Note 40.

We only invest surplus funds with financial institutions which have a recognised credit rating specified in our Investment Policy.

Credit quality of contractual financial assets that are neither past due nor impaired

	Financial Institutions	Government agencies	Other	Total
2021				
Cash and cash equivalents	10,098,955	-	-	10,098,955
Investments and other financial assets	7,361,540	-	-	7,361,540
Trade and other receivables	-	2,497,715	481,505	2,979,220
Total contractual financial assets	17,460,495	2,497,715	481,505	20,439,715
2020				
Cash and cash equivalents	1,212,942	-	-	1,212,942
Investments and other financial assets	10,278,656	-	-	10,278,656
Trade and other receivables	-	276,883	353,959	630,842
Total contractual financial assets	11,491,598	276,883	353,959	12,122,440

Ageing of Trade and Other Receivables

At balance date other debtors representing financial assets were past due but not impaired. These amounts relate to a number of independent customers for whom there is no recent history of default. The ageing of the Council's Trade and Other Receivables was:

	2021 \$	2020 \$
Current (not yet due)	2,442,608	42,990
Past due by up to 30 days	42,563	11,945
Past due between 31 and 60 days	8,998	6,404
Past due between 61 and 90 days	1,487	6,406
Past due by more than 90 days	104,280	101,740
Rates receivable	156,570	186,549
Net GST and loans	222,715	276,883
Total Trade & Other Receivables	2,979,220	632,917

Ageing of individually impaired Trade and Other Receivables

At balance date, other debtors representing financial assets with a nominal value of \$0.00 (2019-2020: \$0.00) were impaired. The amount of the provision raised against these debtors was \$0.00 (2019-2020: \$0.00). The individually impaired debtors relate to general and sundry debtor and have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

Liquidity risk

Liquidity risk includes the risk that, as a result of our operational liquidity requirements:

- we will not have sufficient funds to settle a transaction on the date;
- we will be forced to sell financial assets at a value which is less than what they are worth; or
- we may be unable to settle or recover a financial assets at all.



Note 41 Financial Instruments (cont.)

To help reduce these risks we:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

The table below lists the contractual maturities for Financial Liabilities.

These amounts represent the discounted cash flow payments (ie principal only).

2021	less than 1 year \$	1-5 Years \$	More than 5 years \$	Contracted Cash Flow \$	Carrying Amount \$
Trade and other payables	4,035,117	-	-	4,035,117	4,035,117
Trust funds and deposits	376,421	-	-	376,421	376,421
Leases	44,124	133,007	17,388	194,519	194,519
Interest-bearing loans and borrowings	8,132,137	1,526,360	4,102,827	13,761,324	13,761,324
Total financial liabilities	12,587,799	1,659,367	4,120,215	18,367,381	18,367,381

2020	less than 1 year \$	1-5 Years \$	More than 5 years \$	Contracted Cash Flow \$	Carrying Amount \$
Trade and other payables	2,215,217	-	-	2,215,217	2,215,217
Trust funds and deposits	331,456	-	-	331,456	331,456
Leases	35,391	119,894	21,000	176,285	176,285
Interest-bearing loans and borrowings	281,323	8,854,590	1,906,726	11,042,646	11,042,639
Total financial liabilities	2,863,387	8,974,484	1,927,726	13,765,604	13,765,597

(f) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, the Council believes the following movements are 'reasonably possible' over the next 12 months (Base rates are sourced from Reserve Bank of Australia):

- A parallel shift of + 1% and -0.5% in market interest rates (AUD) from year-end borrowing rates of 2.7%.

The table below discloses the impact on net operating result and equity for each category of financial instruments held by Council at year-end, if the above movements were to occur.

Note 41 Financial Instruments (cont.)

		Interest rate risk			
		+1 %		-0.5 %	
		100 basis points		-50 basis points	
2021	\$	Profit \$	Equity \$	Profit \$	Equity \$
Financial assets:					
Cash and cash equivalents	10,098,955	100,990	100,990	(50,495)	(50,495)
Investment	7,361,540	73,615	73,615	(36,808)	(36,808)
Financial liabilities:					
Leases	194,519	(1,945)	(1,945)	973	973
Interest-bearing loans and borrowings	13,761,324	(137,613)	(137,613)	68,807	68,807

		Interest rate risk			
		+1 %		-0.5 %	
		100 basis points		-50 basis points	
2020	\$	Profit \$	Equity \$	Profit \$	Equity \$
Financial assets:					
Cash and cash equivalents	1,212,942	12,129	12,129	(6,065)	(6,065)
Investment	10,278,656	102,787	102,787	(51,393)	(51,393)
Financial liabilities:					
Leases	201,378	(2,014)	(2,014)	1,007	1,007
Interest-bearing loans and borrowings	11,042,646	(110,426)	(110,426)	55,213	55,213


Note 42 Events occurring after balance date

There were no events occurring after balance date that will affect these accounts.

Note 43 Related party transactions
(i) Responsible Persons

Names of persons holding the position of a Responsible Person at the Council at any time during the year are:

Jan Bonde - Mayor
Garry Carpenter - Deputy Mayor
Amanda Diprose
Tony van Rooyen
Philip Viney
John Beswick
Cheryl Fuller
Casey Hiscutt
Annette Overton

General Manager Sandra Ayton

(ii) Remuneration and Emolument of Councillors

2021	Allowances	Vehicles ²	Super- annuation ¹	Total Compensation AASB 124	Expenses ³	Total allowances and expenses section 72
	\$	\$	\$	\$	\$	\$
Mayor	79,828	-	-	79,828	3,067	82,895
Deputy Mayor	40,631	-	-	40,631	3,067	43,698
Councillors	159,652	-	-	159,652	21,472	181,124
Total	280,111	-	-	280,111	27,606	307,717

2020	Allowances	Vehicles ²	Super- annuation ¹	Total Compensation AASB 124	Expenses ³	Total allowances and expenses section 72
	\$	\$	\$	\$	\$	\$
Mayor	79,168	-	-	79,168	3,198	82,366
Deputy Mayor	40,313	-	-	40,313	3,198	43,511
Councillors	158,246	-	-	158,246	31,986	190,232
Total	277,727	-	-	277,727	38,382	316,109

¹ Superannuation is not provided for or paid on Councillor allowances.

² Includes total cost of providing and maintaining vehicles provided for private use, including registration, insurance, fuel and other consumables, maintenance cost and parking (including notional value of parking provided at premises that are owned or leased and fringe benefits tax). The vehicle provided to the Mayor is for Council business only.

³ Councillor expense items detailed in the table above, relate to all Councillors, including the Mayor and Deputy Mayor. These costs are not allocated to individual positions and relate to expenses such as Councillor laptops, phones and phone allowances and conferences, accommodation and LGAT registrations. Section 72(1)(b) of the *Local Government Act 1993* requires the disclosure of expenses paid to Councillors.

(iii) Key Management Personnel Remuneration

2021	Number of positions	Number of officers	Short term employee benefits \$	Post employment benefits \$	Total \$
\$140,000 - \$160,000	1	1	138,907	13,738	152,645
\$160,001 - \$180,000	-	-	-	-	-
\$180,001 - \$200,000	1	1	150,241	33,624	183,865
\$260,001 - \$280,000	1	1	258,596	15,703	274,299
Total	3	3	547,744	63,065	610,809

2020	Number of positions	Number of officers	Short term employee benefits \$	Post employment benefits \$	Total \$
\$140,000 - \$160,000	-	-	-	-	-
\$160,001 - \$180,000	-	-	-	-	-
\$180,001 - \$200,000	3	7	393,344	93,597	486,941
\$260,001 - \$280,000	1	1	258,641	14,010	272,651
Total	4	8	651,985	107,607	759,592

Short term employee benefits include Salary, Short-term Incentive Payments, Vehicles & Other Allowances and Benefits.

Post employment benefits include Superannuation, Termination Benefits and Other Long term Benefits.

The number of officers included in the KMP was high in the prior year due to staff vacancies in senior positions.

**Note 43 Related party transactions (cont.)****(iv) Remuneration Principles****Councillors**

Councillors Emoluments have been made in accordance with Council's decision regarding payment of Councillors Allowances and the reimbursement of any expenses to the Councillors.

Senior Employees

The Council has designated the General Manager and the Directors as being senior employees. The employment terms and conditions of senior employees are contained in either individual employment contracts or detailed letters of appointment and prescribe total remuneration, superannuation, annual and long service leave, vehicle and salary sacrifice provisions. In addition to their salaries, the Council contributes to post-employment superannuation plans on their behalf.

The performance of each senior employee, including the General Manager, is reviewed annually which includes a review of their remuneration package.

- (v) In accordance with s84(2)(b) of the *LGA 1993*, no interests have been notified to the General Manager in respect of any body or organisation with which the Council has major financial dealings.

(vi) Transactions with related parties - 2020-2021

During the period there have been no transactions with declared related parties.

<i>Nature of the transaction</i>	<i>Amount of the transactions during the year</i>	<i>Outstanding balances, including commitments at year end</i>	<i>Terms and conditions</i>	<i>Provisions for doubtful debts related outstanding balances</i>
	\$0	-		

(vii) Transactions with Associates - 2020-2021

Council's interest in associates are detailed in Note 21.

The following transactions occurred with Dulverton Regional Waste Management Authority:

<i>Nature of the transaction</i>	<i>Amount of the transactions during the year</i>	<i>Outstanding balances, including commitments at year end</i>	<i>Terms and conditions</i>
<i>Waste disposal services</i>	\$931,956	\$76,189	<i>30-day terms on invoices</i>
<i>National Taxation Equivalent Regime (NTER)</i>	\$359,680	-	<i>As per Section 71 of the Government Business Enterprises Act 1995</i>
<i>Dividends</i>	\$243,012	-	<i>As determined by the Board of Dulverton Regional Waste Management Authority</i>

(viii) Transactions with related parties that have not been disclosed

Most of the entities and people that are related parties of Council live and operate within the municipality. Therefore, on a regular basis ordinary citizen transactions occur between Council and its related parties. Some examples include:

- Payment of rates on a primary residence
- Dog registration

Council has not included these types of transaction in its disclosure, where they are made on the same terms and conditions available to the general public.

Note 44 Significant Business Activities

The operating capital and competitive neutrality costs of the Council's significant business activities.

	Child Care Services 2021 \$	2020 \$
<i>Revenue</i>		
Child care fees	702,101	556,445
Contributions	1,484,755	1,308,922
Total Revenue	2,186,856	1,865,367
<i>Expenditure</i>		
Employee Costs	1,125,330	941,543
Materials and Contracts	340,014	312,343
<i>Indirect</i>		
Administration overhead	465,070	376,585
Total Expenses	1,930,414	1,630,471
<i>Capital Costs</i>		
Depreciation and amortisation	17,758	11,855
Opportunity cost of capital	124,664	105,981
Total Capital Costs	142,422	117,836
Competitive Neutrality Costs	71,605	66,913

Accounting policy

Significant business activities

Council is required to report the operating, capital and competitive neutrality costs in respect of each significant business activity undertaken by the Council. Council's disclosure is reconciled above. Council has determined that the provision of Child Care services, as defined above, is considered a significant business activity. Competitive neutrality costs include notional costs, i.e. income tax equivalent, rates and loan guarantees. In preparing the information disclosed in relation to significant business activities, the following assumptions have been applied:

- The notional opportunity cost of capital was calculated by applying an interest rate of 6.5% which the Council has determined as an appropriate interest rate adjusted for a risk margin.
- Taxation equivalents were calculated by an applicable taxation rate of 30% applied to the activity's notional accounting profit before abnormal items.
- Notional Council rates and land tax have been calculated using actual rates and charges set by the Council and government for the current financial period.
- Loan guarantee fees were calculated on the average loan outstanding for each activity multiplied by the loan guarantee fee rate of 0.45% that is determined by the Department of Treasury and Finance.
- The impact of Fringe Benefit Tax credits, stamp duty and other taxes were deemed to be immaterial and have not been included.

NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

Note 45 Management indicators

(a) Underlying surplus or deficit

	Benchmark	2021 \$'000	2020 \$'000	2019 \$'000	2018 \$'000
Net result for the year		13,772	1,000	1,172	18,106
Less non-operating income					
Capital grants specifically for new or upgraded assets or grants received in advance		(881)	(1,276)	(1,096)	(4,094)
Contributions capital		(12,724)	(1,327)	(727)	(13,608)
Net gain/(loss) on disposal of assets		(306)	-	293	(58)
Section 137 Sale Proceeds		(53)	-	-	-
Add non-operating expenses					
COVID-19 Expenses		-	97	-	-
Underlying surplus/(deficit)	>0	(192)	(1,506)	(358)	(346)

*The intent of the underlying result is to show the outcome of a council's normal or usual day to day operations.

Recurrent income excludes income received specifically for new or upgraded assets, physical resources received free of charge or other income of a capital nature.

(b) Underlying surplus ratio

		2021 \$'000	2020 \$'000	2019 \$'000	2018 \$'000
Underlying surplus or deficit		(192)	(1,506)	(358)	987
Recurrent income		29,396	28,922	28,378	27,401
Underlying surplus ratio %	>0%	-0.65%	-5.21%	-1.26%	3.60%

This ratio serves as an overall measure of financial operating effectiveness and is an expression of the quality of the underlying surplus.

The Council targets achieving an underlying surplus as a key financial strategy as set out in the long-term financial planning.

(c) Net financial liabilities

		2021 \$'000	2020 \$'000	2019 \$'000	2018 \$'000
Liquid assets less		20,440	12,122	12,036	13,095
Total liabilities		(26,846)	(21,927)	(18,754)	(18,482)
Net financial liabilities	0	(6,406)	(9,805)	(6,718)	(5,387)

This measure shows whether Council's total liabilities can be met by its liquid assets. An excess of total liabilities over liquid assets means that, if all liabilities fell due at once, additional revenue would need to fund the shortfall.

(d) Net Financial liabilities ratio

		2021 \$'000	2020 \$'000	2019 \$'000	2018 \$'000
Net financial liabilities		(6,406)	(9,805)	(6,718)	(5,387)
Recurrent income*		29,396	28,922	28,378	27,401
Net financial liabilities ratio %	0% - (50%)	-21.8%	-33.9%	-23.7%	-19.7%

This ratio indicates the net financial obligations of Council compared to its recurrent income. This is a measure of the quality of the net financial liability position.

(e) Asset consumption ratio

An asset consumption ratio has been calculated in relation to each asset class required to be included in the long-term strategic asset management plan of Council.

		2021 \$'000	2020 \$'000	2019 \$'000	2018 \$'000
Buildings					
Fair Value (Carrying Amount)		81,967	71,972	71,390	66,245
Current replacement cost		158,313	112,007	110,272	105,980
Asset consumption ratio %	60%	51.8%	64.3%	64.7%	62.5%
Roads and Streets					
Fair Value (Carrying Amount)		218,298	218,472	232,780	233,141
Current replacement cost		268,910	267,675	286,404	286,226
Asset consumption ratio %	60%	81.2%	81.6%	81.3%	81.5%
Footpaths					
Fair Value (Carrying Amount)		25,697	24,287	24,733	23,254
Current replacement cost		41,235	39,359	38,711	37,026
Asset consumption ratio %	60%	62.3%	61.7%	63.9%	62.8%

Note 45 Management indicators (cont.)

		2021 \$'000	2020 \$'000	2019 \$'000	2018 \$'000
<i>Bridges</i>					
Fair Value (Carrying Amount)		17,516	17,616	18,079	16,761
Current replacement cost		32,877	32,707	32,707	30,845
Asset consumption ratio %	60%	53.3%	53.9%	55.3%	54.3%
<i>Drainage</i>					
Fair Value (Carrying Amount)		28,714	28,710	26,758	26,027
Current replacement cost		47,045	46,589	43,077	41,957
Asset consumption ratio %	60%	61.0%	61.6%	62.1%	62.0%
<i>Other Infrastructure assets</i>					
Fair Value (Carrying Amount)		20,731	19,100	19,594	26,309
Current replacement cost		33,263	31,673	31,388	36,440
Asset consumption ratio %	60%	62.3%	60.3%	62.4%	72.2%

This ratio indicates the level of service potential available in Council's existing asset base.

The Council has an overall asset consumption rate of 60.7% which is above the benchmark of 60%. Bridges is the only category that falls below this benchmark and it is only marginally below. This is due to an asset renewal and upgrade program in place for Bridges in the Long-term Financial Plan and this ratio should improve over time back above the benchmark.

(f) Asset renewal funding ratio

An asset renewal funding ratio has been calculated in relation to each asset class required to be included in the long-term strategic asset management plan of Council.

		2021 \$'000	2020 \$'000	2019 \$'000	2018 \$'000
<i>Buildings</i>					
Projected capital funding outlays**		8,003	6,177	6,328	6,122
Projected capital expenditure funding***		8,003	6,177	6,328	6,122
Asset renewal funding ratio %	100%	100%	100%	100%	100%
<i>Roads and Streets</i>					
Projected capital funding outlays**		27,012	25,400	21,868	26,140
Projected capital expenditure funding***		27,012	25,400	21,868	26,140
Asset renewal funding ratio %	100%	100%	100%	100%	100%
<i>Footpaths</i>					
Projected capital funding outlays**		2,540	2,350	2,500	2,390
Projected capital expenditure funding***		2,540	2,350	2,500	2,390
Asset renewal funding ratio %	100%	100%	100%	100%	100%
<i>Bridges</i>					
Projected capital funding outlays**		6,111	3,300	6,390	3,595
Projected capital expenditure funding***		6,111	3,300	6,390	3,595
Asset renewal funding ratio %	100%	100%	100%	100%	100%
<i>Drainage</i>					
Projected capital funding outlays**		3,259	2,800	2,223	2,606
Projected capital expenditure funding***		3,259	2,800	2,223	2,606
Asset renewal funding ratio %	100%	100%	100%	100%	100%
<i>Car parks</i>					
Projected capital funding outlays**		2,672	2,400	2,995	2,853
Projected capital expenditure funding***		2,672	2,400	2,995	2,852
Asset renewal funding ratio %	100%	100%	100%	100%	100%
<i>Recreation</i>					
Projected capital funding outlays**		8,105	6,244	5,146	6,665
Projected capital expenditure funding***		8,105	6,244	5,146	6,665
Asset renewal funding ratio %	100%	100%	100%	100%	100%
<i>Other infrastructure assets</i>					
Projected capital funding outlays**		1,677	1,591	610	1,275
Projected capital expenditure funding***		1,677	1,591	610	1,275
Asset renewal funding ratio %	100%	100%	100%	100%	100%

Note 45 Management indicators (cont.)

** Current value of projected capital funding outlays for an asset identified in Council's long-term financial plan.

*** Value of projected capital expenditure funding for an asset identified in Council's long-term strategic asset management plan.

This ratio measures Council's capacity to fund future asset replacement requirements.

For the 2018, 2019, 2020 and 2021 financial years the Council prepared Long-term Financial Plans based on the information that the Infrastructure Services Department used to develop their 10 year forward works programs for renewals and upgrades of existing assets. Consequently the funding for renewals and upgrades in the Long-term Financial Plan and the projected outlays for renewals and upgrades in the asset management plans are identical.

(g) Asset sustainability ratio		2021 \$'000	2020 \$'000	2019 \$'000	2018 \$'000
<u>Capex on replacement/renewal of existing assets</u>		4,576	5,251	5,641	8,790
Annual depreciation expense		7,118	6,938	6,898	6,558
Asset sustainability ratio %	100%	64%	76%	82%	134%

This ratio calculates the extent to which Council is maintaining operating capacity through renewal of their existing asset base.

2021	Capital renewal expenditure	Capital new/upgrade expenditure	Total capital expenditure
	\$	\$	\$
Asset Renewal program	4,576	14,143	18,719
Total	4,576	14,143	18,719
2020	Capital renewal expenditure	Capital new/upgrade expenditure	Total capital expenditure
	\$	\$	\$
Asset Renewal program	5,251	3,822	9,073
Total	5,251	3,822	9,073



Note 46 Fair Value Measurements

Council measures and recognises the following assets at fair value on a recurring basis:

- Land
- Buildings
- Roads and streets including footpaths and car parks
- Bridges
- Drainage
- Other infrastructure assets
- Investment in Water Corporation.

Council does not measure any liabilities at fair value on a recurring basis.

Council also has assets measured at fair value on a non-recurring basis as a result of being reclassified as assets held for sale. These comprise surplus land as disclosed in Note 25. A description of the valuation techniques and the inputs used to determine the fair value of this land is included below under the heading Land held for sale.

(a) Fair Value Hierarchy

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a level in the fair value hierarchy as follows:

Level 1	Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.
Level 2	Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.
Level 3	Unobservable inputs for the asset or liability.

The table below shows the assigned level for each asset and liability held at fair value by the Council. The table presents the Council's assets and liabilities measured and recognised at fair value at 30 June 2021.

The fair values of the assets are determined using valuation techniques which maximise the use of observable data, where it is available, and minimise the use of entity specific estimates. If one or more of the significant inputs is not based on observable market data, the asset is included in Level 3. This is the case for Council infrastructure assets, which are of a specialist nature for which there is no active market for similar or identical assets. These assets are valued using a combination of observable and unobservable inputs.

As at 30 June 2021					
	Note	Level 1 \$	Level 2 \$	Level 3 \$	Total \$
Recurring fair value measurements					
Land	27	-	60,698,915	-	60,698,915
Buildings	27	-	81,966,866	-	81,966,866
Roads, including footpaths and carparks	27	-	-	246,513,007	246,513,007
Bridges	27	-	-	17,515,542	17,515,542
Drainage	27	-	-	28,713,634	28,713,634
Other Infrastructure	27	-	-	18,212,917	18,212,917
Investment in Water Corporation	22	-	-	72,186,956	72,186,956
		-	142,665,781	383,142,057	525,807,838
Non-recurring fair value measurements					
Assets held for sale	25	-	66,000	-	66,000
		-	66,000	-	66,000

As at 30 June 2020					
	Note	Level 1 \$	Level 2 \$	Level 3 \$	Total \$
Recurring fair value measurements					
Land	27	-	60,878,915	-	60,878,915
Buildings	27	-	71,972,067	-	71,972,067
Roads, including footpaths and carparks	27	-	-	245,233,904	245,233,904
Bridges	27	-	-	17,615,622	17,615,622
Drainage	27	-	-	28,709,600	28,709,600
Other Infrastructure	27	-	-	19,639,075	19,639,075
Investment in Water Corporation	22	-	-	66,814,189	66,814,189
		-	132,850,982	378,012,390	510,863,372
Non-recurring fair value measurements					
Assets held for sale	25	-	203,000	-	203,000
		-	203,000	-	203,000

All assets valued at fair value in this note are being used for their highest and best use.

(b) Valuation techniques and significant inputs used to derive fair values

Land

Land fair values were determined by the Valuer-General's valuation at 30 June 2019. The Valuer-General also publishes adjustment factors on an annual basis which are used to revalue land held by the Council. Level 2 valuation inputs were used to value land in freehold title as well as land used for special purposes, which is restricted in use under current planning provisions. Sales prices of comparable land sites in close proximity are adjusted for differences in key attributes such as property size. All freehold land owned by the Council reserved for public open space is valued by the Valuer-General as part of the periodic municipal revaluation process.

Land held for sale

Land classified as held for sale during the reporting period is measured at the lower of its carrying amount and fair value less cost to sell at the time of reclassification. The fair value of the land was determined using the approach described in the preceding paragraph.



Note 46 Fair Value Measurements (cont.)

Land under roads

Land under roads is based on Council valuations at 30 June 2019 using site values provided for by the Valuer-General and adjusted at 30 June 2019 using the adjustment factor provided by the Valuer-General. This adjustment is an observable input in the valuation.

Buildings

Buildings were revalued at 30 June 2021 by Gavin Lippelgoes, Grad. Dip (Prop), B.Bus (Acc), FFin, AAPI, CPV of Opteon Property Group Pty Ltd. The revaluation included an assessment of the replacement cost of buildings. An assessment of the useful lives of the building assets is made by Council staff taking into account the condition of the asset and its ability to provide future services.

Infrastructure assets

Roads, footpaths, drainage and carparks were fair valued as at 30 June 2020, all other council infrastructure assets were fair valued at 30 June 2017 using written down current replacement cost (CRC). This valuation comprises the asset's gross replacement cost less accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset. Council first determined the gross cost of replacing the full service potential of the asset and then adjusted this amount to take account of the expired service potential of the asset.

CRC was measured by reference to the lowest cost at which the gross future economic benefits of the asset could currently be obtained in the normal course of business. The resulting valuation reflects the cost of replacing the existing economic benefits based on an efficient set of modern equivalent assets to achieve the required level of service output.

The unit rates (labour and materials) and quantities applied to determine the CRC of an asset or asset component were based on a "Greenfield" assumption meaning that the CRC was determined as the full cost of replacement with a new asset including components that may not need to be replaced, such as earthworks.

The level of accumulated depreciation for infrastructure assets was determined based on the age of the asset and the useful life adopted by Council for the asset type. Estimated useful lives and residual values are disclosed in Note 17.

The calculation of CRC involves a number of inputs that require judgement and are therefore classed as unobservable. While these judgements are made by qualified and experienced staff, different judgements could result in a different valuation.

The methods for calculating CRC are described under individual asset categories below.

Roads, including footpaths and cycleways

Council categorises its road infrastructure into urban and rural roads and then further sub-categorises these into sealed and unsealed roads. Urban roads and rural roads are managed in segments on a consistent basis within each category. All road segments are then componentised into formation, pavement, sub-pavement and seal (where applicable). Council assumes that environmental factors such as soil type, climate and topography are consistent across each segment. Council also assumes a segment is designed and constructed to the same standard and uses a consistent amount of labour and materials.

CRC is based on the road area multiplied by a unit price; the unit price being an estimate of labour and material inputs, services costs and overhead allocations. Council assumes that pavements are constructed to depths of 30cm for all roads. For internal construction estimates, material and services prices are based on existing supplier contract rates or supplier price lists and labour wage rates are based on Council's Enterprise Agreement (EA). Where construction is outsourced, CRC is based on the average of completed similar projects over the last few years.

Bridges

A full valuation of bridges assets was undertaken by AusSpan, effective 30 June 2019. Each bridge is assessed individually and componentised into sub-assets representing the deck and sub-structure. The valuation is based on the material type used for construction and the deck and sub-structure area.

Drainage

A full valuation of drainage infrastructure was undertaken by Council's Infrastructure Services Department, effective 30 June 2020. Similar to roads, drainage assets are managed in segments; pits and pipes being the major components.

Consistent with roads, Council assumes that environmental factors such as soil type, climate and topography are consistent across each segment and that a segment is designed and constructed to the same standard and uses a consistent amount of labour and materials.

CRC is based on the unit price for the component type. For pipes, the unit price is multiplied by the asset's length. The unit price for pipes is based on the construction material as well as the depth the pipe is laid.

Other Infrastructure

Other infrastructure is not deemed to be significant in terms of Council's Statement of Financial Position.

(c) Valuation processes

Council's current policy for the valuation of property, infrastructure, plant and equipment and investment in water corporation (recurring fair value measurements) is set out in Notes 22 and 27 respectively. Non-recurring fair value measurements are made at the point of reclassification by a registered valuer.

(d) Assets and liabilities not measured at fair value but for which fair value is disclosed

Council has assets and liabilities which are not measured at fair value, but for which fair values are disclosed in other notes (refer Note 41)

Council borrowings are measured at amortised cost with interest recognised in profit or loss when incurred. The fair value of borrowings disclosed in Note 41 is provided by Tascorp (Level 2).

The carrying amounts of trade receivables and trade payables are assumed to approximate their fair values due to their short-term nature (Level 2).



Note 47 Other significant accounting policies and new accounting standards

(a) Taxation

Council is exempt from all forms of taxation except Fringe Benefits Tax, Payroll Tax and the Goods and Services Tax.

Goods and services tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the balance sheet are shown inclusive of GST.

Cash flows are presented in the Statement of Cash Flows on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

(b) Impairment of non-financial assets

At each reporting date, Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the Statement of Other Comprehensive Income, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation reserve in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset. For non-cash generating assets of Council such as roads, drains, public buildings and the like, value in use is represented by the deprival value of the asset approximated by its written down replacement cost.

(c) Allocation between current and non-current

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. The asset or liability is classified as current if it is expected to be settled within the next 12 months, being Council's operational cycle, or if Council does not have an unconditional right to defer settlement of a liability for at least 12 months after the reporting date.

(d) Contingent assets, contingent liabilities and commitments

Contingent assets and contingent liabilities are not recognised in the Statement of Financial Position, but are disclosed by way of a note and, if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

Commitments are not recognised in the Statement of Financial Position. Commitments are disclosed at their nominal value inclusive of the GST payable.

(e) Budget

The estimated revenue and expense amounts in the Statement of Other Comprehensive Income are representative of the original budget approved by Council, the budget amounts are not audited.

(f) Adoption of new and amended accounting standards

In the current year, Council has adopted all of the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board that are relevant to its operations and effective for the current annual reporting period. These include:

AASB 2018-7 Amendments to Australian Accounting Standards – Definition of Material

The amendments refine the definition of material in AASB 101 and are applicable for the year ended 30 June 2021. The amendments clarify the definition of material and includes guidance relating to obscuring information that could be reasonably expected to influence decisions of the primary users of the financial information. The amendments include additional guidance to the definition of material, gives it more prominence, and clarifies the explanation accompanying the definition of material. The adoption of the amendments has not had any significant impact on Council.

(g) Pending Accounting Standards

Certain new accounting standards and interpretations have been published that are not mandatory for 30 June 2021 reporting periods. Council's assessment of the impact of the relevant new standards and interpretations is set out below.

AASB 2017-5 Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Correction, applicable to annual reporting periods beginning on or after 1 January 2022.

The amendments address and acknowledge inconsistency between the requirements in AASB10, and those in AASB128 (2011) in dealing with the sale or contribution of assets between an investor and its associate or joint venture.

The main consequence of the amendments is that a full gain or loss is recognised when a transaction involves a business (whether it is housed in a subsidiary or not). A partial gain or loss is recognised when a transaction involves assets that do not constitute a business, even if these assets are housed in a subsidiary.

Council has assessed and deemed there will be no impact resulting from this amendment.

All other Australian accounting standards and interpretations with future effective dates are either not applicable to Council's activities, or have no material impact.

Note 48 Changes in Accounting Policies

- (a) This note explains the impact of the adoption of AASB 1058 which has resulted in the reclassification of "Rates and charges in advance" to other non-financial assets at note 29, from Contractual Liabilities at Note 34, as under AASB1058 it is classified as Non-contractual income arising from statutory requirements.

	30 June 2020 Published financial statements	AASB 1058	30 June 2020 Restated actuals
	\$	\$	\$
Financial statement line items affected			
<u>Balance Sheet (Extract)</u>			
Current Liabilities			
Trade and Other Payables	2,215,217	1,278,055	3,493,272
Trust Funds and Deposits	331,456	-	331,456
Provisions	4,549,132	-	4,549,132
Interest Bearing Liabilities	281,323	-	281,323
Lease Liabilities	39,896	-	39,896
Contract Liabilities	1,303,435	(1,278,055)	25,380
	-	-	-
Total Current Liabilities	8,720,459	-	8,720,459

- (b) This note explains reclassification of Income Statement Items.
"Open Space Contributions" from property development activity have been reclassified from Other Income under Note 12 to Contribution Income at Note 10.
"Rehabilitation Provision" cost for the Resource Recovery Centre have been reclassified from Other Expenses under Note 19 to Finance costs at Note 18.

<u>Statement of comprehensive income (Extract)</u>			
Recurrent Income			
Rates and charges	16,458,171	-	16,458,171
Fees and charges	3,386,545	-	3,386,545
Grants operating	4,448,919	-	4,448,919
Contributions operating	1,315,427	37,622	1,353,049
Share of net profits/(losses) of associates	972,286	-	972,286
Interest	261,393	-	261,393
Other income	1,248,376	(37,622)	1,210,754
Investment revenue	830,875	-	830,875
Total Income	28,921,992	-	28,921,992
Expenses			
Employee benefits	(10,799,007)	-	(10,799,007)
Materials and services	(10,912,036)	-	(10,912,036)
Depreciation and amortisation	(7,024,002)	-	(7,024,002)
Finance costs	(365,262)	(23,260)	(388,522)
Other expenses	(443,538)	23,260	(420,278)
Capital non-cash contributions	-	-	-
Total expenses	(621,853)	-	(621,853)



Certification of the Financial Report

The financial report presents fairly the financial position of the Central Coast Council as at 30 June 2021 and the results of its operations and cash flows for the year then ended, in accordance with the *Local Government Act 1993* (as amended), Australian Accounting Standards and other authoritative pronouncements issued by the Australian Accounting Standards Board.

A handwritten signature in black ink, appearing to read 'P. Breden'.

Paul Breden
ACTING GENERAL MANAGER

11 October 2021



Independent Auditor's Report
To the Councillors of Central Coast Council
Report on the Audit of the Financial Report

Opinion

I have audited the financial report of Central Coast Council, (Council), which comprises the statement of financial position as at 30 June 2021 and statements of comprehensive income, changes in equity and cash flows for the year then ended, notes to the financial statements, including a summary of significant accounting policies, other explanatory notes and the statement of certification by the General Manager.

In my opinion, the accompanying financial report:

- (a) present fairly, in all material respects, Council's financial position as at 30 June 2021 and its financial performance and its cash flows for the year then ended
- (b) is in accordance with the *Local Government Act 1993* and Australian Accounting Standards.

Basis for Opinion

I conducted the audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report. I am independent of Council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code.

The *Audit Act 2008* further promotes the independence of the Auditor-General. The Auditor-General is the auditor of all Tasmanian public sector entities and can only be removed by Parliament. The Auditor-General may conduct an audit in any way considered appropriate and is not subject to direction by any person about the way in which audit powers are to be exercised. The Auditor-General has for the purposes of conducting an audit, access to all documents and property and can report to Parliament matters which in the Auditor-General's opinion are significant.

My audit responsibility does not extend to the budget figures included in the financial report, the asset renewal funding ratio disclosed in note 45(f), nor the Significant Business Activities disclosed in note 44, to the financial report and accordingly, I express no opinion on them.



I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial report of the current period. These matters were addressed in the context of my audit of the financial report as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Why this matter is considered to be one of the most significant matters in the audit	Audit procedures to address the matter included
Valuation of property and infrastructure <i>Refer to notes 27 and 46</i>	
<p>At 30 June 2021 Council's assets included land, buildings, and infrastructure assets including roads, bridges, footpaths, car parks, drainage, environmental and recreation equipment measured at fair value totalling \$453.62m.</p> <p>Council undertakes formal revaluations on a regular basis to ensure valuations represent fair value. In 2020-21 Council revalued buildings assets which were complex and subject to significant management judgement and estimation in the following areas:</p> <ul style="list-style-type: none"> • setting appropriate useful lives • assessment of remaining useful lives • determination of replacement costs. 	<ul style="list-style-type: none"> • Obtaining the respective revaluation reports. • Assessing the appropriateness of the valuation methodology. • Assessing the reasonableness of the key assumptions and inputs employed in the valuation models. • Evaluating the accounting treatment of revaluations in accordance with relevant accounting standards. • Assessing the adequacy of disclosures in the notes to the financial statements.

Responsibilities of the General Manager for the Financial Report

The General Manager is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the *Local Government Act 1993* and for such internal control as determined necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the General Manager is responsible for assessing Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless Council is to be dissolved by an Act of Parliament or the Councillors intend to cease operations, or have no realistic alternative but to do so.



Auditor's Responsibilities for the Audit of the Financial Report

My objectives are to obtain reasonable assurance about whether the financial report as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the General Manager.
- Conclude on the appropriateness of the General Manager's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusion is based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause Council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the General Manager regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



From the matters communicated with the General Manager, I determine those matters that were of most significance in the audit of the financial report of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

A handwritten signature in black ink, appearing to read 'Jeff Tongs'.

Jeff Tongs
**Assistant Auditor-General, Audit
Delegate of the Auditor-General
Tasmanian Audit Office**

9 November 2021
Hobart



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