

Annual Plan

For the year ending 30 June 2023

ANNUAL PLAN 2022-2023

CENTRAL COAST COUNCIL

Introduction

Under the *Local Government Act 1993* (as amended), all councils are required to prepare and adopt an Annual Plan together with Estimates of its revenue and expenditure for each financial year. The Estimates are to contain details of estimated revenue, expenditure, borrowings, capital works and any other detail required by the Minister.

The Annual Plan details the major actions the Council will undertake this financial year to work towards achieving the strategies outlined in the Council's Strategic Plan 2014–2024. The Annual Plan therefore forms the basis for the development of each Department's work plan and for monitoring the performance and measuring the success of the organisation on an annual basis. Ongoing operational activities are not included in the Annual Plan but are included in the Estimates for the year.

The Annual Plan for 2021–2022 was adopted by the Council in June 2021. This was in a time of high uncertainty with COVID–19 and the impact on our organisation and community.

It is pleasing to report that we have achieved many of our annual actions as identified in last year's Annual Plan. Some that are not completed, will be over the next couple of months. Unexpected things arose during the year which meant that we could not achieve all our actions. Things such as extra grant funding being received (which is a good thing) but came with timeframes, so some of our actions did not get finalised; lack of contractors to help with some of our capital works; shortage of staff due to COVID–19 hitting ours and other suppliers workforces as well as the extra work with trying to sort out some alternate Clubrooms for the Cuprona Football Club when their Clubrooms were burnt down, including all the administration work relating to insurance. These are only some of the things that have made our work extra challenging this year.

The effects of COVID–19 are still with us and have impacted the Council's workforce with over 3,000 hours of lost time due to staff having to isolate. This had an impact on not only our work but also the suppliers that we work with who have been going through the same issues of staff being away due to COVID–19.

I must congratulate my staff on the way they have worked through the pandemic period to ensure that all our services have continued to be delivered. This time has been challenging for us all.

It is great to be able to say that HIVE is now opened and operational. It took longer than anticipated due to unavailability of some supplies during the construction period, but it is great to see that it is now humming along and there are a number of events being planned. It is also the home of the Woodcraft Guild and Leven Regional Arts. There is a great school holiday program being organised for the holidays and information around that will be available soon.

Many works have been planned for this coming year including the commencement of the Penguin Foreshore upgrade and the works at Perry–Ling Gardens. These have both been out for extensive consultation and public input has been taken on board.

The Heybridge to Penguin section of the shared pathway should be completed in July and it is great to see people already using the parts that are already completed. There will still be works

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to be undertaken in relation to parking areas and the Council will undertake some work in this new financial year.

The Council is working with Complete Streets on new concept plans for the former Penguin Recreation Ground and it is hoped that these plans will have been shared with the community prior to the end of June and we look forward to feedback in relation to the plans. This will then allow us to progress this plan.

The Estimates this year provide for a Capital Works Program of \$24.6m.

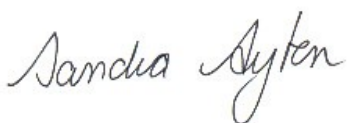
This year will also see Council elections happening with the Tasmanian Government determining that voting at Local Government elections will now be compulsory.

The Council has in excess of \$449m. of property, plant and infrastructure assets which it is directly responsible for, and considerable resources have been focused towards ensuring our Asset Management Plans, including our long-term asset renewal programs, are continually updated, and incorporated into our Long-term Financial Plan. As the custodian of our community's assets, it is our obligation to ensure that these assets are managed in a responsible way for the benefit of present and future generations.

The Estimates are prepared in conjunction with the Annual Plan and explain how the Council will resource its operational and capital activities for the year.

In preparing the Estimates for 2022–2023, the Council has again been challenged in balancing the competing priorities of required services, the continuation of strategic directions/initiatives, maintaining a sound financial position and keeping rate increases to an acceptable level. In the current economic climate, it is crucial that the Council continues to provide core services for the community. It is also vital that we continue working on capital projects, including renewals in our area as these works will also contribute to helping our businesses.

I commend the Annual Plan presented to the Council and the community. The Senior Leadership Team and I believe we have presented for the Council's consideration a financially responsible Annual Plan and Estimates.



Sandra Ayton, General Manager

June 2022

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STRATEGIC PLANNING FRAMEWORK

The Council adopted its Strategic Plan 2014–2024, with a review undertaken in 2019. There was limited change to the Strategic Plan which indicates that the community is happy with its direction. The Strategic Plan identified the Council's priorities for 2014–2024, to be delivered through the Council's Annual Plan. The Strategic Plan focuses on the distinctiveness of our location, lifestyle and strengths to achieve the aspirations of local communities and to set the direction for the Council in determining how best to direct its resources and efforts.

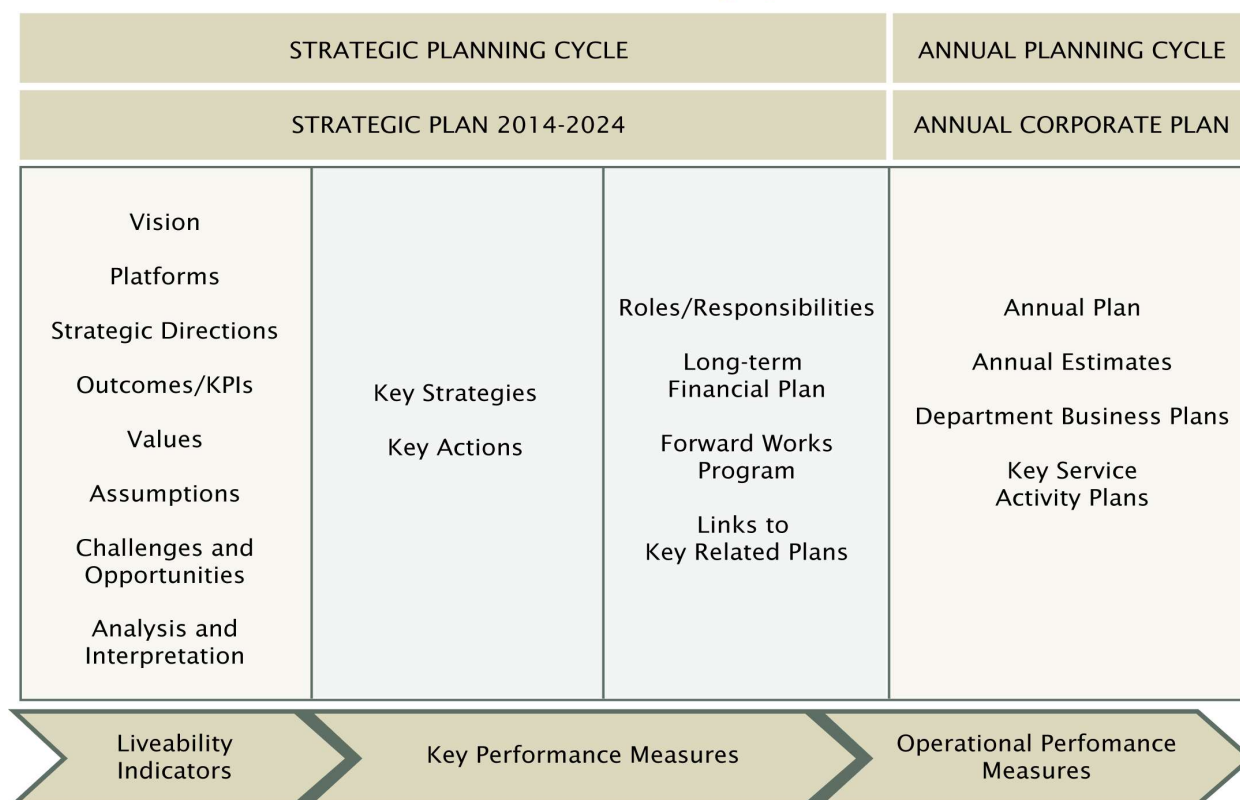
The Strategic Plan summarises the key objectives, strategies and actions that the Council plans to pursue over the coming 10-year period. The Annual Plan is an annual document that is framed within the Strategic Plan. It outlines the operating environment, key initiatives/ actions and resource requirements for each of the Council's Service Activities. The Annual Plan then forms the basis of the Estimates.

Performance in achieving the strategic and key department actions outlined in this Annual Plan will be reported to the community through the Council's Annual Report for 2021–2022.

The Council has developed a Long-term Financial Plan which includes the financial, asset, service delivery and organisation's capability to deliver priorities and ensure that day-to-day operations align with the identified strategic direction.

This diagram depicts the Council's strategic planning framework:

Council's Planning Cycle



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The Annual Plan includes the initiatives and actions to be funded that will contribute to achieving the strategic objectives specified in the Strategic Plan.

'The Vision' and 'What We Value' in the Strategic Plan, along with the Strategic Directions, Strategies and Key Actions for the 2022–2023 year are reproduced below. These provide the basis for our directions for the year and are supported by the Estimates.

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.



WHAT WE VALUE

- **OUR NATURAL ASSETS:** coastline, beaches and river foreshore parks; diversity of flora, fauna and natural features; picturesque and productive rural landscape; and temperate year-round climate and significant assets in terms of hours of sunshine, water and soils.
- **OUR BUILT ASSETS:** CBD precincts; parks, reserves and playgrounds; road network, shared pathways/cycleways; sporting, health and community related facilities; and place and location (proximity to regional education, ports, airports and health facilities).
- **OUR SOCIAL AND CULTURAL ASSETS:** relaxed lifestyle; richness/variety of opportunities; strong sense of community; proud history; community networks/connections and relationships; friendly and inclusive; a sense of safety and belonging; high levels of community engagement; service, sport and community clubs; community service and volunteering; schools and education; arts and theatre culture; community and cultural events; and stable local government.
- **OUR HUMAN ASSETS:** traditional skills (farming and trades); experienced older generations; our young people; leadership and collaboration/partnerships; creative and insightful; innovative and entrepreneurial spirit; can do attitude; and resilience.

Strategic Directions

STRATEGIC DIRECTION 1 – The Shape of the Place

Improve the value and use of open space

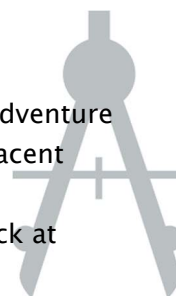
- Investigate opportunities for the development of a suite of adventure outdoor visitor/leisure experiences in Central Coast and adjacent hinterland
 - Investigate feasibility for development of trotting track at River Park
 - Consider opportunities for an annual Adventure Festival in Central Coast
 - Review of the Central Coast Open Space and Recreation Plan 2012–2022
- Review of areas suitable for motorhome, caravan and campervan overnight parking
 - Identify areas within Central Coast to allow freedom camping
 - Finalisation of Camping By-Law to regulate freedom camping within Central Coast

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

- Continue to develop the Central Coast shared pathways network
 - Investigate and prepare preliminary designs for a shared pathway/roadway between Watcombe Beach and Rockliffs Road

Encourage a creative approach to new development

- Identify opportunities for use of former Penguin Recreation Ground
 - Undertake the re-development of the former Penguin Recreation Ground
 - Review the future use of the former Penguin Depot Site



STRATEGIC DIRECTION 2 – A Connected Central Coast

Provide for a diverse range of movement patterns

- Develop a range of promotional activities to encourage greater use of walking routes
 - Develop a range of activities, seating and signage to encourage greater use of walking routes and pathways

Connect the people with services

- Improve access for the disabled and disengaged in our community to key social and community support services
 - Develop a Community Health and Wellbeing Plan
- Devise and implement a range of activities that link institutions and employers to improve employment opportunities
 - Host a youth-led event that encourages student aspiration and improves their understanding of available career pathways
 - Investigate opportunities to reduce the cost of youth participation in sport

Improve community well-being

- Develop and implement the Central Coast Social Plan
 - Undertake a review of the impact of homelessness in Central Coast and include an action plan
- Engage with the community to achieve meaningful local arts and cultural outcomes
 - Increase understanding, value and recognition of First Nation cultures, histories, knowledge and rights, within our organisation
 - Partner with No.34 Aboriginal Health Service to deliver a joint NAIDOC Week event
 - Liaise with local indigenous Australian community groups to develop an understanding of areas of cultural significance

STRATEGIC DIRECTION 3 – Community Capacity and Creativity

Community capacity-building

- Investigate feasibility of developing youth specific spaces
 - Facilitate a strategic review of Child Care Services within Central Coast

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- Conduct a review of the Ulverstone Civic Centre to improve community outcomes
- Develop and implement a local volunteering strategy
 - Working with Volunteering Tas to provide training opportunities for volunteer organisations and those reliant on volunteer involvement

Cultivate a culture of creativity in the community

- Review Council venue management plans to improve promotion of venues for major community, sporting and corporate events
 - Public art projection at HIVE (large wall facing Ulverstone War Memorial)
 - Implement an external community notice board at HIVE
- Review the Central Coast Arts and Culture Strategy
 - Undertake a comprehensive review of the Central Coast Arts and Culture Strategy, including creative arts
- Review Ulverstone Wharf Precinct
 - Review the Ulverstone Wharf area

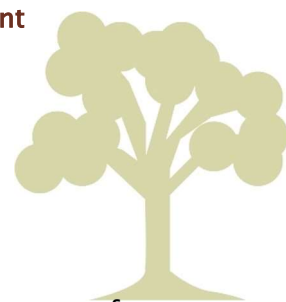
STRATEGIC DIRECTION 4 – The Environment and Sustainable Infrastructure

Invest in and leverage opportunities from our natural environment

- Upgrade of Leven River embankments
 - Conduct a flood study of Penguin Creek
 - Complete the Lower Forth Flood plan

Contribute to a safe and healthy environment

- Continue to work with community event organisers to improve safety standards at community events
 - Identification of potentially contaminated sites to add to GIS
 - Review all smoke-free areas across the municipal area
 - Review of Dog Park facilities provided
 - Review Dog Management Policy at Penguin Beach and Johnsons Beach and Preservation Bay
 - Investigate the development of a By-Law for animals and livestock in rural areas



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Develop and manage sustainable built infrastructure

- Conduct a review of all Council community/operational assets
 - Improve recreational amenities and play equipment in the Council's key foreshore parks
 - Undertake a strategic review of Reibey Street, including cleanliness, additional infrastructure
 - Conduct a facilities audit of Council buildings
 - Investigate traffic flows and prepare design plans for roads adjacent to and including Ulverstone Secondary College
 - Undertake the re-development of the Penguin Foreshore
 - Develop and adopt a Vehicular Kerb Crossover and Driveway Policy (Urban and Rural)
 - Review lighting of parking areas and include outcomes in the Council's Long-term Financial Plan
 - Complete the Showground Master Plan to include the Ulverstone Sport and Leisure Centre
 - Complete Fairway Park Master Plan
 - Complete implementation plan for the Perry-Ling Gardens
 - Review Central Coast Lawn Cemetery, including the feasibility of natural burials
 - Develop Landscape Guidelines for nature strips (Greening Central Coast Strategy)
 - Complete design of the North Reibey Street carpark
 - Undertake re-design work on Reibey Street

Contribute to the preservation of the natural environment

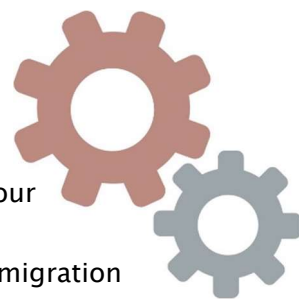
- Develop a strategy to mitigate the impacts of climate change on the Council's assets
 - Undertake a detailed climate change assessment on Council's assets
- Increase diversion of waste from landfill and increase waste stream recycling capacity
 - Develop and implement a plan for the upgrade of the Public Area waste systems over a two-year-period
 - Develop a Master Plan for the Lobster Creek Resource Recovery Centre

- Work with and support land and river care and other groups to improve environmental outcomes around out waterways and public space
 - Develop a Natural Resource Management Plan which includes identification of at risk vegetation communities including riparian areas
-

STRATEGIC DIRECTION 5 – Council Sustainability and Governance

Improve corporate governance

- Undertake a Compliance Audit
 - Undertake a business continuity training exercise
 - Undertake Fraud training to supplement review of our management practices
 - Complete the Workplace Health and Safety system migration from AS 4801 to ISO 45001
 - Complete upgrade of financial software to Community Finance (Microsoft Dynamics)
 - Implement a new Website which is customer oriented
 - Develop a Cloud-based strategy
- Review Council's Strategic and Operational risks and update registers annually
 - Update the strategic and operational risk register



Improve service provision

- Develop service levels for all services delivered by the Council
 - Identify areas where the Tasmanian Planning Scheme "Road and Rail Code" would be applied for noise attenuation
 - Review the Turners Beach, Forth and Revell Lane, Penguin Specific Area Plans
 - Development of site maps at cemeteries
 - Review and update the 2014 Parking Plan
 - Develop planning permit conditions that facilitates the deliverance of Green Infrastructure outcomes
 - Develop guidance material that helps developers navigate planning processes and undertake best practice development in Central Coast

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- Develop an IT Strategy
 - Develop web content and brochure to help people with disabilities to identify the most convenient and accessible facilities, carparks and recreation areas

Improve the Council's financial capacity to sustainably meet Community expectations

- Review existing asset investment and performance
 - Investigate with Stadiums Tasmania the use of the Dial Sports Complex

Effective communication and engagement

- Implement the Council's Communication and Engagement Plan, including the development of a community engagement toolkit
 - Complete Settlement Strategy
 - Review the Central Coast Interpretation Plan
 - Develop a Communication and Engagement Strategy including suggested advice for different scenarios
 - Collaboratively encourage the usage of Central Coast to Canyon "It's in our nature" message
 - Develop placemaking guidelines and update Council's communication and engagement strategy, to ensure our public spaces reflect the diverse needs and aspirations of our community

Strengthen local-regional connections

- Investigate strategic alliance opportunities to improve economies of scale and scope in service delivery and the further development of Central Coast
 - Develop a Local Economic Development Committee to further explore local economic challenges including identification of priorities and innovative solutions
-

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ESTIMATES PREPARATION

The 2022–2023 Estimates presented in this report have been developed through a process of consultation and review with the Council and Council officers.

It is the view of the General Manager and Senior Leadership Team that the Estimates are financially responsible and support the strategies included in the Strategic Plan.

Nevertheless, the Estimates are considerably detailed and are proposed based on comparison with the past financial years. This provides an excellent guide for analysis purposes but, in any case, care should be taken to ensure that all variables and procedural changes have been considered when comparing the past with the present.

These Estimates include a description of all the Council's Service Activities to be funded and how they will contribute to achieving the strategic actions identified in the Strategic Plan 2014–2024. Key Department Actions have been identified and included under the relevant Service Activities. There is also the Capital Works Program to be undertaken and other financial information that the Council requires to make an informed decision about the adoption of the Estimates.

The Estimates forecast an underlying operating surplus of \$415,000. The Council's financial position is positive due to its level of cash reserves. To ensure that we can achieve financial sustainability in the long term, the Council is continuing its sustainability project to look at further opportunities for raising revenue, reviewing how we deliver our existing services (continuous improvement) and ensuring that we have the capabilities required to build a Council that is sustainable, efficient, effective and responsive to community needs.

INFLATION

While the Consumer Price Index (CPI) is not particularly relevant when applied to the operations of local government, the March 2022 quarter announcement by the Australian Bureau of Statistics advises that the annual rate of inflation for Australia (Hobart) for the year March 2021 to March 2022 is 5.8%.

While the CPI is a benchmark for councils to look at in terms of groceries and other consumables, it is not necessarily appropriate in terms of the cost drivers of local government outlays as the business of councils has a broader range of impacts and extends to activities related to general construction in terms of infrastructure provision.

Since 2006 the Local Government Association of Tasmania has published a Council Cost Index to better reflect the cost increases associated with the delivery of Local Government services recognising that the COU alone does not reflect cost increases across the range of council services. The Council Cost Index for this year is 4.06%

In terms of this year's Estimates process the Senior Leadership Team was very mindful of ensuring that the services provided to our community can be maintained in a sustainable manner which meant that the general rate increase is 4.05%.

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ESTIMATES 2022-2023

The rates this year reflect changes in the operations of the Council and increases passed on from suppliers.

The major areas of increase are in waste management and parks. It is important to note there are continuing pressures on the overheads of the Council, commonly referred to as the cost of doing business. Unless the Council maintains a realistic approach to the development of its Estimates and therefore the levying of its rates, then the overheads (and any external influences) will start to bit into the level of works and services currently provided by the Council.

The rate increase also takes into account the Waste Levy of \$20 per tonne that goes into landfill. The Council has been able to keep this cost down due to the decrease of FOGO going into both our landfill and the landfill at Dulverton. Some of these funds will be recouped directly from the Waste Management Service Charge in the rates (kerbside collection) and the balance from an increase in fees to go to the Lobster Creek landfill.

The Capital Works program for the 2022-2023 year is in the order of \$24.7m. The major components and focus of the capital expenditure is in the asset renewal program to maintain the existing asset base to community expectations along with three major capital programs being the Coastal Pathway (Heybridge to Penguin), Penguin foreshore rehabilitation, Perry Ling Gardens and the Turners Beach to Leith Shared pathway. The program is in line with the Council's strategy to ensure that our assets continue to be maintained in a sustainable manner.

Directors will have to ensure that all the programs, operations and finances of the Council are kept within budget in order that the Council continues to stay in a sound financial position.

The Council also allows a discount of 5% on the early payment of rates (rates being paid in full by 31 August 2022).

At this time, it is expected that the program as set out is achievable.

RATES AND CHARGES 2022-2023

This year a three-year valuation adjustment factor was applied by the Valuer-General. These adjustment factors were inconsistent through the municipal area ranging from 1.10 to 1.60 in primary production. In recognition of these fluctuations, and also that valuation adjustment factors are based on an average adjustment through land classes, the Council this year has elected to introduce a variation to the General Rate for the commercial, industrial and primary production classes. This will have the effect of ensuring consistent increases throughout the municipal area of all land use classes.

A schedule of rates and charges is set out at *Table 1*.

Examples of changes over the municipal area are listed in *Table 2*.

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BORROWINGS

The Capital Program for 2022–2023 is supported by borrowings. The Council limits its borrowings to those services/projects which are long-term investments and single high-cost developments which provide a peak within the Capital Program.

The Council's debt is also at a manageable level.

The 2021–2022 year has seen the Council pay out \$8,132,137 in loan principal repayments. This included paying out \$7,730,000 in AGLP Loans which fell due in March 2022. It is pleasing to say that the Dial Sports Centre development is now debt free. It is estimated that approximately \$578,978 will be paid out in the 2022–2023 year leaving principal outstanding at 30 June 2023 estimated at \$10,250,208. This includes new borrowings in 2021–2022 of \$2,700,000.

FEES AND CHARGES

Fees and Charges for the 2022–2023 year are set out within this document. The Council sets Fees and Charges which are reflective of the guidelines outlined within the Fees and Charges Policy. Some fees are statutory and are therefore set by other authorities.

All Fees and Charges include GST unless otherwise indicated.

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Table 1 – Schedule of rates and charges

Rates	2021–2022	2022–2023	Percentage change
General	8.835c	7.3624c	n/a
General – Industrial and Commercial	8.835c	8.3134c	n/a
General – vacant land	8.835c	5.8487c	n/a
. Minimum Amount	\$310.00	\$320.00	+3.23
Waste Management Service Charge	\$270.00	\$280.00	3.70
Fire Protection Service Rate –			
. Penguin and Ulverstone	0.426c	0.357c	n/a
. Forth, Leith, Heybridge and Turners Beach	0.426c	0.357c	n/a
. Other Areas	0.474c	0.352c	n/a
. Minimum Amount	\$42.00	\$44.00	4.76

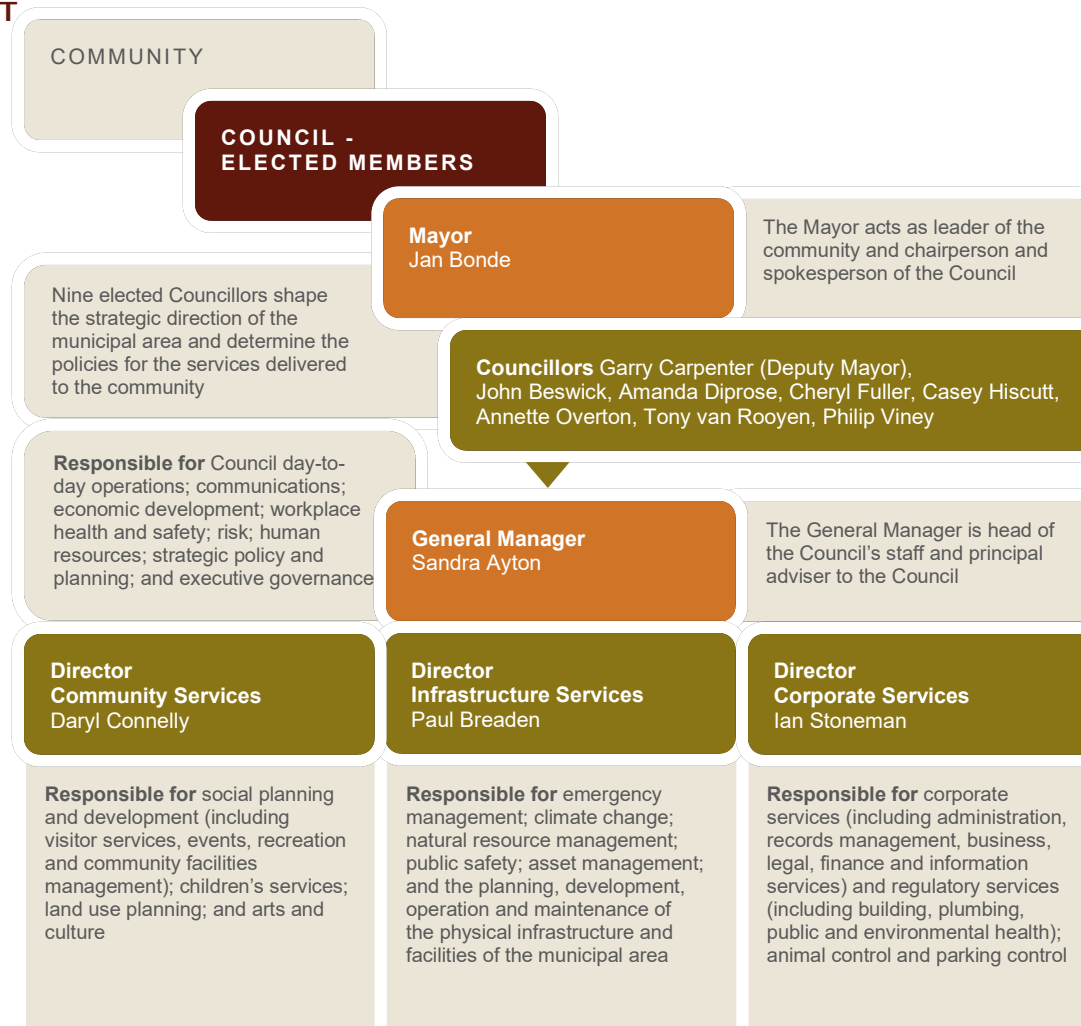
Table 2 – Rate changes between years

Area	2021–2022	2022–2023	Percentage change
Rural (small farm)	\$1,266.02	\$1,328.01	4.90%
Rural (large farm)	\$3,909.78	\$4,101.22	4.90%
Ulvstn/Pngn (residential medium)	\$1,329.46	\$1,383.67	4.08%
Ulvstn/Pngn (residential large)	\$2,103.68	\$2,190.05	4.11%
Forth (rural/residential)	\$1,473.93	\$1,534.02	4.08%
Heybridge (residential)	\$1,252.41	\$1,303.41	4.07%
Ulverstone (CBD)	\$2,502.69	\$2,592.71	3.60%
Penguin (shopping centre)	\$3,056.13	\$3,169.37	3.71%
Vacant land	\$386.57	\$417.06	7.89%
Vacant land (minimum amount)	\$352.00		

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ORGANISATIONAL CHART



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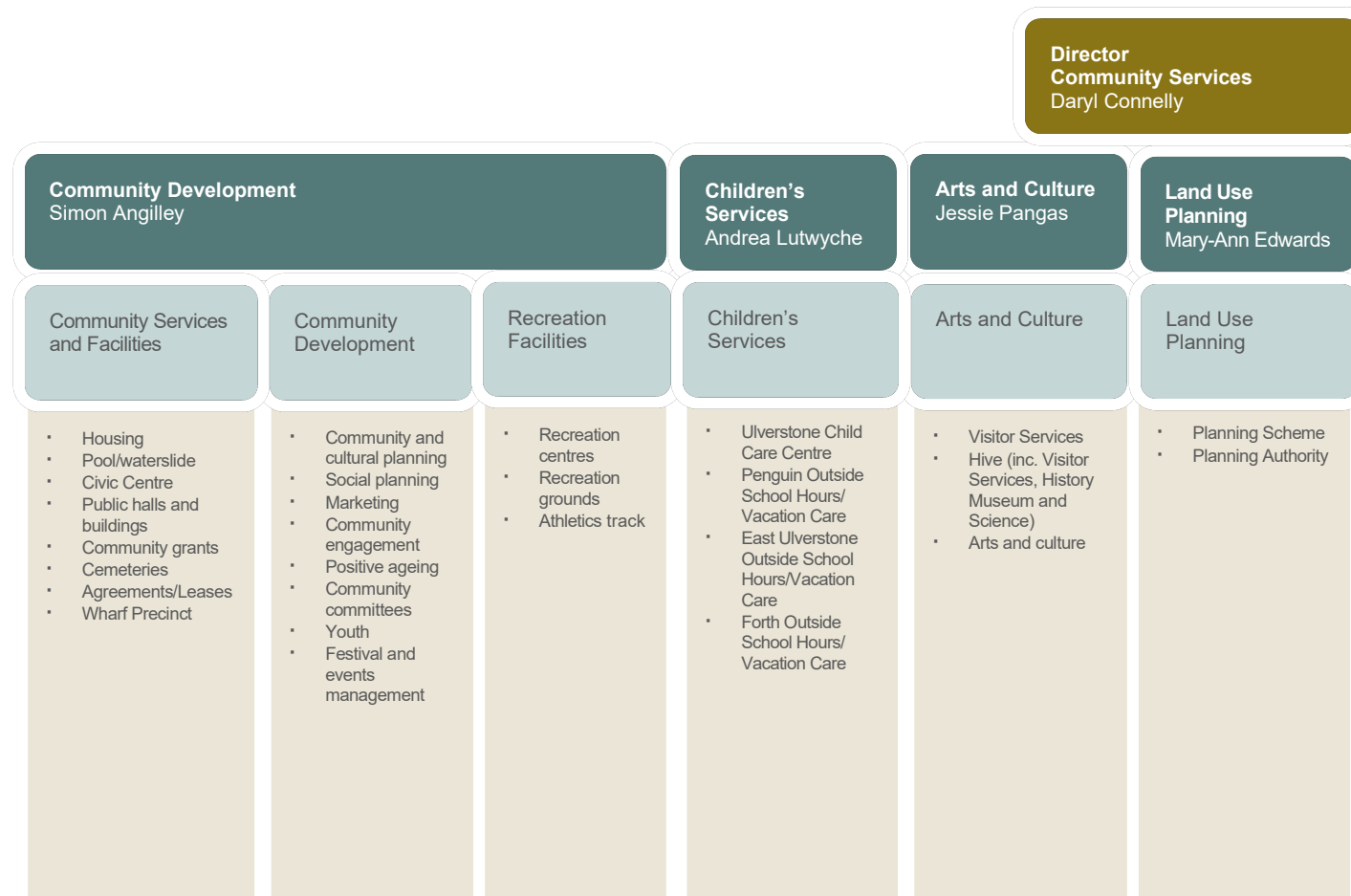
ORGANISATIONAL CHART – General Management



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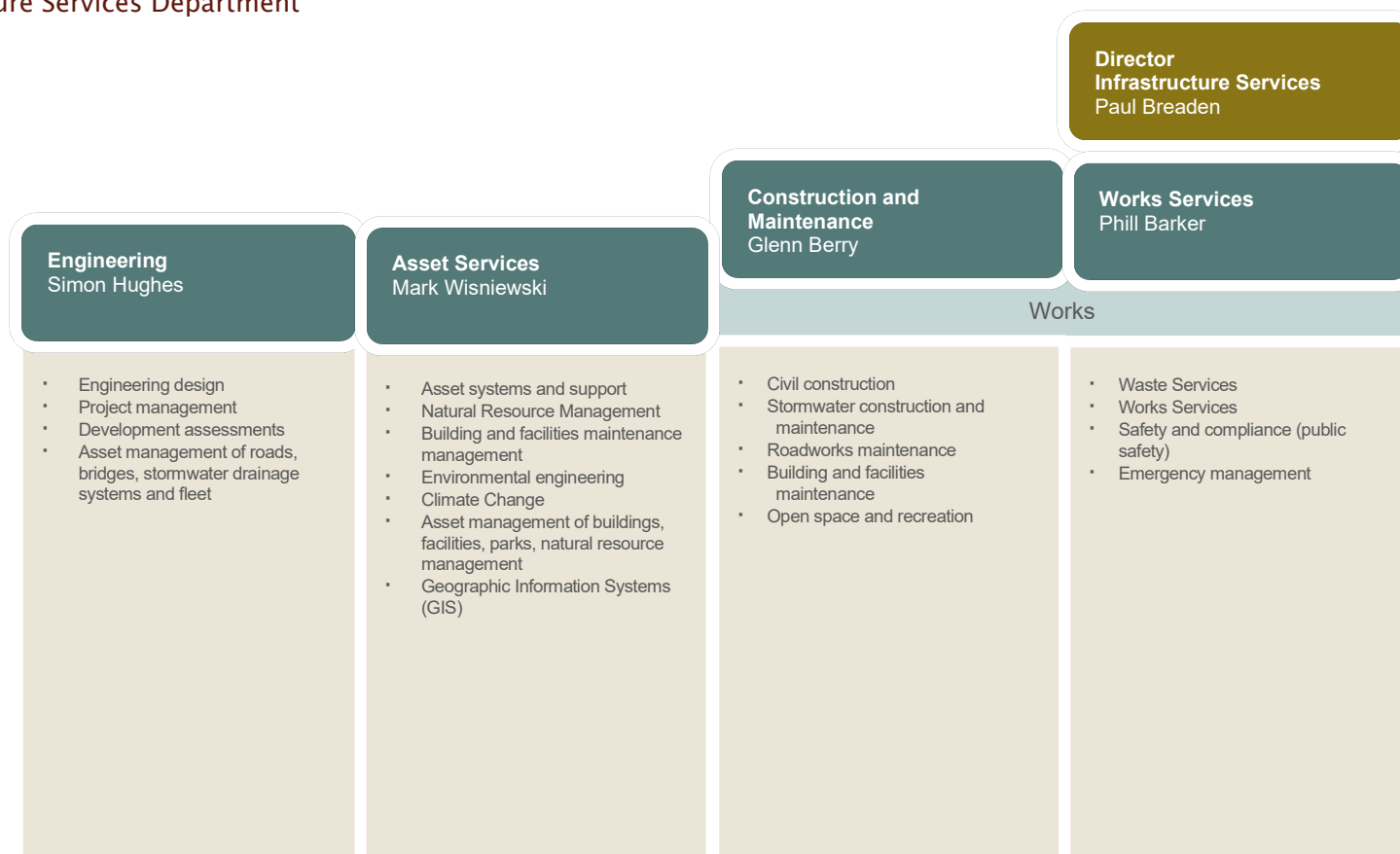
ORGANISATIONAL CHART – Community Services Department



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ORGANISATIONAL CHART – Infrastructure Services Department



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ORGANISATIONAL CHART – Corporate Services Department



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COUNCIL SPECIAL COMMITTEE STRUCTURE

There are a number of special committees, i.e. committees comprising membership other than just Councillors.

All decisions of a policy nature are made by the Council, i.e. Councillors sitting in Council as a whole.

Council
Special Committees
Central Coast Community Shed Management Committee
Development Support Special Committee
East Ulverstone Swimming Pool Management Committee
Penguin Miniature Railway Management Committee
Riana Community Centre Advisory Committee

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MEMBERSHIP OF STATUTORY BODIES

The Council is a member of the following statutory bodies:

Body	Representatives
Cradle Coast Authority	Cr J. Bonde (Mayor) Ms S. Ayton (General Manager)
Dulverton Regional Waste Management Authority	Cr C. Fuller Ms S. Ayton (General Manager)
Mersey-Leven Emergency Management Planning Committee	Cr J. Bonde (Mayor) Central Coast Municipal Emergency Management Coordinator Central Coast Deputy Municipal Emergency Management Coordinator Central Coast Municipal Community Recovery Coordinator Central Coast Municipal Community Deputy Recovery Officer
Tasmanian Water and Sewerage Corporation Pty Ltd	Cr J. Bonde (Mayor)

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EMPLOYEE STATISTICS – STAFFING STRUCTURE

Central Coast Council Staffing – Budgeted Employee Numbers

Department	Full-time	Part-time	Phased in Retirement	Casual*	Total
<i>Total Workforce</i>					
General Management	8	–	–	–	8
Community Services	17	39	–	33	89
Infrastructure Services	69	8	1	1	79
Corporate Services	18	6	–	3	27
Total	112	53	1	37	203

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GENERAL STATISTICS

Statistics	2020-2021
Area	932km2
Population (ERP)	21,938
Non Current Assets	\$522,761,272
Non Current Liabilities	\$21,927,319
Net Wealth of the Council	\$513,586,825
Revenue	\$28,921,992
Rates	\$16,458,171
Rates per Capita	\$750
Loan Debt	%11,042,646
Rates Outstanding	1.16%

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SUMMARY OF THE ESTIMATES

	Estimated 2021-2022 (\$)	Projected 2021-2022 (\$)	Estimated 2022-2023 (\$)
Recurrent Revenue	49,986,657	51,272,891	\$54,177,976
Recurrent Expenses	38,184,828	38,513,553	41,986,000
Reserves Revenue	2,098,000	2,904,918	1,290,000
Reserves Expenses	9,478,000	5,514,450	2,219,224
Capital Sources of Funding	27,219,970	22,391,652	24,964,833
Capital Works Program	26,963,000	19,120,819	24,693,000

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Part 1

*Cashflow
Forecast*

CASHFLOW FORECAST

RECURRENT

	Estimates 2021-2022	Estimates 2022-2023
OPERATIONS		
Outgoings		
Expenses	37,389,292	41,196,000
Less vehicle expenses	(521,970)	(729,000)
Less valuation fees prepaid	(42,700)	(43,000)
Less depreciation	(7,121,900)	(7,276,900)
Loan principal	402,137	578,978
Dividend contribution to capital works	-	600,000
Contribution to capital works	30,000	30,000
Transfers to reserves	1,252,000	1,472,000
	31,386,859	35,828,078
Incoming		
Revenue	48,028,021	52,841,976
Less plant hire	(1,264,100)	(1,325,000)
Less contributions re capital works	(10,265,000)	(11,179,000)
Less disposals of plant/assets	(930,000)	(356,500)
Less grants re capital works	(4,229,017)	(4,366,000)
Loan principal repayments by organisations	-	-
Transfers from reserves	90,000	213,000
	31,429,904	35,828,476
Closing Balance - 30 June	\$ 43,045	\$ 399

CASHFLOW FORECAST

CAPITAL WORKS

	Estimates 2021-2022	Estimates 2022-2023
CAPITAL WORKS		
Opening Balance - 1 July	(4,970,976)	(3,270,833)
Outgoings		
Capital works	25,168,000	23,012,000
Plant and equipment purchases	1,784,000	1,681,000
	26,952,000	24,693,000
Incoming		
Commonwealth Tax Sharing Grant	(4,229,017)	(4,366,000)
Contributions	(10,265,000)	(11,179,000)
Loan finance	(5,200,000)	(2,700,000)
Proceeds from disposal of plant	(430,000)	(356,500)
Proceeds from disposal of property	(500,000)	(500,000)
Dividend income	(600,000)	(600,000)
Transfers from reserves incl ALGCP Loans	(978,000)	(1,962,500)
Rates revenue	(30,000)	(30,000)
	(22,232,017)	(21,694,000)
Closing Balance - 30 June	\$ (250,993)	\$ (271,833)

Part 2

Recurrent

SUMMARY

OPERATIONS

	Estimates Revenue 2021–2022	Projected Revenue 2021–2022	Estimates Revenue 2022–2023	Estimates Expenses 2021–2022	Projected Expenses 2021–2022	Estimates Expenses 2022–2023
GENERAL MANAGEMENT						
<i>OFFICE OF GENERAL MANAGER</i>	<i>8,447,656</i>	<i>3,177,870</i>	<i>6,435,226</i>	<i>2,200,556</i>	<i>2,031,356</i>	<i>2,363,000</i>
Strategic Projects						
. Strategic Projects	7,706,556	2,907,770	5,997,226	346,556	273,856	258,000
. Property Management	526,000	55,000	197,000	10,000	15,800	15,000
Executive Services						
. Elected Members	–	–	–	586,000	565,700	715,000
. General Manager's Office	–	–	–	772,000	754,000	833,000
. Organisational Development	215,100	215,100	241,000	486,000	422,000	542,000
INFRASTRUCTURE SERVICES						
<i>ENGINEERING SERVICES</i>	<i>1,637,000</i>	<i>1,361,725</i>	<i>1,742,000</i>	<i>1,637,000</i>	<i>1,510,174</i>	<i>1,742,000</i>
. Assets and Engineering	1,637,000	1,361,725	1,742,000	1,637,000	1,510,174	1,742,000
<i>WORKS</i>	<i>4,523,865</i>	<i>6,643,472</i>	<i>7,924,700</i>	<i>16,277,841</i>	<i>16,823,937</i>	<i>17,321,800</i>
Works Operations						
. Works Depot	991,670	967,442	1,053,000	991,670	1,008,615	1,053,000
. Private Works	75,000	95,000	75,000	60,000	64,993	60,000
. Emergency Services	6,500	6,500	6,500	67,500	67,500	67,500
Roads, Bridges and Drainage						
. Roads – Urban Sealed	381,025	416,025	588,000	1,943,025	1,952,025	1,983,000
. Roads – Rural Sealed	659,000	609,000	3,006,000	2,746,000	2,850,000	2,891,500
. Roads – Rural Unsealed	50,000	50,000	50,000	467,000	491,000	486,000
. Footpaths	–	128,686	160,000	934,000	928,000	986,000
. Bridges	1,308,025	2,338,589	300,000	571,025	571,025	563,000
. Car Parks	23,025	8,025	15,000	153,025	141,025	146,000
. Street Lighting	–	–	–	330,000	342,380	329,000
. Drainage	87,000	87,000	102,000	748,000	716,000	775,000

SUMMARY

OPERATIONS

	Estimates Revenue 2021–2022	Projected Revenue 2021–2022	Estimates Revenue 2022–2023	Estimates Expenses 2021–2022	Projected Expenses 2021–2022	Estimates Expenses 2022–2023
Waste Management						
. Household Garbage	584,000	666,785	724,000	4,130,838	4,313,838	4,625,100
. Non-household Waste	50,000	50,000	50,000	334,000	322,000	333,000
Parks and Amenities						
. Parks	184,200	1,096,000	1,234,200	1,984,838	2,207,116	2,186,700
. Public Amenities	15,420	15,420	440,000	469,420	487,420	479,000
. Cemeteries	109,000	109,000	121,000	347,500	361,000	358,000
CORPORATE SERVICES						
<i>CORPORATE SERVICES</i>	<i>29,208,600</i>	<i>32,452,926</i>	<i>32,194,000</i>	<i>8,491,100</i>	<i>8,799,657</i>	<i>10,164,000</i>
Corporate Administration						
. Administration	6,000	2,500	6,000	716,000	687,556	803,000
. Administration Centre	3,000	3,823	3,000	197,000	222,065	206,000
. Caravan Parks	155,000	155,000	155,000	122,000	122,000	122,000
Corporate Support Services						
. ICT Services	–	9,346	–	897,000	864,000	958,000
. Fleet On-Costs	272,100	600,000	699,000	272,100	289,000	699,000
. Labour On-Costs	3,705,000	4,071,006	4,580,000	3,705,000	3,912,845	4,580,000
Finance						
. Finance	2,782,500	3,333,504	3,262,000	886,000	951,251	1,004,000
. Rates and Charges	17,910,000	18,065,392	18,802,000	770,000	775,199	790,000
. Government Contributions	4,375,000	6,212,355	4,687,000	926,000	975,741	1,002,000

SUMMARY

OPERATIONS

	Estimates Revenue 2021-2022	Projected Revenue 2021-2022	Estimates Revenue 2022-2023	Estimates Expenses 2021-2022	Projected Expenses 2021-2022	Estimates Expenses 2022-2023
REGULATORY SERVICES						
<i>BUILDING & PLUMBING CONTROL</i>	<i>293,500</i>	<i>333,500</i>	<i>343,500</i>	<i>542,000</i>	<i>469,545</i>	<i>575,000</i>
. Building and Plumbing	293,500	333,500	343,500	542,000	469,545	575,000
<i>ENVIRONMENT & HEALTH</i>	<i>39,500</i>	<i>44,026</i>	<i>45,500</i>	<i>246,775</i>	<i>244,300</i>	<i>309,800</i>
. Environment and Health	39,500	44,026	45,500	246,775	244,300	309,800
<i>INSPECTORIAL</i>	<i>177,500</i>	<i>134,167</i>	<i>182,500</i>	<i>265,000</i>	<i>245,176</i>	<i>278,000</i>
. Control of Animals	177,500	134,167	182,500	265,000	245,176	278,000
. Parking Control	0	0	0	0	0	0
COMMUNITY SERVICES						
<i>COMMUNITY SERVICES</i>	<i>5,569,036 0</i>	<i>7,125,206</i>	<i>5,310,550 0</i>	<i>8,524,556 0</i>	<i>8,389,407</i>	<i>9,232,400</i>
Children's Services						
. Child Care	2,305,000	2,497,118	2,681,000	2,205,000	2,077,000	2,536,000
Community Services and Facilities						
. Housing	738,000	842,000	803,000	669,000	673,753	693,000
. Cultural Amenities	129,000	117,786	127,500	324,000	385,020	332,000
. Public Halls and Buildings	343,500	500,972	187,000	288,000	272,676	304,500
Recreation Facilities						
. Swimming Pool and Waterslide	130,000	127,500	147,000	134,000	145,824	155,000
. Active Recreation	544,500	1,878,094	277,500	1,600,920	1,755,323	1,672,300
. Recreation Centres	618,000	627,362	175,000	581,000	627,914	636,500

SUMMARY

OPERATIONS

	Estimates Revenue 2021–2022	Projected Revenue 2021–2022	Estimates Revenue 2022–2023	Estimates Expenses 2021–2022	Projected Expenses 2021–2022	Estimates Expenses 2022–2023
Community Development						
· Community Development	4,000	4,000	4,000	757,000	718,000	775,000
· Cultural Activities	59,536	36,500	142,500	150,136	141,600	185,000
· Community Cont. and Support	16,500	16,500	16,500	61,500	61,500	101,100
Arts & Culture						
· Arts, Culture and Visitor Service:	464,000	166,500	474,550	1,180,000	951,797	1,264,500
<i>LAND-USE PLANNING</i>						
· Land-Use Planning	217,000	310,874	275,000	574,000	579,000	577,500
Total	49,896,657	51,272,891	54,177,976	38,184,828	38,513,553	41,986,000
Operating (Surplus)/Deficit	–	–	–	(11,711,829)	(12,759,339)	(12,191,976)

GENERAL MANAGEMENT

OFFICE OF GENERAL MANAGER

Service Activity: Strategy and Policy

Service Activity Description

Delivery of designated strategic projects.

Outputs

- Economic development
- Implementation of specific projects
- Marketing and communications

Outcomes

- Economic prosperity and resilience
- Organisational best practice
- Resilient and engaged community

Strategic Plan 2014–2024

- Effective communication and engagement
- Identify opportunities for use of former Penguin Recreation Ground
- Investigate strategic alliance opportunities to improve economies of scale and scope in service delivery and the further development of Central Coast
- Review existing asset investment and performance

Department Actions

- Collaboratively encourage the usage of Central Coast to Canyon 'its in our nature' message
- Development a Communication and Engagement Strategy including suggested advice for different scenarios
- Develop a Local Economic Development Committee to further explore local economic challenges including identification of priorities and innovative solutions.
- Develop placemaking guidelines and update Council's communication and engagement strategy, to ensure our public spaces reflect the diverse needs and aspirations of our community
- Implement the Council's Communication and Engagement Plan, including the development of a community engagement toolkit.
- Investigate with Stadiums Tasmania the use of the Dial Sports Complex
- Review the Ulverstone Wharf Precinct area
- Review the future use of the former Penguin Depot site
- Undertake the re-development of the former Penguin Recreation Ground

GENERAL MANAGEMENT

OFFICE OF GENERAL MANAGER

Service Activity: Strategic Projects

Cost Centre: Strategic Projects

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Revenue			
	(256,556)	(257,770)	(97,226)
Dementia-Friendly Community Framework (revenue)	-	(1,214)	-
Interest reimbursement – AGLP	(256,556)	(256,556)	(97,226)
Pit Stop Central Coast Project	-	-	-
	(7,450,000)	(2,650,000)	(5,900,000)
Capital Contributions			
Capital Contributions – Forth/Leith – Turners Beach Bridge	(50,000)	-	-
Capital contributions – Penguin Foreshore	(3,000,000)	(2,150,000)	-
Capital Contributions – Shared Pathway	(4,400,000)	-	(4,400,000)
Capital Contributions – Slipstream Circus	-	-	(1,500,000)
Capital Contributions – Cultural Precinct	-	(500,000)	-
Total Revenue	(7,706,556)	(2,907,770)	(5,997,226)
Expenses			
	346,556	273,856	258,000
Commercial/tourism opportunities	-	-	20,000
Community Profile (incl. web enabled)	10,000	9,300	10,000
Dementia-Friendly Community Framework	10,000	5,000	5,000
Dementia-Friendly (Tas. Community Fund)	-	2,000	-
Economic Development Framework impl.	10,000	1,000	10,000
Interest on loan – AGLP	256,556	256,556	183,000
Local Food Security Strategy	10,000	-	-
Penguin Recreation Ground redevelopment	20,000	-	-
Review/update Wharf Precinct Master Plan	30,000	-	30,000
Total Expenses	346,556	273,856	258,000
Strategic Projects (Surplus)/Deficit	\$ (7,360,000)	\$ (2,633,914)	\$ (5,739,226)

GENERAL MANAGEMENT

OFFICE OF GENERAL MANAGER

Service Activity: Strategic Projects

Cost Centre: Property Management

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Revenue			
	<i>(26,000)</i>	<i>(25,000)</i>	<i>(27,000)</i>
Fees and charges	(8,000)	(9,000)	(10,000)
Rent – 2 Knights Road,Ulverstone	(18,000)	(16,000)	(17,000)
	<i>(500,000)</i>	<i>(30,000)</i>	<i>(170,000)</i>
LRCI funding	–	(30,000)	(170,000)
Sale of land – Former Penguin Depot	(500,000)	–	–
Total Revenue	(526,000)	(55,000)	(197,000)
Expenses			
	<i>10,000</i>	<i>15,800</i>	<i>15,000</i>
2 Knights Road, West Ulverstone – management fee	3,000	2,200	3,000
2 Knights Road, West Ulverstone – maintenance and repairs	2,000	3,500	4,000
2 Knights Rd, West Ulverstone – TasWater	–	1,000	1,000
2 Knights Road, West Ulverstone – rates	2,000	2,100	2,000
Legal costs – property development	2,000	4,000	3,000
Property investigation costs	1,000	2,000	1,000
Unsold land costs	–	1,000	1,000
Total Expenses	10,000	15,800	15,000
Property Management (Surplus)/Deficit	\$ (516,000)	\$ (39,200)	\$ (182,000)

GENERAL MANAGEMENT

OFFICE OF GENERAL MANAGER

Service Activity: Executive Services and Governance

Service Activity Description

Provision of Executive Services to the General Manager, Mayor and the Councillors.

Outputs

- Council meetings/business papers
- Corporate Planning/Annual Reporting
- Coordination of professional development for Councillors
- Governance matters
- Local Government Act and Regulations

Outcomes

- Organisational best practice
- Sustainable and effective Council

Strategic Plan 2014–2024

Department Actions

GENERAL MANAGEMENT

OFFICE OF GENERAL MANAGER

Service Activity: Executive Services

Cost Centre: Elected Members

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Revenue			
	-	-	-
Reimbursements	-	-	-
Total Revenue	-	-	-
Expenses			
	<i>578,700</i>	<i>562,700</i>	<i>712,000</i>
Advertising costs	700	700	1,000
Contributions to Cradle Coast Authority	174,000	174,000	180,000
Contributions to Local Government Association of Tas.	59,000	59,000	61,000
Councillors' allowances	285,000	285,000	295,000
Councillors' conferences and education	15,000	4,000	15,000
Councillors' expenses	25,000	20,000	20,000
Election expenses	10,000	10,000	130,000
Receptions and citizenships	10,000	10,000	10,000
	<i>7,300</i>	<i>3,000</i>	<i>3,000</i>
Depreciation	-	-	-
Vehicle costs	7,300	3,000	3,000
Total Expenses	586,000	565,700	715,000
Elected Members (Surplus)/Deficit	\$ 586,000	\$ 565,700	\$ 715,000

GENERAL MANAGEMENT

OFFICE OF GENERAL MANAGER

Service Activity: Executive Services

Cost Centre: General Manager's Office

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Revenue			
	-	-	-
Reimbursements	-	-	-
	-	-	-
Plant allocated	-	-	-
Total Revenue	-	-	-
Expenses			
	757,000	744,000	821,000
Advertising costs	-	2,000	-
Communications	28,000	28,000	29,000
Community safety	1,000	-	1,000
Conferences	13,000	2,000	13,000
Cradle Coast/Rotary Art Sponsorship	3,000	2,500	3,000
GM's contingencies	5,000	5,000	5,000
Health and wellbeing	17,000	17,000	17,000
Industrial costs	6,000	6,000	6,000
Leadership development	15,000	1,000	15,000
Legal costs	4,000	5,000	5,000
Office expenses	1,000	3,500	2,000
Staff costs	651,000	651,000	715,000
Subscriptions/books/journals	6,000	7,000	7,000
Reconciliation Action Plan	-	7,000	-
Training	7,000	7,000	3,000
	15,000	10,000	12,000
Depreciation	-	-	-
Vehicle costs	15,000	10,000	12,000
Total Expenses	772,000	754,000	833,000
General Manager's Office (Surplus)/Deficit	\$ 772,000	\$ 754,000	\$ 833,000

GENERAL MANAGEMENT

OFFICE OF GENERAL MANAGER

Service Activity: Organisational Development

Service Activity Description

Provision of Human Resources, Risk and Workplace Health and Safety.

Outputs

- Human resource management
- Risk
- Workplace Health and Safety

Outcomes

- Organisational best practice
- Sustainable and effective Council

Strategic Plan 2014–2024

- Review Council's Strategic and Operational risks and update registers annually
- Undertake a Compliance Audit

Department Actions

- Undertake a business continuity training exercise
- Undertake Fraud training to supplement review of our management practices
- Complete the Workplace Health and Safety system migration from AS4801 to ISO45001
- Update the Strategic and operational Risk Registers

GENERAL MANAGEMENT

OFFICE OF GENERAL MANAGER

Service Activity: Executive Services

Cost Centre: Organisational Development

	Estimates 2021–2022	Projected 2021–2022	Budget 2022–2023
Revenue			
	-	-	-
	(215,100)	(215,100)	(241,000)
Re-allocated costs	(215,100)	(215,100)	(241,000)
Total Revenue	(215,100)	(215,100)	(241,000)
Expenses			
	486,000	422,000	542,000
Audits	-	-	-
HR strategic management	3,000	3,000	3,000
Office expenses	1,000	1,000	1,000
Reward and recognition	5,000	1,000	3,000
Staff costs	475,000	415,000	533,000
Subscriptions/books/journals	2,000	2,000	2,000
	-	-	-
Depreciation	-	-	-
Total Expenses	486,000	422,000	542,000
Organisational Development (Surplus)/Deficit	\$ 270,900	\$ 206,900	\$ 301,000

INFRASTRUCTURE SERVICES

ENGINEERING & ASSET MANAGEMENT

Service Activity: Asset Services

Service Activity Description

To provide engineering services focusing on asset management, climate change, Geographic Information System, asset databases and buildings and facilities including parks, natural resources, and cemeteries.

Outputs

- Develop Asset Management Plans
- Develop Asset Maintenance Management Plans
- Maintenance of asset information
- Mitigating climate change impacts
- Provision of Geographic Information System
- Provision of maintenance services for buildings and facilities

Outcomes

- Continue to work with community event organisers to improve safety standards at community event
- Effective and efficient provision of infrastructure and services
- Organisational best practice
- Well planned and managed Council assets and resources

Strategic Plan 2014–2024

- Conduct a review of all Council community/operational assets
- Encourage a creative approach to new development
- Develop a strategy to mitigate the impacts of climate change on the Council's assets
- Increase diversion of waste from landfill and increase waste stream recycling capacity
- Upgrade of Leven River Embankments
- Work with and support land and river care and other groups to improve environmental outcomes around our waterways and public spaces

Department Actions

- Complete the Fairway Park Master Plan
- Complete implementation plan for the Perry-Ling Gardens
- Conduct a facilities audit of Council buildings
- Develop a Natural Resource Management Plan which includes identification of at risk vegetation communities including riparian area
- Develop and implement a plan for the upgrade of the Public Are waste systems over a two-year-period
- Develop Landscape guidelines for nature strips (GCC Strategy)
- Develop a Master Plan for the Lobster Creek Resource Recovery Centre
- Identification of potentially contaminated sites to add to GIS
- Review of the future of the Penguin Depot Site
- Review Central Coast Lawn Cemetery, including the feasibility of natural burials
- Undertake a detailed climate change assessment on Council assets
- Undertake the re-development of the Penguin Foreshore

INFRASTRUCTURE SERVICES

ENGINEERING & ASSET MANAGEMENT

Service Activity: Engineering

Service Activity Description

To provide engineering services focusing on roads, bridges, footpaths, car parks, drainage and waste management.

Outputs

- Contract management of external contractors
- Capital Works Program
- Deliver design to facilitate the completion of the capital works program
- Engineering designs
- Engineering assessments
- Management Plans
- Motor vehicle and plant management
- Project management of Council maintenance and construction programs
- Public safety in and on Council assets is maintained
- Regional emergency management

Outcomes

- Effective and efficient provision of infrastructure and services
- Organisational best practice
- Well planned and managed Council assets and resources

Strategic Plan 2014–2024

- Develop service levels for all services delivered by the Council
- Identify a creative approach to new development

Department Actions

- Complete the Lower Forth Flood Plan
- Complete design of the North Reibey Street carpark
- Conduct a flood study of Penguin Creek
- Develop and adopt a Vehicular Kerb Crossover and Driveway Policy (Urban and Rural)
- Investigate and prepare preliminary designs for a shared pathway/roadway between Watcombe Beach and Rockliffs Road
- Investigate traffic flows and prepare design plans for roads adjacent to and including Ulverstone Secondary College
- Review and update the 2014 Parking Plan
- Review lighting of parking areas and include outcomes in the Council's Long-term Financial Plan
- Undertake a strategic review of Reibey Street, including cleanliness, additional infrastructure
- Undertake redesign of Reibey Street

INFRASTRUCTURE SERVICES

ENGINEERING & ASSET MANAGEMENT

Service Activity: Engineering
Cost Centre: Assets & Engineering

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Revenue			
	-	-	-
Fees and charges	-	-	-
Reimbursements	-	-	-
	(1,637,000)	(1,361,725)	(1,742,000)
Plant allocated	-	-	-
Proceeds on disposal of plant	-	-	-
Re-allocated costs	(1,637,000)	(1,361,725)	(1,742,000)
Total Revenue	(1,637,000)	(1,361,725)	(1,742,000)
Expenses			
	1,567,000	1,440,174	1,672,000
Asset condition services	30,000	30,000	30,000
Asset Plan assessments	7,500	7,500	7,500
AutoCad training	2,000	2,000	2,000
Conferences	10,000	10,000	10,000
Dial Before You Dig	3,000	3,000	3,000
Office expenses	4,000	4,000	4,000
Staff costs	1,484,000	1,350,000	1,582,000
Subscriptions/books/journals	11,500	14,849	15,000
Training	15,000	15,000	15,000
Telephone	-	3,826	3,500
	70,000	70,000	70,000
Depreciation	-	-	-
Vehicle costs	70,000	70,000	70,000
Total Expenses	1,637,000	1,510,174	1,742,000
Assets & Engineering (Surplus)/Deficit	\$ -	\$ 148,449	\$ -

INFRASTRUCTURE SERVICES

WORKS

Service Activity: Works Operations

Service Activity Description

To deliver construction and maintenance services, works depot, private works and emergency services.

Outputs

- Assisting in contractor compliance when working in Council areas
- Provision of operational support services to the maintenance and construction program
- Provision of construction program
- Provision of works maintenance program
- Public safety on Council maintained streets
- Public safety in Council maintained parks
- Emergency Management

Outcomes

- Effective and efficient provision of assets and infrastructure
- Organisational best practice

Strategic Plan 2014–2024

Department Actions

INFRASTRUCTURE SERVICES WORKS

Service Activity: Works Operations

Cost Centre: Works Depot

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Revenue			
	(7,000)	(9,196)	(7,000)
Contributions	(2,000)	-	(2,000)
Fees and charges – GST	(5,000)	(5,000)	(5,000)
Fees and charges – no GST	-	(4,196)	-
Reimbursements	-	-	-
	(984,670)	(958,246)	(1,046,000)
Plant allocated	(45,000)	(45,000)	(74,000)
Proceeds on disposal of plant	-	-	-
Re-allocated costs	(939,670)	(913,246)	(972,000)
Total Revenue	(991,670)	(967,442)	(1,053,000)

Expenses

	814,000	801,615	846,000
Advertising costs	1,000	1,000	1,000
Corporate branding signs	1,000	1,000	1,000
Contract cleaner	1,000	2,615	2,000
Electrical testing and tagging	7,000	7,000	7,000
Essential safety and health measures	8,000	8,000	8,000
Fuel delivery	10,000	6,000	10,000
Light and power	14,000	14,000	14,000
Maintenance and repairs	20,000	20,000	20,000
Minor tools	14,000	16,000	15,000
Office expenses	4,000	6,000	4,000
On-call pager	18,000	20,000	18,000
Operational	10,000	10,000	10,000
Protective clothing	25,000	25,000	25,000
Small plant maintenance	20,000	25,000	20,000
Staff costs	611,000	590,000	641,000
Subscriptions/books/journals	3,000	3,000	3,000
TasWater	8,000	8,000	8,000
Telephone	4,000	4,000	4,000
Training	30,000	30,000	30,000
Two-way radio repairs	5,000	5,000	5,000

INFRASTRUCTURE SERVICES WORKS

Service Activity: Works Operations

Cost Centre: Works Depot

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
	<i>177,670</i>	<i>205,000</i>	<i>207,000</i>
Depreciation	127,000	127,000	127,000
Vehicle costs	50,670	80,000	80,000
Total Expenses	991,670	1,006,615	1,053,000
Works Depot (Surplus)/Deficit	\$ -	\$ 39,173	\$ -

INFRASTRUCTURE SERVICES WORKS

Service Activity: Works Operations

Cost Centre: Private Works

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Revenue			
	<i>(75,000)</i>	<i>(95,000)</i>	<i>(75,000)</i>
Contributions	-	-	-
Footpath and driveway crossovers	(50,000)	(50,000)	(50,000)
Miscellaneous fees and charges	(5,000)	(5,000)	(5,000)
Private works reimbursements	(10,000)	(10,000)	(10,000)
Reimbursements	-	-	-
Sale of gravel	(10,000)	(30,000)	(10,000)
Total Revenue	(75,000)	(95,000)	(75,000)
Expenses			
	<i>60,000</i>	<i>64,993</i>	<i>60,000</i>
Private Works	10,000	3,640	10,000
Private Works (crossovers)	50,000	61,353	50,000
Total Expenses	60,000	64,993	60,000
Private Works (Surplus)/Deficit	\$ (15,000)	\$ (30,007)	\$ (15,000)

INFRASTRUCTURE SERVICES WORKS

Service Activity: Works Operations

Cost Centre: Emergency Services

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Revenue			
	<i>(6,500)</i>	<i>(6,500)</i>	<i>(6,500)</i>
Contributions	-	-	-
Fees and charges	-	-	-
Fire hazard clearing charges	(6,500)	(6,500)	(6,500)
Reimbursements	-	-	-
	-	-	-
Plant allocated	-	-	-
Capital contributions	-	-	-
Total Revenue	(6,500)	(6,500)	(6,500)
Expenses			
	<i>42,500</i>	<i>42,500</i>	<i>42,500</i>
Emergency and risk management	10,000	10,000	10,000
Essential safety and health measures	1,000	1,000	1,000
Fire hazards inspections	6,500	6,500	6,500
Local SES unit operations	25,000	25,000	25,000
	<i>25,000</i>	<i>25,000</i>	<i>25,000</i>
Depreciation	20,000	20,000	20,000
Vehicle costs	5,000	5,000	5,000
Total Expenses	67,500	67,500	67,500
Emergency Services (Surplus)/Deficit	\$ 61,000	\$ 61,000	\$ 61,000

INFRASTRUCTURE SERVICES WORKS

Service Activity: Roads, Bridges and Drainage

Service Activity Description

To operate, maintain, inspect and deliver the works program of the Council's road, drainage and related infrastructure.

Outputs

- Bridge services
- Car park services
- Development of the forward capital works program
- Footpath and pathway services
- Provision of the works and maintenance program
- Provision of inspection program
- Roads – urban and rural sealed services
- Roads – rural unsealed services
- Stormwater drainage services
- Street lighting services

Outcomes

- Effective and efficient provision of infrastructure and services
- Organisational best practice
- Well planned and managed Council assets and resources

Strategic Plan 2014–2024

Department Actions

INFRASTRUCTURE SERVICES WORKS

Service Activity: Roads, Bridges and Drainage

Cost Centre: Roads – Rural Unsealed

	Estimates 2021–2022	Projected 2021–2022	Budget 2022–2023
Revenue			
	-	-	-
Contributions	-	-	-
	(50,000)	(50,000)	(50,000)
Proceeds on disposal of plant	-	-	-
Plant allocated	(50,000)	(50,000)	(50,000)
Total Revenue	(50,000)	(50,000)	(50,000)
Expenses			
	390,000	414,000	409,000
Emergency works	10,000	13,000	11,000
Grading	199,000	188,000	204,000
Gravel pits	14,000	20,000	15,000
Guide posts	3,000	3,000	3,000
Pot-holing – gravel	14,000	14,000	15,000
Reactive maintenance	4,000	4,000	4,000
Resheeting	75,000	70,000	78,000
Road signs	3,000	3,000	3,000
Spraying	7,000	7,000	7,000
Stormwater drainage	28,000	50,000	35,000
Vegetation management	33,000	42,000	34,000
	77,000	77,000	77,000
Depreciation	62,000	62,000	62,000
Vehicle costs	15,000	15,000	15,000
Total Expenses	467,000	491,000	486,000
Roads – Rural Unsealed (Surplus)/Deficit	\$ 417,000	\$ 441,000	\$ 436,000

INFRASTRUCTURE SERVICES WORKS

Service Activity: Roads, Bridges and Drainage

Cost Centre: Roads – Urban Sealed

	Estimates 2021–2022	Projected 2021–2022	Budget 2022–2023
Revenue			
	(10,025)	(10,025)	(2,000)
Dept of State Growth – recovery costs – local road signage	(2,000)	(2,000)	(2,000)
Fees and charges	–	–	–
Reimbursements	(8,025)	(8,025)	–
	(371,000)	(406,000)	(586,000)
Capital contributions	(221,000)	(221,000)	(221,000)
Capital contributions – LRCI	–	–	(210,000)
Capital contributions – State Government (Urban Roads)	–	(35,000)	–
Proceeds on disposal of plant	–	–	–
Plant allocated	(150,000)	(150,000)	(155,000)
Total Revenue	(381,025)	(416,025)	(588,000)

Expenses

	698,025	697,025	728,000
Edge treatment	14,000	14,000	15,000
Emergency works	31,000	30,000	31,000
Entrance fees to Resource Recovery Centre	20,000	15,000	20,000
Gravel pits	13,000	16,000	14,000
Guide posts	4,000	3,000	4,000
Interest on loans	8,025	8,025	–
Landscape areas	26,000	26,000	27,000
Pot-holing	54,000	60,000	60,000
Program maintenance	106,000	99,000	109,000
Purchase of street trees	12,000	12,000	14,000
Reactive maintenance	18,000	10,000	19,000
Shouldering – gravelling	35,000	30,000	36,000
Side entry pit upgrades	2,000	2,000	2,000
Spraying	58,000	70,000	63,000
Stormwater drainage	48,000	45,000	51,000
Street closures	5,000	4,000	5,000
Street furniture maintenance	12,000	10,000	12,000
Street/road signs	54,000	52,000	55,000
Vegetation maintenance	178,000	191,000	191,000

INFRASTRUCTURE SERVICES WORKS

Service Activity: Roads, Bridges and Drainage

Cost Centre: Roads – Urban Sealed

	Estimates 2021–2022	Projected 2021–2022	Budget 2022–2023
	<i>1,245,000</i>	<i>1,255,000</i>	<i>1,255,000</i>
Depreciation	1,205,000	1,205,000	1,205,000
Vehicle costs	40,000	50,000	50,000
Total Expenses	1,943,025	1,952,025	1,983,000
Roads – Urban Sealed (Surplus)/Deficit	\$ 1,562,000	\$ 1,536,000	\$ 1,395,000

INFRASTRUCTURE SERVICES WORKS

Service Activity: Roads, Bridges and Drainage

Cost Centre: Roads – Rural Sealed

	Estimates 2021–2022	Projected 2021–2022	Budget 2022–2023
Revenue			
	(9,000)	(9,000)	–
Interest Rembursement – AGLP	(9,000)	(9,000)	–
Fees and charges	–	–	–
Contributions	–	–	–
	(650,000)	(650,000)	(3,006,000)
Capital contributions	(250,000)	(250,000)	(250,000)
Capital contributions – Ironcliffe Road	–	–	(2,256,000)
Capital contributions – Penguin Road landslip	(50,000)	(50,000)	(50,000)
Proceeds on disposal of plant	–	–	–
Plant allocated	(350,000)	(350,000)	(450,000)
Total Revenue	(659,000)	(659,000)	(3,006,000)

Expenses

	1,076,000	1,090,000	1,131,500
Edge treatment	120,000	115,000	130,000
Emergency works	95,000	109,000	99,000
Entrance fees to Resource Recovery Centre	4,000	3,000	4,000
Gravel pits	19,000	23,000	20,000
Gravelling	25,000	25,000	26,000
Guide posts	10,000	5,000	10,000
Interest on loans	9,000	9,000	–
Pot-holing	51,000	45,000	55,500
Program maintenance	40,000	20,000	42,000
Reactive maintenance	21,000	22,000	22,000
Shouldering	260,000	250,000	272,000
Spraying	62,000	57,000	66,000
Stormwater drainage	105,000	117,000	109,000
Street/road signs	29,000	29,000	29,000
Vegetation management	226,000	261,000	247,000

INFRASTRUCTURE SERVICES WORKS

Service Activity: Roads, Bridges and Drainage

Cost Centre: Roads – Rural Sealed

	Estimates 2021–2022	Projected 2021–2022	Budget 2022–2023
	<i>1,670,000</i>	<i>1,760,000</i>	<i>1,760,000</i>
Depreciation (infrastructure)	1,560,000	1,560,000	1,560,000
Vehicle costs	110,000	200,000	200,000
Total Expenses	2,746,000	2,850,000	2,891,500
Roads – Rural Sealed (Surplus)/Deficit	\$ 2,087,000	\$ 2,191,000	\$ (114,500)

INFRASTRUCTURE SERVICES WORKS

Service Activity: Roads, Bridges and Drainage

Cost Centre: Bridges

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Revenue			
	<i>(8,025)</i>	<i>(8,025)</i>	-
Interest reimbursement – AGLP	(8,025)	(8,025)	-
	<i>(1,300,000)</i>	<i>(2,330,564)</i>	<i>(300,000)</i>
Capital contributions – bridge renewals	(1,000,000)	(2,030,564)	-
Capital contributions	(300,000)	(300,000)	(300,000)
Total Revenue	(1,308,025)	(2,338,589)	(300,000)
Expenses			
	<i>108,025</i>	<i>108,025</i>	<i>100,000</i>
Asset management	35,000	40,000	40,000
Interest on loans – AGLP	8,025	8,025	-
Maintenance	65,000	60,000	60,000
	<i>463,000</i>	<i>463,000</i>	<i>463,000</i>
Depreciation	463,000	463,000	463,000
Total Expenses	571,025	571,025	563,000
Bridges (Surplus)/Deficit	\$ (737,000)	\$ (1,767,564)	\$ 263,000

INFRASTRUCTURE SERVICES WORKS

Service Activity: Roads, Bridges and Drainage

Cost Centre: Car Parks

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Revenue			
	<i>(8,025)</i>	<i>(8,025)</i>	-
Interest reimbursement – AGLP	(8,025)	(8,025)	-
	<i>(15,000)</i>	-	<i>(15,000)</i>
Capital contributions – Electric vehicle charging	(15,000)	-	(15,000)
Total Revenue	(23,025)	(8,025)	(15,000)
Expenses			
	<i>56,025</i>	<i>44,025</i>	<i>49,000</i>
Interest on loan – AGLP	8,025	8,025	-
Leases/maintenance and line marking	27,000	15,000	27,000
Off street parking	21,000	21,000	22,000
	<i>97,000</i>	<i>97,000</i>	<i>97,000</i>
Depreciation	97,000	97,000	97,000
Total Expenses	153,025	141,025	146,000
Car Parks (Surplus)/Deficit	\$ 130,000	\$ 133,000	\$ 131,000

INFRASTRUCTURE SERVICES WORKS

Service Activity: Roads, Bridges and Drainage

Cost Centre: Street Lighting

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Revenue			
	-	-	-
Fees and charges	-	-	-
Contributions	-	-	-
Total Revenue	-	-	-
Expenses			
	<i>330,000</i>	<i>342,380</i>	<i>329,000</i>
Aurora street lighting charges	300,000	300,000	300,000
Interest on loan (LED)	10,000	10,380	9,000
Street lighting maintenance	20,000	32,000	20,000
	-	-	-
Depreciation	-	-	-
Total Expenses	330,000	342,380	329,000
Street Lighting (Surplus)/Deficit	\$ 330,000	\$ 342,380	\$ 329,000

INFRASTRUCTURE SERVICES WORKS

Service Activity: Roads, Bridges and Drainage

Cost Centre: Footpaths

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Revenue			
	-	-	-
Reimbursements	-	-	-
Contributions	-	-	-
	-	(58,686)	(160,000)
Capital contributions – Beach Road LRCI	-	-	(160,000)
Capital Contributions – Cradle Coast Authority	-	(58,686)	-
Total Revenue	-	(58,686)	(160,000)
Expenses			
	239,000	233,000	247,000
Access improvements	15,000	15,000	16,000
Program maintenance	176,000	173,000	181,000
Reactive maintenance	48,000	45,000	50,000
	695,000	695,000	739,000
Depreciation	695,000	695,000	739,000
Total Expenses	934,000	928,000	986,000
Footpaths (Surplus)/Deficit	\$ 934,000	\$ 869,314	\$ 826,000

INFRASTRUCTURE SERVICES WORKS

Service Activity: Roads, Bridges and Drainage

Cost Centre: Drainage

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Revenue			
	<i>(12,000)</i>	<i>(12,000)</i>	<i>(12,000)</i>
Fees and charges	-	-	-
Fees and charges - GST	-	-	-
Stormwater connection point reimbursement	(12,000)	(12,000)	(12,000)
Contributions	-	-	-
	<i>(75,000)</i>	<i>(75,000)</i>	<i>(90,000)</i>
Capital contributions	-	-	-
Proceeds on disposal of plant	-	-	-
Plant allocated	(75,000)	(75,000)	(90,000)
Total Revenue	(87,000)	(87,000)	(102,000)
Expenses			
	<i>289,000</i>	<i>242,000</i>	<i>301,000</i>
Manhole maintenance	34,000	24,000	35,000
Pipe maintenance	31,000	31,000	33,000
Stormwater blockages	66,000	64,000	70,000
Stormwater connection point	12,000	12,000	12,000
Stormwater connections	13,000	4,000	13,000
Stormwater maintenance	48,000	52,000	53,000
Stormwater survey	85,000	55,000	85,000
	<i>459,000</i>	<i>474,000</i>	<i>474,000</i>
Depreciation (infrastructure)	434,000	434,000	434,000
Vehicle costs	25,000	40,000	40,000
Total Expenses	748,000	716,000	775,000
Drainage (Surplus)/Deficit	\$ 661,000	\$ 629,000	\$ 673,000

INFRASTRUCTURE SERVICES WORKS

Service Activity: Waste Management

Service Activity Description

To provide waste management services.

Outputs

- Household garbage services
- Non-household waste services

Outcomes

- Effective and efficient provision of infrastructure and amenities
- Healthy environment
- Organisational best practice
- Well planned and managed Council assets and resources

Strategic Plan 2014–2024

Department Actions

INFRASTRUCTURE SERVICES WORKS

Service Activity: Waste Management

Cost Centre: Household Garbage

	Budget 2021-2022	Projected 2021-2022	Budget 2022-2023
Revenue			
	<i>(499,000)</i>	<i>(499,810)</i>	<i>(539,000)</i>
Contributions	-	(3,018)	-
Drum Muster	(3,000)	(3,000)	(3,000)
Miscellaneous fees and charges	(22,000)	(23,585)	(22,000)
Resource Recovery Centre – entry fees	(330,000)	(330,000)	(395,000)
Resource Recovery Centre – scrap metal recovery	(40,000)	(63,208)	(40,000)
Reimbursements	(2,000)	-	(2,000)
Resource Recovery Centre – entry fees (Council Operations)	(100,000)	(75,000)	(75,000)
Resource Recovery Centre – entry fees (Country Transfer Stations)	(2,000)	(2,000)	(2,000)
	<i>(85,000)</i>	<i>(166,975)</i>	<i>(185,000)</i>
Capital contributions – Waste Management	-	-	(50,000)
Capital contributions – Dulverton – recycling funding	-	(16,975)	-
Proceeds on disposal of plant	-	-	-
Plant allocated	(85,000)	(150,000)	(135,000)
Total Revenue	(584,000)	(666,785)	(724,000)

Expenses

	<i>3,814,838</i>	<i>3,947,838</i>	<i>4,259,100</i>
Administration charges	125,000	125,000	131,000
Castra Waste Transfer Station	65,000	70,000	70,000
Central Coast Landfill Area	243,000	214,000	243,000
FOGO collection	756,838	756,838	801,100
Greenwaste recycling	120,000	120,000	120,000
Household garbage collection service	700,000	700,000	790,000
Kerbside recycling service	600,000	600,000	635,000
Landfill – after care monitoring	34,000	25,000	34,000
Mobile Country Transfer Station/Recycling	120,000	120,000	120,000
Monitoring and leachate disposal	70,000	88,000	70,000
Preston Waste Transfer Station	65,000	65,000	70,000
Resource Recovery Centre	818,000	973,000	1,092,000
South Riana Waste Transfer Station	68,000	68,000	73,000
Waste Strategy consultant	30,000	23,000	-
Waste education	-	-	10,000

INFRASTRUCTURE SERVICES WORKS

Service Activity: Waste Management

Cost Centre: Household Garbage

	Budget 2021-2022	Projected 2021-2022	Budget 2022-2023
	<i>316,000</i>	<i>366,000</i>	<i>366,000</i>
Depreciation	296,000	296,000	296,000
Vehicle costs	20,000	70,000	70,000
Total Expenses	4,130,838	4,313,838	4,625,100
Household Garbage (Surplus)/Deficit	\$ 3,546,838	\$ 3,647,053	\$ 3,901,100

INFRASTRUCTURE SERVICES WORKS

Service Activity: Waste Management

Cost Centre: Non-Household Waste

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Revenue			
	-	-	-
Fees and charges – GST	-	-	-
Reimbursements	-	-	-
	(50,000)	(50,000)	(50,000)
Plant allocated	(50,000)	(50,000)	(50,000)
Total Revenue	(50,000)	(50,000)	(50,000)
Expenses			
	328,000	322,000	333,000
CBD garbage collection	190,000	190,000	190,000
Clean Up Australia Day	5,000	5,000	5,000
Garbage bin maintenance/replacement	12,000	8,000	12,000
Garbage collection in public areas	80,000	80,000	85,000
Impounded vehicle storage	-	-	-
Recycling collection in public areas	10,000	11,000	10,000
Removal of dead animals/abandoned vehicles	10,000	10,000	10,000
Roadside litter	6,000	6,000	6,000
Special rubbish clean-ups	15,000	12,000	15,000
	6,000	-	-
Depreciation	-	-	-
Vehicle costs	6,000	-	-
Total Expenses	334,000	322,000	333,000
Non-Household Waste (Surplus)/Deficit	\$ 284,000	\$ 272,000	\$ 283,000

INFRASTRUCTURE SERVICES WORKS

Service Activity: Parks and Amenities

Service Activity Description

To operate, maintain, inspect and deliver the works program of the Council's parks, natural resources, public amenities and cemeteries.

Outputs

- Cemetery services
- Natural Resource Management services
- Parks services
- Public amenities services
- Project management and coordination with community groups
- Project management of parks and amenities

Outcomes

- Effective and efficient provision of infrastructure and services
- Natural Resource Management Plans
- Organisational best practice
- Resilient and engaged community
- Sustainable environment
- Well planned and managed Council assets and resources

Strategic Plan 2014–2024

Department Actions

INFRASTRUCTURE SERVICES WORKS

Service Activity: Parks and Amenities

Cost Centre: Parks

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Revenue			
	(14,200)	(6,000)	(14,200)
Memorial parks – plaques	(6,000)	(6,000)	(6,000)
Miscellaneous fees and charges	–	–	–
Contributions	–	–	–
Reimbursements	–	–	–
Tasmanian Weeds Action Fund Grant (revenue)	(8,200)	–	(8,200)
	(170,000)	(1,090,000)	(1,220,000)
Capital Contributions – LRCI	–	(506,000)	(1,005,000)
Capital Contributions – Ulverstone Skate Park	–	(309,000)	–
Capital Contribution – Public Showers (State Government grant)	–	(60,000)	–
Capital Contribution – West Ulverstone Fish Cleaning Station	–	(10,000)	–
Gain on disposal of assets	–	–	–
Proceeds on disposal of other assets	–	–	–
Proceeds on disposal of plant	–	–	–
Plant allocated	(170,000)	(205,000)	(215,000)
Total Revenue	(184,200)	(1,096,000)	(1,234,200)

Expenses

	1,544,838	1,712,116	1,671,700
Anzac Park – fencing/post replacements	5,000	5,500	5,000
Barbecue maintenance	75,000	110,000	88,000
Beach access upgrades	9,000	9,000	10,000
Buttons Creek maintenance	7,000	7,000	7,000
Climate Change Audit	12,000	12,000	12,000
Coastal Management Plans	1,500	1,500	1,500
Coastcare projects	30,200	31,200	32,700
Dial Regional Sports Complex Reserve	8,000	12,000	9,000
Entrance fees to Resource Recovery Centre	18,000	18,000	18,000
Fence repairs	4,000	–	4,000
Flood and storm damage	19,000	14,000	19,000
Foreshore maintenance	57,000	58,000	61,000
Garden annuals	157,000	147,000	163,000
Grass mowing and maintenance	335,000	446,000	395,000
Hiscutt Park	12,000	10,000	2,000
Interest	3,138	3,743	2,500

INFRASTRUCTURE SERVICES WORKS

Service Activity: Parks and Amenities

Cost Centre: Parks

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Johnsons Beach Master Plan	-	-	1,000
Leven River management	1,000	-	1,000
Maud Street/Zig Zag Reserve	1,000	1,000	1,000
Memorial parks – niche walls	8,000	8,000	8,000
Natural resource management	80,000	80,000	94,000
Park furnishings	77,000	87,000	87,000
Park maintenance	142,000	162,000	158,000
Park/car park litter removal	40,000	45,000	41,000
Parks – irrigation system upgrade	10,000	16,000	12,000
Penguin Creek	15,000	10,000	15,000
Perry-Ling Gardens	20,000	16,000	20,000
Plant stock storage	1,000	1,000	1,000
Play equipment maintenance	88,000	81,000	88,000
Pump Park maintenance	6,000	6,000	7,000
Reserve maintenance	66,000	73,173	85,000
Risk and safety assessment outcomes	15,000	3,000	5,000
School projects	2,000	2,000	2,000
Ulverstone Wharf Precinct garden maintenance	25,000	20,000	25,000
Toilet cleaning (country)	20,000	30,000	30,000
Vegetation removal and maintenance	135,000	145,000	119,000
Weed management	40,000	41,000	42,000
	<i>440,000</i>	<i>495,000</i>	<i>515,000</i>
Vehicle costs	45,000	100,000	90,000
Depreciation	395,000	395,000	425,000
Total Expenses	1,984,838	2,207,116	2,186,700
Parks (Surplus)/Deficit	\$1,800,638	\$1,111,116	\$952,500

INFRASTRUCTURE SERVICES WORKS

Service Activity: Parks and Amenities

Cost Centre: Public Amenities

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Revenue			
	(6,420)	(6,420)	-
Fees and charges	-	-	-
Interest reimbursement	(6,420)	(6,420)	-
Contributions			
	(9,000)	(9,000)	(440,000)
Capital Contributions – Montgomery Road	-	-	(431,000)
Plant allocated	(9,000)	(9,000)	(9,000)
Total Revenue	(15,420)	(15,420)	(440,000)
Expenses			
	369,420	387,420	363,000
Apex Park	19,000	16,000	19,000
Boat ramps	5,000	3,000	5,000
Bus shelter maintenance	3,000	3,000	3,000
Dump station maintenance/blockages	4,000	6,000	4,000
Interest on loans	6,420	6,420	-
Merv Wright Memorial Fountain	22,000	15,000	22,000
Penguin fountain maintenance	2,000	2,000	2,000
Public conveniences	302,000	328,000	302,000
Translator stations	1,000	1,000	1,000
Ulverstone Shrine of Remembrance	5,000	7,000	5,000
	100,000	100,000	116,000
Vehicle costs	5,000	5,000	5,000
Depreciation	90,000	95,000	111,000
Total Expenses	469,420	487,420	479,000
Public Amenities (Surplus)/Deficit	\$ 454,000	\$ 472,000	\$ 39,000

INFRASTRUCTURE SERVICES WORKS

Service Activity: Parks and Amenities

Cost Centre: Cemeteries

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Revenue			
	<i>(74,000)</i>	<i>(74,000)</i>	<i>(79,000)</i>
Lease of land	(1,000)	(1,000)	(1,000)
Ulverstone General Cemetery fees	(2,000)	(2,000)	(2,000)
Penguin General Cemetery fees	(1,000)	(1,000)	(1,000)
Central Coast Memorial Park cemetery fees	(70,000)	(70,000)	(75,000)
Contributions	-	-	-
	<i>(35,000)</i>	<i>(35,000)</i>	<i>(42,000)</i>
Plant allocated	(35,000)	(35,000)	(42,000)
Capital Contributions	-	-	-
Total Revenue	(109,000)	(109,000)	(121,000)
Expenses			
	<i>319,000</i>	<i>328,000</i>	<i>322,000</i>
Central Coast Memorial Park – maintenance	160,000	165,000	170,000
Central Coast Memorial Park – operations	126,000	128,000	116,000
Penguin General Cemetery – grave digging	2,000	2,000	2,000
Penguin General Cemetery – maintenance	10,000	12,000	12,000
Ulverstone General Cemetery – grave digging	1,000	1,000	1,000
Ulverstone General Cemetery – maintenance	20,000	20,000	21,000
	<i>28,500</i>	<i>33,000</i>	<i>36,000</i>
Vehicle costs	7,500	12,000	15,000
Depreciation	21,000	21,000	21,000
Total Expenses	347,500	361,000	358,000
Cemeteries (Surplus)/Deficit	\$ 238,500	\$ 252,000	\$ 237,000

CORPORATE SERVICES

CORPORATE SERVICES

Service Activity: Corporate Administration

Service Activity Description

Provide management and coordination of the systems and operations that underpin the corporate activities of the Council including property.

Outputs

- Control of certain statutory functions including Right to Information and privacy matters
- Functional management of the Administration Centre building
- Management of Council owned property
- Provision of corporate administrative services including cemetery
- Manage preparation and filing of leases
- Manage the Council's legal opinions register
- administration

Outcomes

- Effective and efficient provision of amenities
- Organisational best practice
- Sustainable and effective Council

Strategic Plan 2014–2024

Department Actions

CORPORATE SERVICES

CORPORATE SERVICES

Service Activity: Corporate Administration

Cost Centre: Administration

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Revenue			
	<i>(6,000)</i>	<i>(2,500)</i>	<i>(6,000)</i>
Fees and charges	(2,500)	(2,500)	(2,500)
Fees and charges (Div. 81)	-	-	-
Reimbursements	(3,500)	-	(3,500)
	-	-	-
Plant allocated	-	-	-
Total Revenue	(6,000)	(2,500)	(6,000)
Expenses			
	<i>659,000</i>	<i>634,556</i>	<i>750,000</i>
Advertising costs	2,000	2,000	2,000
Conferences	2,000	-	2,000
Consultancy – Disability Access Plan	10,000	10,000	-
Consultancy – Camping By-Law	-	-	30,000
Legal costs	5,000	3,000	3,000
Office expenses	2,000	2,000	2,000
Photocopier expenses	15,000	12,000	13,000
Photocopy paper	6,000	2,000	5,000
Postage	15,000	15,000	15,000
Printing and stationery	9,000	9,000	9,000
Records archival	500	500	500
Staff costs	573,000	561,556	649,000
Subscriptions/books/journals	2,000	2,000	2,000
Training	15,000	13,000	15,000
Veolia collection	2,500	2,500	2,500
	<i>57,000</i>	<i>53,000</i>	<i>53,000</i>
Depreciation – Right of Use Assets	43,000	43,000	43,000
Vehicle costs	14,000	10,000	10,000
Total Expenses	716,000	687,556	803,000
Administration (Surplus)/Deficit	\$ 710,000	\$ 685,056	\$ 797,000

ORGANISATIONAL SERVICES

CORPORATE SERVICES

Service Activity: Corporate Administration

Cost Centre: Administration Centre

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Revenue			
	<i>(3,000)</i>	<i>(3,823)</i>	<i>(3,000)</i>
Fees and charges	(3,000)	(3,823)	(3,000)
Total Revenue	(3,000)	(3,823)	(3,000)
Expenses			
	<i>137,000</i>	<i>162,065</i>	<i>146,000</i>
Cleaning	37,000	37,000	35,000
Electrical testing and tagging	2,000	2,000	2,000
Essential safety and health measures	3,500	12,000	6,000
Insurance	8,500	10,065	11,000
Light and power	20,000	20,000	20,000
Maintenance and repairs	34,000	49,000	40,000
Office expenses	2,000	2,000	2,000
Telephones and faxes	22,000	22,000	22,000
Water charges	8,000	8,000	8,000
	<i>60,000</i>	<i>60,000</i>	<i>60,000</i>
Depreciation	60,000	60,000	60,000
Total Expenses	197,000	222,065	206,000
Administration Centre (Surplus)/Deficit	\$ 194,000	\$ 218,242	\$ 203,000

ORGANISATIONAL SERVICES

CORPORATE SERVICES

Service Activity: Corporate Administration

Cost Centre: Caravan Parks

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Revenue			
	<i>(155,000)</i>	<i>(155,000)</i>	<i>(155,000)</i>
Fees and charges	-	-	-
Ulverstone Caravan Park lease	(110,000)	(110,000)	(110,000)
Ulverstone Caravan Park reimbursements	(45,000)	(10,000)	(10,000)
Oc Ling Caravan Park reimbursement		(8,000)	(8,000)
Apex Caravan Park reimbursement		(27,000)	(27,000)
Apex Caravan Park Reimbursement			
Total Revenue	(155,000)	(155,000)	(155,000)
Expenses			
	<i>66,000</i>	<i>66,000</i>	<i>66,000</i>
Ulverstone/Buttons Creek Caravan Park	10,000	20,000	20,000
Other caravan parks	46,000	46,000	46,000
East Beach Road camping ground – electricity	5,000	-	-
	<i>56,000</i>	<i>56,000</i>	<i>56,000</i>
Depreciation	56,000	56,000	56,000
Total Expenses	122,000	122,000	122,000
Caravan Parks (Surplus)/Deficit	\$ (33,000)	\$ (33,000)	\$ (33,000)

CORPORATE SERVICES

INFORMATION SERVICES

Service Activity: Information Services

Service Activity Description

Provide management and coordination of the systems and operations that underpin the corporate activities of the Council including corporate systems, records management and customer support.

Outputs

- Manage the Council's records management system
- Provide IT and communication services and support
- Provision of corporate administrative services including customer service
- Business planning

Outcomes

- Effective and efficient provision of amenities
- Organisational best practice
- Sustainable and effective Council

Strategic Plan 2014–2024

- Undertake a Compliance Audit

Department Actions

- Develop a Cloud-based Strategy
- Implement a new Website which is customer oriented

CORPORATE SERVICES

CORPORATE SERVICES

Service Activity: Corporate Support Services

Cost Centre: Corporate Support Services

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Revenue			
	-	(9,346)	-
Fees and charges	-	-	-
Reimbursements	-	-	-
Corporate Support Services – wage subsidy	-	(9,346)	-
Total Revenue	-	(9,346)	-
Expenses			
	799,000	766,000	860,000
Computer consumables	5,000	5,000	5,000
Computer maintenance	450,000	500,000	520,000
Conferences	1,500	1,500	1,500
Office expenses	1,000	1,000	1,000
Software support	5,000	5,000	5,000
Staff costs	333,000	250,000	324,000
Telephone	500	500	500
Training	3,000	3,000	3,000
	98,000	98,000	98,000
Depreciation	98,000	98,000	98,000
Total Expenses	897,000	864,000	958,000
Corporate Support Services (Surplus)/Deficit	\$ 897,000	\$ 854,654	\$ 958,000

CORPORATE SERVICES

CORPORATE SERVICES

Service Activity: Corporate Support Services

Cost Centre: Labour On-Costs

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Revenue			
	(15,000)	(71,006)	(15,000)
Contributions – Long service leave	–	–	–
Contributions – Centrelink	–	(27,812)	–
Contributions	–	(13,194)	–
Reimbursements	(15,000)	(30,000)	(15,000)
	(3,690,000)	(4,000,000)	(4,565,000)
Re-allocated costs	(3,690,000)	(4,000,000)	(4,565,000)
Total Revenue	(3,705,000)	(4,071,006)	(4,580,000)
Expenses			
	3,705,000	3,912,845	4,580,000
Annual leave	825,000	900,000	1,000,000
Long service leave	220,000	150,000	250,000
Miscellaneous on-costs	10,000	100,000	10,000
Other leave	40,000	–	50,000
Occupational Health & Safety	20,000	20,000	20,000
Parental leave – (Centrelink)	–	25,494	–
Payroll tax	600,000	720,000	700,000
Public holidays	435,000	450,000	550,000
Sick leave	280,000	280,000	400,000
Superannuation contribution	1,100,000	1,100,000	1,400,000
Workers compensation insurance	175,000	167,351	200,000
Total Expenses	3,705,000	3,912,845	4,580,000
Labour On-Costs (Surplus)/Deficit	\$ –	\$ (158,161)	\$ –

CORPORATE SERVICES

CORPORATE SERVICES

Service Activity: Corporate Support Services

Cost Centre: Fleet On-Costs

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Revenue			
	<i>(20,000)</i>	-	-
Council fleet employee contributions	(20,000)	-	-
	<i>(252,100)</i>	<i>(600,000)</i>	<i>(699,000)</i>
Council fleet allocated	(252,100)	(600,000)	(699,000)
Total Revenue	(272,100)	(600,000)	(699,000)
Expenses			
	<i>132,100</i>	<i>149,000</i>	<i>559,000</i>
Fleet – Registration	15,500	17,000	17,000
Fleet – Insurance	17,300	50,000	50,000
Fleet – Fuel	25,000	30,000	30,000
Fleet – Servicing	17,800	12,000	12,000
Fleet – Tyres	6,500	3,000	3,000
Fleet – FBT	50,000	37,000	37,000
Plant – Registration	-	-	50,000
Plant – Insurance	-	-	-
Plant – Fuel	-	-	200,000
Plant – Servicing	-	-	140,000
Plant – Tyres	-	-	20,000
	<i>140,000</i>	<i>140,000</i>	<i>140,000</i>
Fleet – Depreciation	140,000	140,000	140,000
Total Expenses	272,100	289,000	699,000
Fleet On-Costs (Surplus)/Deficit	\$ -	\$ (311,000)	\$ -

CORPORATE SERVICES

FINANCE

Service Activity: Corporate Finance

Service Activity Description

Provide for the planning and management of finance and accounting.

Outputs

- Corporate financial management
- Long-term financial planning
- Preparation of end of year financial report
- Provision of accounting services

Outcomes

- Organisational best practice
- Sustainable and effective Council

Strategic Plan 2014–2024

- Undertake a Compliance Audit

Department Actions

- Complete upgrade of financial software to Community Finance (Microsoft Dynamics)

CORPORATE SERVICES

CORPORATE SERVICES

Service Activity: Finance

Cost Centre: Rates and Charges

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Revenue			
	<i>(17,910,000)</i>	<i>(18,065,392)</i>	<i>(18,802,000)</i>
General Rate	(14,848,000)	(14,975,392)	(15,605,000)
Waste management service charge	(2,336,000)	(2,348,000)	(2,445,000)
Fire protection service rate	(726,000)	(742,000)	(752,000)
Total Revenue	(17,910,000)	(18,065,392)	(18,802,000)
Expenses			
	<i>770,000</i>	<i>775,199</i>	<i>790,000</i>
Discount allowed	730,000	738,344	750,000
Remissions and adjustments	40,000	36,855	40,000
Total Expenses	770,000	775,199	790,000
Rates and Charges (Surplus)/Deficit	\$ (17,140,000)	\$ (17,290,193)	\$ (18,012,000)

State Government rates and charges remission to eligible pensioners of 30% (subject to a maximum of \$345.00 or \$507.00 for pensioners without water and sewerage).

- State Fire Commission rates and charges remission to eligible pensioners of 20% of the fire levy.
- Council rates remission to eligible pensioner living alone \$35.00.
- That rates and charges be paid in one sum by that a ratepayer be permitted to pay rates and charges by instalments instead of by one payment.

CORPORATE SERVICES

CORPORATE SERVICES

Service Activity: Finance

Cost Centre: Government Contributions

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Revenue			
	<i>(4,375,000)</i>	<i>(6,212,355)</i>	<i>(4,687,000)</i>
Commonwealth Tax Sharing Grant	(4,309,017)	(6,147,043)	(4,612,000)
Fire service contribution collection fee	(29,000)	(29,030)	(30,000)
Land Tax reimbursement	(36,983)	(36,282)	(45,000)
Total Revenue	(4,375,000)	(6,212,355)	(4,687,000)
Expenses			
	<i>926,000</i>	<i>975,741</i>	<i>1,002,000</i>
Fire service contribution	726,000	725,741	752,000
Land Tax	200,000	250,000	250,000
Total Expenses	926,000	975,741	1,002,000
Government Contributions (Surplus)/Deficit	\$ (3,449,000)	\$ (5,236,614)	\$ (3,685,000)

CORPORATE SERVICES

CORPORATE SERVICES

Service Activity: Finance

Cost Centre: Finance

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Revenue			
	<i>(2,320,500)</i>	<i>(2,871,504)</i>	<i>(2,476,000)</i>
Certificate charges	(160,000)	(160,000)	(160,000)
Contributions – Diesel and Alternative Fuels Grant	(45,000)	(45,000)	(45,000)
Contributions – Heavy vehicle motor tax	(100,000)	(75,000)	(75,000)
Debt collection fees	(5,000)	(6,192)	(5,000)
Dividends – Dulverton NTER	(242,000)	(445,000)	(445,000)
Dividends – Dulverton	(232,000)	(243,012)	(243,000)
Dividends – Water Authority	(900,000)	(1,144,800)	(954,000)
Interest on investments	(200,000)	(150,000)	(190,000)
Miscellaneous fees and charges (No GST)	–	–	(1,000)
Private works administration	(1,000)	(1,000)	(1,000)
Reimbursements	(5,000)	–	–
Search fees (valuations)	(500)	(500)	(500)
Trade in on plant	(430,000)	(601,000)	(356,500)
	<i>(462,000)</i>	<i>(462,000)</i>	<i>(786,000)</i>
Share of Dulverton retained earnings	(222,000)	(222,000)	(546,000)
Re-allocated costs (administration)	(240,000)	(240,000)	(240,000)
Total Revenue	(2,782,500)	(3,333,504)	(3,262,000)

Expenses

	<i>843,300</i>	<i>908,551</i>	<i>961,000</i>
Audit fees	36,000	36,000	38,000
Audit – other	4,000	7,000	–
Audit Panel	1,500	–	1,500
Bad debts	5,000	5,000	5,000
Bank charges	45,000	45,000	47,000
Bank security services	11,000	11,000	11,000
Building revaluation	–	545	–
CentrePay fees	200	200	–
Conferences	2,500	2,500	2,500
COVID costs	–	–	–
Debt collection costs	15,000	24,000	18,000
Insurance claims excess	5,000	350	5,000
Insurance premium	145,000	203,483	223,000
Office expenses	1,100	1,100	1,000
Printing and stationery	12,000	12,373	12,000
Staff costs	525,000	525,000	562,000
Staff uniforms	1,000	1,000	1,000

CORPORATE SERVICES

CORPORATE SERVICES

Service Activity: Finance

Cost Centre: Finance

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Subscriptions/books/journals	1,500	1,500	1,500
Training	2,500	2,500	2,500
Valuation fees – maintenance	30,000	30,000	30,000
	<i>42,700</i>	<i>42,700</i>	<i>43,000</i>
Valuation fees – revaluation	42,700	42,700	43,000
Total Expenses	886,000	951,251	1,004,000
Finance (Surplus)/Deficit	\$ (1,896,500)	\$ (2,382,253)	\$ (2,258,000)

CORPORATE SERVICES

REGULATORY SERVICES

Service Activity: Building and Plumbing Services

Service Activity Description

The Council's building and plumbing services involve the processing of applications, undertaking inspections, ensuring the maintenance of infrastructure and provision of advice and information.

Outputs

- Monitor compliance

Outcomes

- Economic vitality
- Organisational best practice

Strategic Plan 2014–2024

- Review of areas suitable for motorhome, caravan and campervan overnight parking

Department Actions

- Identify areas within Central Coast to allow freedom camping
- Finalisation of Camping By-Law to regulate freedom camping within Central Coast

CORPORATE SERVICES

REGULATORY SERVICES

Service Activity: Building and Plumbing Services

Cost Centre: Building and Plumbing

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Revenue			
	<i>(293,500)</i>	<i>(333,500)</i>	<i>(343,500)</i>
Building Act Levy	(50,000)	(50,000)	(50,000)
Building Industry Training Levy	(60,000)	(100,000)	(100,000)
Building Permit Authority fees	(65,000)	(65,000)	(70,000)
Building surveying/inspection fees	(3,500)	(3,500)	(3,500)
Commission	(1,000)	(1,000)	(1,000)
Fees and charges – miscellaneous	(4,000)	(4,000)	(4,000)
Inspection and connection fees	(110,000)	(110,000)	(115,000)
	-	-	-
Plant allocated	-	-	-
Total Revenue	(293,500)	(333,500)	(343,500)
Expenses			
	<i>510,000</i>	<i>464,545</i>	<i>567,000</i>
Advertising costs	500	500	500
Building Act Levy	50,000	50,000	50,000
Building Industry Training Levy	60,000	100,000	100,000
Building/Plumbing fees refunded	1,000	1,000	1,000
Building surveyor services	5,000	5,545	5,000
Conferences	2,000	2,000	2,000
Legal costs	1,000	1,000	1,000
Office expenses	2,500	2,500	2,500
Staff costs	383,000	300,000	400,000
Subscriptions/books/journals	1,000	500	1,000
Telephone	1,000	1,000	1,000
Training	3,000	500	3,000
	<i>32,000</i>	<i>5,000</i>	<i>8,000</i>
Depreciation	-	-	-
Vehicle costs	32,000	5,000	8,000
Total Expenses	542,000	469,545	575,000
Building and Plumbing (Surplus)/Deficit	\$ 248,500	\$ 136,045	\$ 231,500

CORPORATE SERVICES

REGULATORY SERVICES

Service Activity: Public and Environmental Health

Service Activity Description

The Council's public health and environmental protection service activities protect and promote the health of the community, reduces the incidence of preventable illness, ensures the provision of water and food that is safe and fit for human consumption, and provides for the management of the environment and control of pollution through:

Outputs

- Drinking water quality monitoring
- Education and promotion
- Environmental protection
- Food surveillance
- Health education and promotion
- Immunisation service
- Infectious disease investigation and prevention
- Licensing of Places of Assembly
- Monitoring compliance
- Water quality monitoring

Outcomes

- Organisational best practice
- Sustainable environment

Strategic Plan 2014–2024

Department Actions

CORPORATE SERVICES

REGULATORY SERVICES

Service Activity: Public and Environmental Health

Cost Centre: Environment and Health

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Revenue			
	(39,500)	(44,026)	(45,500)
Aerated wastewater treatment system fees	(1,000)	-	-
Contributions	(3,000)	-	-
Fees and charges	(500)	(1,500)	(1,500)
Fees and charges (Div. 81)	-	-	-
Licence fees	(30,000)	(36,911)	(39,000)
Septic tank fees	(5,000)	-	-
Immunisation contributions	-	(5,615)	(5,000)
	-	-	-
Plant allocated	-	-	-
Proceeds on disposal of plant	-	-	-
Total Revenue	(39,500)	(44,026)	(45,500)
Expenses			
	242,475	240,000	305,500
Aerated wastewater treatment systems	1,000	1,000	1,000
Conferences	3,000	3,000	3,000
Health education and promotion	1,000	1,000	1,000
Hazardous materials management	5,000	6,000	5,000
Immunisation programs	8,000	6,000	8,000
Legal costs	1,000	1,000	1,000
Office expenses	2,000	2,000	2,000
Staff costs	211,000	211,000	274,000
Subscriptions/books/journals	2,000	2,000	2,000
Telephone	475	1,000	500
Training	2,000	-	2,000
Water monitoring	6,000	6,000	6,000
	4,300	4,300	4,300
Depreciation	300	300	300
Vehicle costs	4,000	4,000	4,000
Total Expenses	246,775	244,300	309,800
Environment and Health (Surplus)/Deficit	\$ 207,275	\$ 200,274	\$ 264,300

CORPORATE SERVICES

REGULATORY SERVICES

Service Activity: Compliance

Service Activity Description

The Council's compliance services include abatements, animal control, parking control and recreational vehicles and camping.

Outputs

- Abatements
- Animal control
- Parking control
- Recreational vehicles and camping

Outcomes

- Manage animal control functions
- Manage parking control functions
- Manage recreational vehicle and camping functions

Strategic Plan 2014–2024

- Continue to work with community event organisers to improve safety standards at community events

Department Actions

- Finalisation of a Camping By-law to regulate freedom camping within Central Coast
- Investigate the development of a By-Law for animals and livestock in rural areas
- Review all smoke-free areas across the municipal area
- Review of Dog Park facilities provided
- Review Dog Management Policy at Penguin Beach and Johnsons Beach and Preservation Bay

CORPORATE SERVICES

REGULATORY SERVICES

Service Activity: Compliance

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Revenue			
	(177,500)	(132,000)	(182,500)
Parking fines	(40,000)	-	(40,000)
Fees and charges	-	-	-
Litter fines	(500)	-	(500)
Animal Control By-law Permit Fee	(50)	(50)	(50)
Contributions	-	-	-
Dog fines	(15,000)	(10,000)	(15,000)
Dog licences	(115,000)	(115,000)	(120,000)
Fees and charges	(250)	(250)	(250)
Kennel licences	(4,500)	(4,500)	(4,500)
Pound fees (dogs only)	(2,000)	(2,000)	(2,000)
Replacement discs	(200)	(200)	(200)
	-	(2,167)	-
Proceeds on disposal of plant	-	-	-
Plant allocated	-	(2,167)	-
Total Revenue	(177,500)	(134,167)	(182,500)
Expenses			
	253,000	233,176	266,000
Parking control	6,000	6,000	6,000
Advertising – abandoned vehicles	500	500	500
Legal costs	3,000	1,000	1,000
Dog pound maintenance	2,000	2,000	2,000
Dog registration refund	500	500	500
Pound	53,000	27,717	35,000
Ranger expenses	170,000	172,059	203,000
Ranger – On-call contract	15,000	20,400	15,000
Signage	3,000	3,000	3,000
	12,000	12,000	12,000
Depreciation	-	-	-
Vehicle costs	12,000	12,000	12,000
Total Expenses	265,000	245,176	278,000
Control of Animals (Surplus)/Deficit	\$ 87,500	\$ 111,009	\$ 95,500

COMMUNITY SERVICES

CHILDREN'S SERVICES

Service Activity: Children's Services

Service Activity Description

Provide for the operation of the Ulverstone Child Care Centre, Penguin and East Ulverstone Outside School Hours and Vacation Care programs and support play centres.

Outputs

- Long day care program at Ulverstone Child Care Centre
- Outside School Hours and Vacation Care programs

Outcomes

- Choices, options and opportunities
- Organisational best practice

Strategic Plan 2014–2024

Department Actions

COMMUNITY SERVICES

COMMUNITY SERVICES

Service Activity: Children's Services

Cost Centre: Child Care

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Revenue			
	<i>(2,292,000)</i>	<i>(2,484,118)</i>	<i>(2,668,000)</i>
Sustainability Contribution – Penguin OSHC	–	(25,000)	(25,000)
Contributions – Forth OSHC	(100,000)	(231,318)	(174,000)
Contributions – Penguin OSHC	(100,000)	(130,000)	(175,000)
Contributions – Ulverstone Child Care	(1,647,000)	(1,742,000)	(1,935,000)
Ulverstone Child Care Centre fees	(190,000)	(175,200)	(171,000)
Forth Before School Care Fees	(121,000)	(95,000)	(94,000)
Penguin Out of School Hours Care fees	(134,000)	(85,600)	(94,000)
Contributions (GST) Ulverstone Child Care Bus Grant	(13,000)	(13,000)	(13,000)
Capital contributions	–	–	–
Total Revenue	(2,305,000)	(2,497,118)	(2,681,000)
Expenses			
	<i>2,193,000</i>	<i>2,065,000</i>	<i>2,524,000</i>
Forth Outside School Hours	228,000	175,500	235,000
Penguin Out of School Hours Care – wages	45,000	55,000	55,000
Bus and vehicle costs – Ulverstone Child Care Centre	17,500	13,000	13,000
Ulverstone Child Care Centre	1,464,500	1,404,500	1,594,000
Ulverstone – (East) Outside School Hours	287,000	239,000	183,000
Ulverstone – (Central) Outside School Hours	151,000	178,000	399,000
Consulting - Strategic Review of Child Care	–	–	45,000
	<i>12,000</i>	<i>12,000</i>	<i>12,000</i>
Depreciation	12,000	12,000	12,000
Total Expenses	2,205,000	2,077,000	2,536,000
Child Care (Surplus)/Deficit	\$ (100,000)	\$ (420,118)	\$ (145,000)

COMMUNITY SERVICES

COMMUNITY DEVELOPMENT

Service Activity: Community Services and Facilities

Service Activity Description

- Manage the Ulverstone Wharf Precinct building
- Manage accommodation for Registrar GPs/medical students
- Manage leases of caravan parks on Crown and/or Council land
- Provide and manage public halls and buildings (including the Civic Centre)
- Provision of housing for aged persons including independent living units and Ganesway complex

Outputs

- Administrative support to locally based Community Transport Service
- Community grants to community organisations
- Manage leases of caravan parks
- Provide and maintain accommodation for Registrar GPs/medical students
- Provide and maintain affordable housing for aged persons
- Provide and maintain public halls and buildings (including the Civic Centre and Wharf Precinct)

Outcomes

- A strong sense of community
- Effective and efficient provision of amenities
- Organisational best practice

Strategic Plan 2014–2024

Department Actions

COMMUNITY SERVICES

COMMUNITY SERVICES

Service Activity: Community Services and Facilities

Cost Centre: Cultural Amenities

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Revenue			
	<i>(129,000)</i>	<i>(117,786)</i>	<i>(127,500)</i>
Hire of equipment	(500)	(100)	(500)
Rental of Gawler Room	(8,000)	(7,000)	(9,000)
Rental of Isandula Room	(3,000)	(1,000)	(3,000)
Rental of Leven Theatre	(28,000)	(20,000)	(29,000)
Rental of Manager's Office	(3,500)	-	-
Technician fees at Civic Centre	(1,000)	(1,000)	(1,000)
Ulverstone Wharf Precinct	(85,000)	(80,000)	(85,000)
Miscellaneous fees and charges – GST	-	(20)	-
Leven Theatre – insurance claim – carpet (revenue)	-	(8,666)	-
	-	-	-
Capital contributions	-	-	-
Total Revenue	(129,000)	(117,786)	(127,500)
Expenses			
	<i>232,000</i>	<i>293,020</i>	<i>240,000</i>
Civic Centre – maintenance	31,000	31,222	31,000
Civic Centre – operations	45,000	55,000	48,000
Interest on loans	45,000	86,798	42,000
Civic Centre – technician expenses	3,000	2,000	2,000
Ulverstone Wharf – operational	34,200	47,000	46,000
Ulverstone Wharf – maintenance	73,800	71,000	71,000
	<i>92,000</i>	<i>92,000</i>	<i>92,000</i>
Depreciation	92,000	92,000	92,000
Total Expenses	324,000	385,020	332,000
Cultural Amenities (Surplus)/Deficit \$	\$ 195,000	\$ 267,234	\$ 204,500

COMMUNITY SERVICES

COMMUNITY SERVICES

Service Activity: Community Services and Facilities

Cost Centre: Housing

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Revenue			
	<i>(738,000)</i>	<i>(842,000)</i>	<i>(803,000)</i>
Miscellaneous fees and charges	–	–	–
Rental of residential houses	(18,000)	(18,000)	(18,000)
Rental of aged persons home units	(220,000)	(200,000)	(220,000)
Rental of aged persons home units (private)	(135,000)	(180,000)	(180,000)
Rental of Council properties	(20,000)	(20,000)	(45,000)
Contributions (Tenant contribution)	(155,000)	(264,000)	(150,000)
Rental of Ganesway units	(190,000)	(160,000)	(190,000)
Total Revenue	(738,000)	(842,000)	(803,000)
Expenses			
	<i>563,000</i>	<i>567,753</i>	<i>587,000</i>
Aged persons home units – maintenance	130,000	140,000	140,000
Aged persons home units – operational	194,000	194,453	194,000
Council properties	2,000	1,300	2,000
Council properties – maintenance and repairs	15,000	15,000	15,000
Council properties – program maintenance	8,000	5,000	8,000
Ganesway housing	165,000	165,000	183,000
Ganesway housing – maintenance	20,000	20,000	18,000
Ganesway housing – minor equipment purchases	1,000	1,000	1,000
Private rental management fee	18,000	18,000	21,000
Residential housing – operational	10,000	8,000	5,000
	<i>106,000</i>	<i>106,000</i>	<i>106,000</i>
Depreciation	106,000	106,000	106,000
Total Expenses	669,000	673,753	693,000
Housing (Surplus)/Deficit	\$ (69,000)	\$ (168,247)	\$ (110,000)

COMMUNITY SERVICES

COMMUNITY SERVICES

Service Activity: Community Services and Facilities

Cost Centre: Public Halls and Buildings

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Revenue			
	<i>(157,000)</i>	<i>(157,972)</i>	<i>(168,000)</i>
Fees and Charges – Penguin Memorial Centre	–	–	–
Miscellaneous fees and charges	(200)	(330)	(1,000)
Penguin Senior Citizens	(1,500)	(1,500)	(1,500)
Penguin Surf Life Saving Club	(4,400)	(6,000)	(6,000)
Reimbursement – Municipal Tea Rooms – TasWater charges	(1,000)	(1,300)	(1,000)
Reimbursement – Forth Hall – TasWater charges	(1,000)	(800)	(1,000)
Reimbursement – 46 Main Road, Penguin TasWater charges	(1,000)	(800)	(1,000)
Rental – 46 Main Road, Penguin	(5,400)	(6,600)	(6,000)
Rental – foyer space at Wharf near Gnomon Room	(3,000)	(2,500)	(3,000)
Rental – Montgomery Room	(10,000)	(4,000)	(5,000)
Rental – River Room at Ulverstone Wharf	(5,000)	(1,000)	–
Rental of Forth Hall	(1,800)	(1,800)	(6,000)
Rental of Gawler Hall	(600)	(600)	(1,000)
Rental of Gnomon Room	(17,100)	(24,000)	(25,000)
Rental of Municipal Tea Rooms	(10,000)	(12,000)	(12,000)
Rental of North Motton Hall	(1,800)	(1,000)	(2,000)
Rental of Outdoor Entertainment Centre	(100)	–	–
Rental of Penguin Medical Centre	(46,000)	(42,000)	(46,000)
Rental of Penguin Railway Station	(4,000)	(4,000)	(4,000)
Rental of Penguin Memorial Centre	(18,000)	(18,000)	(18,000)
Rental of Riana Community Centre	(5,500)	(6,000)	(6,000)
Rental of Sprent-Castra Community Centre	(4,500)	(1,000)	(500)
Rental of Sulphur Creek Hall	(3,800)	(7,000)	(6,000)
Rental of Turners Beach Hall	(3,800)	(7,000)	(6,000)
Ulverstone Senior Citizens	(3,000)	(4,000)	(4,000)
Ulverstone Surf Life Saving Club	(4,500)	(4,500)	(6,000)
Rental – total space at the Wharf	–	(242)	–
	<i>(186,500)</i>	<i>(343,000)</i>	<i>(15,000)</i>
Capital Contributions – Riana Community Centre	(186,500)	(343,000)	(15,000)
Total Revenue	(343,500)	(500,972)	(183,000)

COMMUNITY SERVICES

COMMUNITY SERVICES

Service Activity: Community Services and Facilities

Cost Centre: Public Halls and Buildings

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Expenses			
	<i>144,000</i>	<i>128,676</i>	<i>152,500</i>
46 Main Road, Penguin	1,000	1,200	1,000
Forth Hall	4,500	5,086	9,500
Gawler Hall	700	1,040	700
Montgomery Room	5,500	5,500	5,500
Municipal Tea Rooms	7,700	3,850	7,700
North Motton Hall	6,400	4,000	6,400
Outdoor Entertainment Centre	3,300	1,900	3,300
Penguin Meals on Wheels	1,700	600	1,700
Penguin Medical Centre	9,500	14,500	11,500
Penguin Memorial Centre	7,000	12,800	7,000
Penguin Railway Station	9,500	4,100	9,500
Penguin Senior Citizens Centre	4,500	4,400	4,500
Penguin Surf Life Saving Club	9,500	11,000	9,500
Public Halls & Buildings – Asbestos inspections	3,000	3,000	3,000
Public Halls & Buildings – Electrical testing and tagging	2,000	500	2,000
Riana Community Centre	10,000	8,200	10,000
Sprent-Castra Community Centre	5,500	4,000	5,500
St John Ambulance – building maintenance	2,500	1,500	2,500
Sulphur Creek Hall	9,500	8,000	9,500
Turners Beach Hall	10,200	8,700	11,700
Ulverstone Rowing Club	3,000	5,300	3,000
Ulverstone Senior Citizens Centre	8,000	8,400	8,000
Ulverstone Surf Life Saving Club	19,500	11,100	19,500
	<i>144,000</i>	<i>144,000</i>	<i>152,000</i>
Depreciation	144,000	144,000	152,000
Total Expenses	288,000	272,676	304,500
Public Halls and Buildings (Surplus)/Deficit	\$ (55,500)	\$ (228,296)	\$ 121,500

COMMUNITY SERVICES

COMMUNITY DEVELOPMENT

Service Activity: Recreation Facilities

Service Activity Description

Manage the Council's sporting and recreational facilities.

Outputs

- Management of Waterslide and East Ulverstone Learn to Swim Pool use by community groups
- Manage Sports Centres
- Manage recreation grounds
- Recreation planning
- Support capacity building across recreational groups

Outcomes

- A strong sense of community
- Effective and efficient provision of amenities
- Organisational best practice

Strategic Plan 2014–2024

Department Actions

COMMUNITY SERVICES

COMMUNITY SERVICES

Service Activity: Recreation Facilities

Cost Centre: Active Recreation

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Revenue			
	(207,000)	(1,494,694)	(202,500)
Batten Park	(500)	(500)	(500)
Batten Park – TasWater reimbursement	(2,500)	(2,500)	(2,500)
Dial Regional Sports Complex	(1,000)	(1,000)	(1,000)
Forth Recreation Ground	(8,000)	(8,000)	(8,000)
Haywoods Recreation Ground	(9,000)	(9,000)	(9,000)
Haywoods Rec Ground – reimburse TasWater charges	(4,500)	(3,500)	(4,500)
Heybridge Recreation Ground	(6,000)	(3,500)	(4,000)
Heybridge Recreation Ground – TasWater	(3,500)	(3,500)	(3,500)
Miscellaneous fees and charges	(1,000)	(1,000)	(1,000)
Active Recreation – Lease Rentals	(1,000)	(1,000)	(1,000)
North Motton Recreation Ground	(2,500)	(2,500)	(2,500)
Penguin Athletic Centre	(17,000)	(17,000)	(17,000)
Penguin Bowls Club – TasWater Charges	(6,500)	(6,500)	(6,500)
Penguin Golf Club	(5,500)	(5,500)	(5,500)
Penguin Golf Club – TasWater charges	(2,000)	(2,000)	(2,000)
Riana Recreation Ground	(2,000)	(2,000)	(2,000)
River Road Recreation Ground	(7,000)	(7,000)	(7,000)
River Road Recreation Ground – TasWater reimbursement	(6,000)	(6,000)	(6,000)
Tennis Centre	(1,500)	(1,500)	(1,500)
Turners Beach Recreation Ground	(8,000)	(8,000)	(8,000)
Ulverstone Netball Courts	(500)	(500)	(500)
Ulverstone Recreation Ground	(30,000)	(35,000)	(35,000)
Ulverstone Recreation Ground – TasWater reimbursement	(3,000)	(3,000)	(3,000)
Ulverstone Showground Complex	(35,000)	(36,000)	(37,000)
Dial Park – Function Room	(6,000)	(4,200)	(4,500)
Dial Park – Oval A & B, changerooms, canteen, meeting room, gym space	(30,000)	(21,500)	(22,000)
West Ulverstone Recreation Ground	(7,500)	(7,500)	(7,500)
Insurance proceeds – Turners Beach Football Ground Clubrooms	–	(72,500)	–
Heybridge Clubrooms insurance payout due to fire damage	–	(1,222,994)	–
	(337,500)	(383,400)	(75,000)
Plant allocated	(30,000)	(50,000)	(55,000)
Proceeds on disposal of plant	–	–	–
Capital contributions	(8,500)	(8,500)	(20,000)

COMMUNITY SERVICES

COMMUNITY SERVICES

Service Activity: Recreation Facilities

Cost Centre: Active Recreation

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Batten Park – Improving the Playing Field grant	–	(25,900)	–
Contributions – Penguin Sports Centre – Solar Energy	(50,000)	(50,000)	–
Capital contributions (State) – Ulv Showground – change	(249,000)	(249,000)	–
Total Revenue	(544,500)	(1,878,094)	(277,500)

Expenses

	<i>1,020,920</i>	<i>1,150,323</i>	<i>1,047,300</i>
Batten Park – building maintenance	10,000	17,000	10,000
Cricket wickets refurbishment	2,000	2,000	2,000
Dial Park – operations	254,000	276,000	288,000
Electrical Testing and Tagging	2,000	2,000	2,000
Forth Recreation Ground	75,500	75,500	75,500
Haywoods Recreation Ground	51,400	60,400	54,400
Heybridge Recreation Ground	29,500	29,500	29,500
North Motton Recreation Groud	16,000	16,005	16,000
North West Axemens Centre	1,100	1,100	1,100
Penguin Athletic Centre	40,000	46,000	40,000
Penguin Bowls Club	8,000	8,000	8,000
Penguin Golf Club	5,000	5,000	5,000
Penguin Hockey Grounds	1,000	2,334	1,500
Miscellaneous recreation inspections	100	100	100
Penguin Recreation Ground	6,500	6,500	6,500
Relocation of portable seating	200	200	200
Riana Recreation Ground	20,300	20,300	20,300
River Road Recreation Ground	53,500	53,500	53,500
Showground	186,920	195,484	175,800
South Riana Recreation Ground	200	700	200
Sprent Recreation Ground	2,000	2,000	2,000
Tennis Centre – Penguin	500	500	500
Tennis Centre – Ulverstone	2,200	2,200	2,200
Turners Beach Recreation Ground	65,500	140,500	65,500
Ulverstone Recreation Ground	136,500	136,500	136,500
West Ulverstone Recreation Ground	51,000	51,000	51,000
	<i>580,000</i>	<i>605,000</i>	<i>625,000</i>
Depreciation	580,000	580,000	600,000
Vehicle costs	–	25,000	25,000
Total Expenses	1,600,920	1,755,323	1,672,300
Active Recreation (Surplus)/Deficit	\$ 1,056,420	\$ (122,771)	\$ 1,394,800

COMMUNITY SERVICES

COMMUNITY SERVICES

Service Activity: Recreation Facilities

Cost Centre: Recreation Centres

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Revenue			
	<i>(161,000)</i>	<i>(169,100)</i>	<i>(175,000)</i>
Ulverstone Recreation Centre – stadium	(65,000)	(75,000)	(78,000)
Ulverstone Recreation Centre – squash	(7,500)	(5,000)	(5,000)
Ulverstone Recreation Centre – office	(12,000)	(11,000)	(12,000)
Ulverstone Recreation Centre – Boomerang	(1,000)	(100)	–
Penguin Sports Centre – stadium	(40,000)	(40,000)	(42,000)
Penguin Sports Centre – squash	(11,500)	(12,000)	(12,000)
Penguin Sports Centre – office	(3,000)	(5,000)	(5,000)
Fees and charges – GST	–	–	–
Ulverstone Recreation Centre – social room fees	(9,000)	(9,000)	(9,000)
Ulverstone Recreation Centre – dormitory fees	(12,000)	(12,000)	(12,000)
	<i>(457,000)</i>	<i>(458,262)</i>	–
Capital contribution – USLC Community Rooms	(457,000)	(457,000)	–
Plant allocated	–	(1,262)	–
Total Revenue	(618,000)	(627,362)	(175,000)
Expenses			
	<i>375,500</i>	<i>422,914</i>	<i>414,500</i>
Ulverstone Recreation Centre	285,000	322,414	319,000
Penguin Sports Centre	76,500	86,500	83,500
Interest on Loans – Ulverstone Recreation Centre	8,000	8,000	6,000
Events, operational and marketing	1,000	1,000	1,000
Electrical testing and tagging	1,000	1,000	1,000
Essential Safety and Health Measures	4,000	4,000	4,000
	<i>205,500</i>	<i>205,000</i>	<i>222,000</i>
Depreciation	203,000	203,000	220,000
Vehicle costs	2,500	2,000	2,000
Total Expenses	581,000	627,914	636,500
Recreation Centres (Surplus)/Deficit	\$ (37,000)	\$ 553	\$ 461,500

COMMUNITY SERVICES

COMMUNITY SERVICES

Service Activity: Recreation Facilities

Cost Centre: Swimming Pool and Waterslide

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Revenue			
	<i>(130,000)</i>	<i>(127,500)</i>	<i>(147,000)</i>
Ulverstone Community Swimming Centre	(50,000)	(35,000)	(50,000)
Ulverstone Waterslide rental	(80,000)	(92,500)	(97,000)
Total Revenue	(130,000)	(127,500)	(147,000)
Expenses			
	<i>134,000</i>	<i>145,824</i>	<i>155,000</i>
Ulverstone Community Swimming Centre	50,000	42,000	43,000
Ulverstone Waterslide	84,000	103,824	112,000
Total Expenses	134,000	145,824	155,000
Swimming Pool and Waterslide (Surplus)/Deficit	\$ 4,000	\$ 18,324	\$ 8,000

COMMUNITY SERVICES

COMMUNITY DEVELOPMENT

Service Activity: Community Development

Service Activity Description

Provide for community development through a range of primarily community initiated projects and programs.

Outputs

- Develop and implement identified Community Development Plans
- Support capacity building across a range of community groups

Outcomes

- A strong sense of community
- Choices, options and opportunities
- Organisational best practice

Strategic Plan 2014–2024

- Community Capacity and Creativity
- Complete the Showground Master Plan to include the Ulverstone Sport and Leisure Centre
- Cultivate a culture of creativity in the community
- Develop an IT Strategy
- Develop a pool of mentors and program of activities to support emerging community leaders, innovators
- Develop a range of promotional activities to encourage greater use of walking routes
- Develop and implement the Central Coast Social Plan
- Develop feasibility of developing youth specific spaces
- Develop service levels for all services delivered by the Council
- Devise and implement a range of activities that link institutions and employers to improve employment opportunities
- Engage with the community to achieve meaningful local arts and cultural outcomes
- Effective communication and engagement
- Improve access for the disabled and disengaged in our community to key social and community support services
- Improve the value and use of open space

Department Actions

- Conduct a review of Ulverstone Civic Centre to improve community outcomes
- Consider opportunities for an annual Adventure Festival in Central Coast
- Develop a Community Health & Wellbeing Plan
- Develop a range of activities, seating and signage to encourage greater use of walking routes and pathways
- Develop web content and brochure to help people with disabilities to identify the most convenient and accessible facilities, carparks and recreation areas
- Development of site maps at cemeteries

COMMUNITY SERVICES

COMMUNITY DEVELOPMENT

Service Activity: Community Development

- Facilitate a strategic review of Child Care Services within Central Coast
- Review the Central Coast Interpretation Plan
- Working with Volunteering Tas to provide training opportunities for volunteer organisations and those reliant on volunteer involvement
- Host a youth-led event that encourages student aspiration and improves their understanding of available career pathways
- Increase understanding, value and recognition of First Nation cultures, histories, knowledge and rights, within our organisation
- Implement an external community notice board at HIVE
- Investigate feasibility for development of trotting track at River Park
- Investigate opportunities to reduce the cost of youth participation in sport
- Liaise with local indigenous Australian community groups to develop an understanding of areas of cultural significance.
- Partner with No. 34 Aboriginal Health Service to deliver a joint NAIDOC Week event
- Public art projection at HIVE (large wall facing Ulverstone War Memorial)
- Review of the Central Coast open space and recreation plan 2012–2022
- Undertake a comprehensive review of the Central Coast Arts and Culture Strategy, including creative arts
- Undertake a review of the impact of homelessness in Central Coast and include an action plan
- Working with Volunteering Tas to provide training opportunities for volunteer organisations and those reliant on volunteer involvement.

COMMUNITY SERVICES

COMMUNITY SERVICES

Service Activity: Community Development

Cost Centre: Community Development

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Revenue			
	<i>(4,000)</i>	<i>(4,000)</i>	<i>(4,000)</i>
Fees and charges	(4,000)	(4,000)	(4,000)
	-	-	-
Plant allocated	-	-	-
Total Revenue	(4,000)	(4,000)	(4,000)
Expenses			
	<i>727,000</i>	<i>713,000</i>	<i>770,000</i>
Advertising costs	500	500	500
Conferences	2,000	2,000	2,000
Legal costs	500	500	500
Office expenses	1,000	1,000	1,000
Staff costs	721,000	707,000	762,000
Subscriptions/books/journals	500	500	500
Training	1,000	1,000	3,000
Telephone	500	500	500
	<i>30,000</i>	<i>5,000</i>	<i>5,000</i>
Depreciation	-	-	-
Vehicle costs	30,000	5,000	5,000
Total Expenses	757,000	718,000	775,000
Community Development (Surplus)/Deficit	\$ 753,000	\$ 714,000	\$ 771,000

COMMUNITY SERVICES

COMMUNITY SERVICES

Service Activity: Community Development

Cost Centre: Cultural Activities

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Revenue			
	<i>(31,536)</i>	<i>(33,500)</i>	<i>(16,500)</i>
Miscellaneous fees and charges	(500)	(500)	(500)
Ulverstone Band insurance	(500)	(500)	(500)
Contributions – National Australia Day Council – grant (operating)	(15,536)	(16,000)	–
Youth Week – Grant	–	(1,000)	–
Community Shed	(7,000)	(7,000)	(7,000)
Seniors Week	(3,000)	(3,000)	(3,000)
Dementia Friendly grant	(2,500)	(2,500)	(2,500)
Commuter bus	(2,500)	(3,000)	(3,000)
	<i>(28,000)</i>	<i>(3,000)</i>	<i>(126,000)</i>
Capital contributions	(3,000)	(3,000)	(3,000)
Capital contributions – LRCI	–	–	(98,000)
Capital contributions – Maskells Road	(25,000)	–	(25,000)
Total Revenue	(59,536)	(36,500)	(142,500)

Expenses

	<i>123,536</i>	<i>115,000</i>	<i>158,400</i>
Australia/Anzac Days	15,000	15,000	15,000
NADC Australia Day 2022 (grant expense)	15,536	–	–
Bursary program	2,500	2,500	2,500
Community event support	30,000	37,000	30,000
Public Events and Activities	–	–	15,000
Community Shed	8,000	8,000	8,000
Festive decorations	40,000	40,000	40,000
Seniors Week	4,000	4,000	4,000
Skate competition	1,500	1,500	1,500
Live at the Wharf	–	–	7,900
Disability Access and Inclusion works	–	–	20,000
Bicycle support activities	–	–	2,500
Ulverstone Band contribution	2,000	2,000	2,000
Youth projects	5,000	5,000	10,000

COMMUNITY SERVICES

COMMUNITY SERVICES

Service Activity: Community Development

Cost Centre: Cultural Activities

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
	<i>26,600</i>	<i>26,600</i>	<i>26,600</i>
Depreciation	22,600	22,600	22,600
Vehicle costs	4,000	4,000	4,000
Total Expenses	150,136	141,600	185,000
Cultural Activities (Surplus)/Deficit	\$ 90,600	\$ 105,100	\$ 42,500

COMMUNITY SERVICES

COMMUNITY SERVICES

Service Activity: Community Development

Cost Centre: Community Contributions and Support

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Revenue			
	<i>(16,500)</i>	<i>(16,500)</i>	<i>(16,500)</i>
Fees and charges	(15,000)	(15,000)	(15,000)
Loan interest repayments	(1,500)	(1,500)	(1,500)
Reimbursements	–	–	–
Total Revenue	(16,500)	(16,500)	(16,500)
Expenses			
	<i>61,500</i>	<i>61,500</i>	<i>101,100</i>
Community support	18,000	18,000	20,000
National representation sponsorship	500	500	600
Non-Council managed properties	5,000	5,000	5,000
Non-Council managed properties – water	4,000	4,000	4,000
Small Grants Scheme	30,000	30,000	30,000
Reconciliation Actions / RAP	–	–	5,000
Interpretation and Signage	–	–	32,500
Volunteer Week	4,000	4,000	4,000
Total Expenses	61,500	61,500	101,100
Community Contributions and Support (Surplus)/Deficit	\$ 45,000	\$ 45,000	\$ 84,600

COMMUNITY SERVICES

ARTS AND CULTURE

Service Activity: Arts and Culture

Service Activity Description

Provision of arts and culture services including the operation, upkeep and maintenance of the Hive, including visitor information services, history museum and science, and promotional activities designed to attract and inform visitors to the Central Coast.

Outputs

- Arts & Culture Plan
- Coordinate and support the Council's volunteer network
- Manage the Hive to deliver an integrated arts and culture service to the community and the region
- Market and/or promote Central Coast as a destination
- Provide visitor information services

Outcome

- A strong sense of community
- Economic vitality

Strategic Plan 2014–2024

- Review Council venue management plans to improve promotion of venues for major community, sporting and corporate events
- Review the Central Coast Arts and Culture Strategy

Department Actions

- Public art projection at HIVE (large wall facing Ulverstone War Memorial
- Implement an external community notice board at HIVE
- Undertake a comprehensive review of the Central Coast Arts and Culture Strategy, including creative arts

COMMUNITY SERVICES

COMMUNITY SERVICES

Service Activity: Arts & Culture

Cost Centre: Arts, Culture and Visitor Services

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Revenue			
	(464,000)	(166,500)	(474,550)
Penguin Visitor Information Centre (revenue)	(40,000)	(75,000)	(75,000)
School Ticket Sales	(100,000)	-	(75,000)
Public Program Revenue	(40,000)	-	(30,000)
Contributions – HIVE	(2,000)	-	(2,000)
General Admission Ticket Sales	(20,000)	-	(55,000)
Facility Hire	-	-	(6,250)
Bookings sales – tourism inc. accommodation, cruises, tours, Parks pass	(50,000)	-	(9,250)
Consignment sales	-	-	(22,500)
Miscellaneous Sales	-	(1,500)	(7,000)
Merchandise sales	(40,000)	-	(68,750)
Rental Income – Arts Space, LRA & Woodwork Guild	(7,000)	-	(6,800)
Lease charge – Café	(25,000)	-	(27,000)
Grant contributions – Hive	(130,000)	(80,000)	(80,000)
Grant – Regional Arts Australia (revenue)	(10,000)	(10,000)	(10,000)
Total Revenue	(464,000)	(166,500)	(474,550)

Expenses

	1,080,000	851,797	1,141,000
Arts & Culture contract (contribution offset)	30,000	-	-
Bookings – tourism inc. accommodation, cruises, tours and Parks pass	25,000	-	1,000
Consignment sales	15,000	-	12,000
Cultural consultation	-	-	6,000
Exhibition building contract	50,000	35,000	50,000
Exhibit/collection upkeep and renewal	45,000	20,000	45,000
External presentation expenses	4,000	-	7,000
HIVE – conferences and training	1,000	-	4,000
HIVE – digital content	35,000	35,000	25,000
HIVE – merchandise purchases	55,000	-	40,000
HIVE – operating costs	122,000	59,017	148,500
HIVE – subscriptions	-	-	1,500
HIVE – program costs	25,000	25,000	20,000
HIVE – promotions and marketing	45,000	-	37,000
Marketing and promotions	-	45,000	-
Lease – storage facilities for Museum items	-	21,898	22,000
Penguin Visitor Information Centre – operations	55,000	131,970	67,000
Planetarium – digital content	-	-	15,000

COMMUNITY SERVICES

COMMUNITY SERVICES

Service Activity: Arts & Culture

Cost Centre: Arts, Culture and Visitor Services

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Regional Arts Australia grant (expense)	10,000	–	10,000
Science and Wonder (expense)	–	–	5,000
Staff costs – HIVE	508,000	418,911	625,000
Ulverstone Visitor Information Centre – operations	55,000	60,000	–
Volunteer support costs	5,000	5,000	8,500
	<i>95,000</i>	<i>95,000</i>	<i>115,000</i>
Depreciation – Visitor Information Centres	15,000	15,000	15,000
Depreciation – HIVE	80,000	80,000	100,000
Total Expenses	1,175,000	946,797	1,256,000
Cultural Activities (Surplus)/Deficit	\$ 711,000	\$ 780,297	\$ 781,450

COMMUNITY SERVICES

LAND USE PLANNING

Service Activity: Land Use Planning

Service Activity Description

To provide for effective land use planning and control and facilitate the orderly and sustainable development and use of land within Central Coast through:

Outputs

- Application of planning and development control consistent with the Planning Scheme and statutory requirements
- The development and implementation of up-to-date land use planning principles and standards
- Strategic land use planning

Outcomes

- Economic vitality
- Organisational best practice
- Sustainable environment

Strategic Plan 2014–2024

- Develop service levels for all services delivered by the Council

Department Actions

- Complete Settlement Strategy
- Develop guidance material that helps developers navigate planning processes and undertake best practice development in Central Coast
- Develop planning permit conditions that facilitates the deliverance of Green Infrastructure outcomes
- Identify areas where the Tasmanian Planning Scheme 'Road and Rail Code' would be applied for noise attenuation
- Review the Turners Beach, Forth and Revell Lane, Penguin, Specific Area Plans

COMMUNITY SERVICES

LAND USE PLANNING

Service Activity: Land-Use Planning

Cost Centre: Land-Use Planning

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Revenue			
	(217,000)	(310,874)	(275,000)
Advertising fees	(50,000)	(50,000)	(50,000)
Fees and charges	-	-	-
Planning fees	(120,000)	(150,000)	(140,000)
Public Open Space contributions	(32,000)	(85,000)	(70,000)
Reimbursements	-	-	-
Subdivision, strata and miscellaneous fees	(15,000)	(25,874)	(15,000)
	-	-	-
Plant allocated	-	-	-
Proceeds on disposal of plant	-	-	-
Total Revenue	(217,000)	(310,874)	(275,000)
Expenses			
	572,000	572,000	573,500
Advertising costs	30,000	30,000	30,000
Central Coast Cultural Heritage Study	70,000	70,000	10,000
Conferences	3,000	3,000	3,000
Legal costs/professional advice	10,000	10,000	10,000
Office expenses	2,500	2,500	2,500
Local Settlement Strategy – build on SS	15,000	15,000	25,000
LPS amendments – consultation and communication	2,000	2,000	2,000
Planning appeals	15,000	15,000	15,000
Review of Specific Area Plans – venue hire	500	500	500
Staff costs	419,000	419,000	446,000
Subdivision/valuation fees (refund)	1,000	1,000	500
Subscriptions/books/journals	500	500	500
Telephone	500	500	500
Training	3,000	3,000	3,000
LPS – Scenic Protection areas – Dial Range related			25,000
	2,000	7,000	4,000
Depreciation	-	-	-
Vehicle costs	2,000	7,000	4,000
Total Expenses	574,000	579,000	577,500
Land-Use Planning (Surplus)/Deficit	\$ 357,000	\$ 268,126	\$ 302,500

Part 3

Reserves

RESERVES

SUMMARY

	Estimates 2021-2022	Projected 2021-2022	Estimates 2022-2023
TRANSFERS FROM OPERATIONS/CAPITAL			
Asset replacement	1,203,000	1,503,000	1,203,000
Fire Services	-	-	-
Garbage Collection	-	-	-
Special Projects	895,000	1,401,918	87,000
	\$ 2,098,000	\$ 2,904,918	\$ 1,290,000
TRANSFERS TO OPERATIONS/CAPITAL			
Asset replacement	1,824,000	1,395,450	1,777,500
Fire Services	-	-	-
Garbage Collection	-	-	-
Special Projects	7,654,000	4,119,000	441,724
	\$ 9,478,000	\$ 5,514,450	\$ 2,219,224

RESERVES

ASSET REPLACEMENT

	Estimates 2021-2022	Projected 2021-2022	Estimates 2022-2023
TRANSFERS FROM OPERATIONS/CAPITAL			
Interest			
Plant and equipment	10,000	10,000	10,000
Furniture and equipment	5,000	5,000	5,000
Roads and streets	15,000	15,000	15,000
Active recreation	1,000	1,000	1,000
Aged persons home units	20,000	20,000	20,000
Ganesway	2,000	2,000	2,000
	53,000	53,000	53,000
Plant replacement	500,000	600,000	500,000
Furniture and equipment replacement	40,000	40,000	40,000
Roads and streets replacement	500,000	700,000	500,000
Active recreation	-	-	-
Aged persons home units	110,000	110,000	110,000
Ganesway	-	-	-
	\$ 1,203,000	\$ 1,503,000	\$ 1,203,000
TRANSFERS TO OPERATIONS/CAPITAL			
Plant replacement			
. Operations	-	-	-
. Capital	1,095,000	666,450	1,004,500
Furniture and equipment			
. Operations	-	-	-
. Capital	-	-	-
Roads and streets			
. Operations	-	-	-
. Capital	600,000	600,000	600,000
Recreation			
. Operations	-	-	-
. Capital	-	-	-
Aged persons home units			
. Operations	-	-	-
. Capital	129,000	129,000	173,000
Ganesway			
. Operations	-	-	-
. Capital	-	-	-
	\$ 1,824,000	\$ 1,395,450	\$ 1,777,500

RESERVES

SUMMARY

Reconciliation of the Asset Replacement account estimated to 30 June 2022 as follows:

	Actual 30-Jun-21	Change in Equity	Estimated 30-Jun-22
Plant and equipment	719,522	(56,450)	663,072
Furniture and equipment	167,910	45,000	212,910
Roads and streets	15,940	115,000	130,940
Active recreation	54,325	1,000	55,325
Aged persons home units	756,703	1,000	757,703
Ganesway	72,050	2,000	74,050
	\$ 1,786,450	\$ 107,550	\$ 1,894,000

	Estimated 30-Jun-22	Change in Equity	Estimated 30-Jun-23
Plant and equipment	663,072	(494,500)	168,572
Furniture and equipment	212,910	45,000	257,910
Roads and streets	130,940	(85,000)	45,940
Active recreation	55,325	1,000	56,325
Aged persons home units	757,703	(43,000)	714,703
Ganesway	74,050	2,000	76,050
	\$ 1,894,000	\$ (574,500)	\$ 1,319,500

RESERVES

FIRE SERVICES

	Estimates 2021-2022	Projected 2021-2022	Estimates 2022-2023
TRANSFERS FROM OPERATIONS/CAPITAL			
Rate surplus			
Urban Fire	-	-	-
Country Fire	-	-	-
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

TRANSFERS TO OPERATIONS/CAPITAL

Rate revenue			
Urban Fire	-	-	-
Country Fire	-	-	-
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Reconciliation of the Fire Services account estimated to 30 June 2022 as follows:

	Actual 30-Jun-21	Change in Equity	Estimated 30-Jun-22
Urban Fire	36,341	-	36,341
Country Fire	8,099	-	8,099
	<u>\$ 44,440</u>	<u>\$ -</u>	<u>\$ 44,440</u>

	Estimates 2021-2022	Projected 2021-2022	Estimates 2022-2023
Urban Fire	36,341	-	36,341
Country Fire	8,099	-	8,099
	<u>\$ 44,440</u>	<u>\$ -</u>	<u>\$ 44,440</u>

RESERVES

GARBAGE COLLECTION

	Estimates 2021-2022	Projected 2021-2022	Estimates 2022-2023
TRANSFERS FROM OPERATIONS/CAPITAL			
Rate surplus	-	-	-
	\$ -	\$ -	\$ -

TRANSFERS TO OPERATIONS/CAPITAL			
Rate revenue	-	-	-
	\$ -	\$ -	\$ -

Reconciliation of the Garbage Collection account estimated to 30 June 2022 as follows:

	Actual 30-Jun-21	Change in Equity	Estimated 30-Jun-22
Garbage Collection	657,565	-	657,565
	\$ 657,565	\$ -	\$ 657,565

	Estimates 2021-2022	Projected 2021-2022	Estimates 2022-2023
Garbage Collection	657,565	-	657,565
	\$ 657,565	\$ -	\$ 657,565

RESERVES

SPECIAL PROJECTS

	Estimates 2021-2022	Projected 2021-2022	Estimates 2022-2023
TRANSFERS FROM OPERATIONS/CAPITAL			
Interest			
Public open space	8,000	8,000	8,000
Henslowes Road Reserve	1,000	1,000	1,000
Ulverstone Learn-to-Swim Centre	1,000	1,000	1,000
Buttons Creek improvements	-	-	-
General revaluation	2,000	2,000	2,000
Child Care	-	-	-
Ulverstone Caravan Park	5,000	5,000	5,000
Car Parking			
	17,000	17,000	17,000
Public open space contributions	32,000	85,000	70,000
Cemeteries	-	2,731	-
Shropshire Park reserve	-	-	-
Election provision	-	130,000	-
General revaluation	-	70,000	-
Child Care	-	251,187	-
Investment reserve	-	-	-
Ulverstone Caravan Park	-	-	-
Shropshire Park	-	-	-
History Museum Book	-	-	-
Accelerated Local Govt. Capital Program	846,000	846,000	-
	\$ 895,000	\$ 1,401,918	\$ 87,000

TRANSFERS TO OPERATIONS/CAPITAL

Public open space			
. Capital Works	-	-	-
Cemeteries	-	-	-
. Operations	-	-	-
Buttons Creek improvements	-	-	-
. Operations	-	-	-
. Capital Works	-	-	-
Elections			
. Operations	-	-	130,000
General Revaluation			
. Operations	-	-	-
Child Care Centres			
. Operations	-	-	35,000
. Capital Works	-	45,000	-
History Museum			
. Operations	-	-	38,724

RESERVES

SPECIAL PROJECTS

	Estimates 2021-2022	Projected 2021-2022	Estimates 2022-2023
TRANSFERS TO OPERATIONS/CAPITAL cont.			
Investment			
. Operations	170,000	90,000	38,000
. Capital Works	-	-	200,000
Ulverstone Caravan Park			
. Operations	-	-	-
. Capital Works	-	-	-
Unspent operational grants			
. Operations	-	-	-
Penguin Surf Club Building			
. Operations	-	-	-
. Capital Works	-	-	-
Accelerated Local Govt. Capital Program	7,484,000	3,984,000	-
	\$ 7,654,000	\$ 4,119,000	\$ 441,724

RESERVES

SPECIAL PROJECTS

Reconciliation of the Asset Replacement account estimated to 30 June 2022 as follows:

	Actual 30-Jun-21	Change in Equity	Estimated 30-Jun-22
Public open space	541,270	93,000	634,270
Henslowes Road Reserve	47,612	1,000	48,612
Cemeteries	59,328	2,731	62,059
Ulverstone Learn-to-Swim Centre	27,486	1,000	28,486
Buttons Creek improvements	8,602	-	8,602
Shropshire Park	9,154	-	9,154
Election provision	2,144	130,000	132,144
General revaluation	(5,012)	72,000	66,988
Child Care	130,813	206,187	337,000
Investment	602,758	(90,000)	512,758
Accelerated Local Govt. Capital Program	3,138,000	(3,138,000)	-
Riana Community Centre	(283)	-	(283)
Ulverstone Caravan Park	287,262	5,000	292,262
Car park contributions	31,036	-	31,036
History Museum Book	38,724	-	38,724
Preservation Drive/Mission Hill	386,364	-	386,364
Penguin Surf Life Saving Club building	9,134	-	9,134
Unspent operational grants	6,528	-	6,528
	\$ 5,320,919	\$ (2,717,082)	\$ 2,603,837

	Actual 30-Jun-22	Change in Equity	Estimated 30-Jun-23
Public open space	634,270	78,000	712,270
Henslowes Road Reserve	48,612	1,000	49,612
Cemeteries	62,059	-	62,059
Ulverstone Learn-to-Swim Centre	28,486	1,000	29,486
Buttons Creek improvements	8,602	-	8,602
Shropshire Park	9,154	-	9,154
Election provision	132,144	(130,000)	2,144
General revaluation	66,988	2,000	68,988
Child Care	337,000	(35,000)	302,000
Investment	512,758	(238,000)	274,758
Accelerated Local Govt. Capital Program	-	-	-
Riana Community Centre	(283)	-	(283)
Ulverstone Caravan Park	292,262	5,000	297,262
Car park contributions	31,036	-	31,036
History Museum Book	38,724	(38,724)	-
Preservation Drive/Mission Hill	386,364	-	386,364
Penguin Surf Life Saving Club building	9,134	-	9,134
Unspent operational grants	6,528	-	6,528
	\$ 2,603,837	\$ (354,724)	\$ 2,249,113

Part 4

Capital Funding

SUMMARY

CAPITAL FUNDING PROGRAM

Capital Funding Program 2022-2023 - The Capital Program for the 2022-2023 financial year is contained in this part of the document for consideration by the Council. At this time it would appear that the Program is achievable.

Capital Projects have been categorised into renewal/upgrade/new works as part of the asset management process. A summary is provided in the following table:

ASSET CLASS	RENEWAL \$	UPGRADE \$	NEW \$
Strategic Projects	-	-	9,797,000
Property Management	-	-	370,000
Elected Members	-	-	33,000
Office of the General Manager	-	-	-
Engineering	-	-	100,000
Works Depot	-	7,000	109,000
Emergency Services	-	15,000	-
Roads - Urban Sealed	600,000	530,000	245,000
Roads - Rural Sealed	1,420,000	2,900,000	170,000
Roads - Rural Unsealed	-	-	130,000
Footpaths	84,000	20,000	490,000
Bridges	764,000	40,000	-
Car Parks	-	15,000	-
Drainage	30,000	290,000	-
Waste Management	270,000	185,000	340,000
Parks	374,000	1,030,000	267,000
Public Amenities	-	30,000	435,000
Cemeteries	-	-	153,000
Administration	-	-	-
Administration Centre	60,000	10,000	-
Caravan Parks	10,000	10,000	142,000
Corporate Support Services	-	85,000	150,000
Children's Services	10,000	15,000	-
Community Development	-	-	65,000
Cultural Activities	10,000	-	405,000
Housing	173,000	-	-
Cultural Amenities	60,000	18,000	40,000
Public Halls and Buildings	213,000	20,000	15,000
Swimming Pool and Waterslide	67,000	-	-
Active Recreation	135,000	139,000	1,203,000
Recreation Centres	55,000	160,000	-
Arts, Culture and Visitor Services	-	38,000	70,000
Building and Plumbing	-	-	-
Environment and Health	-	-	67,000
Compliance	-	-	5,000
Land-Use Planning	-	-	-
Total Capital Expenditure	\$ 4,335,000	\$ 5,557,000	\$ 14,801,000
Percentage of Capital Expenditure	17.6%	22.5%	59.9%

SUMMARY

CAPITAL FUNDING PROGRAM

The major component and focus of the capital expenditure is the construction of new strategic assets. The two major projects supported by the Strategic Plan are the Shared Pathway and delivery of LRCI Phase 3 projects. The asset renewal program for 2022-2023 is \$4,335,000. This program is in line with the Council's strategy to progressively ensure that the Council's assets continue to be maintained in a sustainable manner.

The total Capital Works Program for 2022-2023 is \$24,693,000.

Funding provided from Roads to Recovery has become critical to the future sustainability of the local road network and has been confirmed to continue until at least 2023-2024.

Key projects

Strategic Projects includes:

Penguin Foreshore
Slipstream Circus Facilities

Property Management includes:

Former Penguin Recreation Ground (LRCI 3)
East Ulverstone Industrial Estate - Stage 2
Park Avenue - Penguin Depot

Urban Roads includes:

Risby Street, Ulverstone
Ironcliffe Road/Sunnyridge Avenue intersection
Seaside Crescent, Penguin
Street resealing
Trevor Street kerb replacement
Esplanade Turners Beach (Traffic Management)

Rural Roads includes:

Ironcliffe Road upgrade
Kindred Road/Old Kindred Road intersection
Westella Drive/Waverley Road intersection
Road resealing
Shoulder program

Footpaths includes:

Footpath renewals/upgrades
Beach Road, Ulverstone - Shared Pathway
River Road Ulverstone

Bridges includes:

Forth River - Forth Road
Gawler River - Preston Road
Laurel Creek - Loyetee Road

SUMMARY

CAPITAL FUNDING PROGRAM

Car Parks includes:

Electric vehicle charging

Drainage includes:

Bertha Street outfall

Victoria Street outfall

Fenton Street

Waste Management includes:

Resource Recovery Centre wetlands/weighbridge

Public Area bin upgrade

Waste Levy compliance and site design

Parks and Amenities includes:

Hiscutt Park - wall repair

Perry-Ling Gardens

Watcombe Beach - pedestrian rail crossing

Penguin Foreshore playground and landscape

Penguin Foreshore shared pathway

Playground renewals

Public Amenities includes:

Montgomery Road - new eco toilet block

Administration Centre includes:

Office furniture replacements

Caravan Parks includes:

Ulverstone Caravan Park amenities

Community Services and Facilities includes:

Aged Persons Home Units - rehabilitation and renewals

Riana Community Centre - amenities refurbishment

Cultural Activities includes:

Maskells Road Precinct redevelopment

Local History building refurbishment

Recreation Facilities includes:

Heybridge Recreation Ground Clubrooms

Penguin Chopping Arena - toilets and amenities

Ulverstone Sports & Leisure Centre - electronic backboard winches

SUMMARY

CAPITAL FUNDING PROGRAM

Borrowings – The Capital Program for 2022-2023 is supported by \$2,700,000 of borrowings to contribute to the Coastal Pathway and Strategic Property acquisitions.

Commonwealth Financial Assistance Grant - The Council's strategy is to apply these funds to capital works; thereby protecting the Council and ratepayers from any future angst which could arise should the Federal Government substantially reduce the Commonwealth Financial Assistance Grant allocation to councils.

The Council's share of the Grant for the 2021-2022 year was slightly higher than estimated. It is expected that the Council's General Purpose Grant for the 2022-2023 year will be around the estimated figure of previous year.

It is proposed that the Commonwealth Financial Assistance Grants for the 2022-2023 year be distributed as shown below. (Last year's comparisons are also shown.)

COST CENTRE	2021-2022 \$	2022-2023 \$
Strategic Projects	1,106,000	558,000
Works Depot	57,000	42,000
Emergency Services	15,000	15,000
Roads - Urban Sealed	589,000	581,000
Roads - Rural Sealed	487,000	709,000
Footpaths	355,000	404,000
Bridges	369,000	260,000
Car Parks	(108,000)	(3,000)
Drainage	186,000	73,000
Household Garbage	56,000	156,000
Parks	87,000	399,000
Public Amenities	96,000	36,000
Cemeteries	88,000	109,000
Administration Centre	82,000	93,000
Corporate Support Services	85,017	142,000
Child Care	20,000	10,000
Cultural Activities	160,000	124,000
Cultural Amenities	(24,000)	(23,000)
Public Halls and Buildings	4,000	1,000
Swimming Pool and Waterslide	50,000	91,000
Active Recreation	376,000	383,000
Recreation Centres	55,000	130,000
Arts, Culture and Visitor Services	38,000	69,000
Control of Animals	-	7,000
Road Resealing	80,000	80,000
TOTAL	\$ 4,309,017	\$ 4,446,000

Conclusion - At this time, it would seem that the Program as set out is achievable.

Councillors are invited to talk to the General Manager or relevant Director if they have any questions.

SUMMARY

CAPITAL FUNDING PROGRAM

	Estimates 2021-2022	Projected 2021-2022	Estimates 2022-2023
Sources of Capital Funding			
Accumulated surplus	4,987,953	4,716,105	3,270,833
Asset replacement reserve	729,000	757,000	773,000
Commonwealth tax sharing grant	4,229,017	4,529,861	4,366,000
Contributions	10,265,000	8,737,939	11,179,000
Dividend income	600,000	600,000	600,000
Loan borrowings	5,200,000	2,500,000	2,700,000
Plant replacement reserve	1,095,000	670,908	989,500
Proceeds on disposal of other assets	500,000	-	500,000
Proceeds on disposal of plant	430,000	600,839	356,500
Property management capital	-	-	-
Rate revenue	30,000	30,000	30,000
Specific purpose reserve	(846,000)	(751,000)	200,000
Total Sources of Capital Funding	\$ 27,219,970	\$ 22,391,652	\$ 24,964,833

Application of Capital Funding

Infrastructure

Services	<i>25,178,000</i>	<i>17,654,784</i>	<i>23,012,000</i>
General Management	14,351,000	7,870,969	10,167,000
Infrastructure Services	8,137,000	7,736,691	9,819,000
Corporate Services	242,000	107,174	237,000
Community Services	2,448,000	1,939,951	2,789,000
Renewal	<i>6,511,000</i>	<i>6,017,539</i>	<i>4,310,000</i>
General Management	-	-	-
Infrastructure Services	5,540,000	5,207,591	3,517,000
Corporate Services	30,000	40,000	70,000
Community Services	941,000	769,948	723,000
Upgrade	<i>2,875,000</i>	<i>2,215,086</i>	<i>5,497,000</i>
General Management	-	-	-
Infrastructure Services	1,996,000	1,531,277	5,087,000
Corporate Services	72,000	64,000	20,000
Community Services	807,000	619,809	390,000

SUMMARY

CAPITAL FUNDING PROGRAM

	Estimates 2021-2022	Projected 2021-2022	Estimates 2022-2023
New	<i>15,792,000</i>	<i>9,421,503</i>	<i>13,205,000</i>
General Management	14,351,000	7,870,969	10,167,000
Infrastructure Services	601,000	997,929	1,215,000
Corporate Services	140,000	3,174	147,000
Community Services	700,000	549,431	1,676,000
Completed assets – 2020-2021	-	657	-
General Management	-	-	-
Infrastructure Services	-	(106)	-
Corporate Services	-	-	-
Community Services	-	763	-
Total Infrastructure	25,178,000	17,654,784	23,012,000
Resources			
Equipment replacements	<i>261,000</i>	<i>194,288</i>	<i>335,000</i>
General Management			
Infrastructure Services	40,000	40,000	43,000
Corporate Services	160,000	142,000	235,000
Community Services	61,000	12,288	57,000
Plant New	-	-	-
General Management			
Infrastructure Services	-	-	-
Corporate Services	-	-	-
Community Services	-	-	-
Plant Replacements	<i>1,524,000</i>	<i>1,271,747</i>	<i>1,346,000</i>
General Management	38,000	46,318	33,000
Infrastructure Services	1,057,000	837,524	1,181,000
Corporate Services	127,000	97,106	67,000
Community Services	302,000	290,799	65,000
Total Resources	1,785,000	1,466,035	1,681,000
Total Application of Capital Funding	\$ 26,963,000	\$ 19,120,819	\$ 24,693,000

GENERAL MANAGEMENT

OFFICE OF GENERAL MANAGER

Service Activity: Strategy and Policy

Cost Centre: Strategic Projects

	Estimates 2021-2022	Projected 2021-2022	Estimates 2022-2023
Sources of Capital Funding			
	<i>14,151,984</i>	<i>7,793,171</i>	<i>9,797,203</i>
Accumulated surplus	508,984	1,388,827	(47,797)
Asset replacement reserve	-	-	-
Commonwealth Tax Sharing Grant	1,106,000	1,367,344	558,000
Commonwealth Tax Sharing Grant (in advance)	-	-	-
Contributions – Turners Beach–Leith Shared Pathway	50,000	-	-
Contributions – Coastal Pathway	4,400,000	-	4,400,000
Contributions – Ulverstone Cultural Precinct	-	500,000	-
Contributions – Penguin Foreshore	3,000,000	2,150,000	-
Contributions – Slipstream Circus (Election)	-	-	1,500,000
Dividend income	487,000	487,000	487,000
Loan borrowings – Coastal Pathway	2,200,000	-	2,200,000
Loan borrowings – Cultural Precinct	2,500,000	2,500,000	-
Loan borrowings – Strategic Properties	500,000	-	500,000
Loan borrowings – Slipstream Circus	-	-	-
Plant replacement reserve	-	-	-
Proceeds on disposal of other assets	-	-	-
Proceeds on disposal of plant	-	-	-
Rate revenue	-	-	-
Property Management Cost Centre	-	-	-
Special projects reserve	(600,000)	(600,000)	200,000
	\$ 14,151,984	\$ 7,793,171	\$ 9,797,203

Application of Capital Funding

New	<i>14,151,000</i>	<i>7,840,969</i>	<i>9,797,000</i>
Coastal pathway	6,485,000	500,000	6,022,000
Penguin CBD redevelopment	300,000	122,288	-
Penguin foreshore – wall	3,500,000	3,103,000	-
Planetarium improvements	-	-	75,000
Purchase of strategic properties	500,000	-	500,000
Slipstream Circus	-	-	3,000,000
Reibey Street Upgrade Design Work	-	-	200,000
Turners Beach–Leith Shared Pathway	1,100,000	1,220,500	-
Ulverstone Cultural Precinct	1,984,000	2,403,444	-
Ulverstone Cultural Precinct – fit out	-	127,008	-
Ulverstone Cultural Precinct – Science Centre, History Museum and dome	282,000	364,729	-
	\$ 14,151,000	\$ 7,840,969	\$ 9,797,000

GENERAL MANAGEMENT

OFFICE OF GENERAL MANAGER

Service Activity: Strategy and Policy

Cost Centre: Property Management

	Estimates 2021-2022	Projected 2021-2022	Estimates 2022-2023
Sources of Capital Funding			
	<i>438,238</i>	<i>(37,024)</i>	<i>602,976</i>
Accumulated surplus	(61,762)	(67,024)	(67,024)
Asset replacement reserve	-	-	-
Commonwealth Tax Sharing Grant	-	-	-
Contributions	-	-	-
Contribution LRCI 3	-	30,000	170,000
Dividend income	-	-	-
Loan borrowings	-	-	-
Plant replacement reserve	-	-	-
Proceeds on disposal of other assets	500,000	-	500,000
Proceeds on disposal of plant	-	-	-
Dividend income	-	-	-
Rate revenue	-	-	-
Property management capital	-	-	-
	\$ 438,238	\$ (37,024)	\$ 602,976

Application of Capital Funding

New	<i>200,000</i>	<i>30,000</i>	<i>370,000</i>
East Ulverstone Industrial Estate – Stage 2	100,000	-	100,000
Former Penguin Recreation Ground (LRCI 3)	-	30,000	170,000
Park Avenue – Penguin Depot	100,000	-	100,000
	\$ 200,000	\$ 30,000	\$ 370,000

GENERAL MANAGEMENT

OFFICE OF GENERAL MANAGER

Service Activity: Executive Services and Governance

Cost Centre: Elected Members

	Estimates 2021-2022	Projected 2021-2022	Estimates 2022-2023
Sources of Capital Funding			
	<i>593</i>	<i>593</i>	<i>33,593</i>
Accumulated surplus	593	593	593
Asset replacement reserve	-	-	-
Commonwealth Tax Sharing Grant	-	-	-
Contributions	-	-	-
Dividend income	-	-	-
Loan borrowings	-	-	-
Plant replacement reserve	-	-	18,000
Proceeds on disposal of other assets	-	-	-
Proceeds on disposal of plant	-	-	15,000
Rate revenue	-	-	-
Special projects reserve	-	-	-
	\$ 593	\$ 593	\$ 33,593

Application of Capital Funding

Plant replacements	-	-	<i>33,000</i>
Plant purchase – F119 (car)	-	-	33,000
	\$ -	\$ -	\$ 33,000

GENERAL MANAGEMENT

OFFICE OF GENERAL MANAGER

Service Activity: Executive Services and Governance

Cost Centre: General Manager's Office

	Estimates 2021-2022	Projected 2021-2022	Estimates 2022-2023
Sources of Capital Funding			
	<i>38,045</i>	<i>46,363</i>	<i>45</i>
Accumulated surplus	45	45	45
Asset replacement reserve	-	-	-
Commonwealth Tax Sharing Grant	-	-	-
Contributions	-	-	-
Dividend income	-	-	-
Loan borrowings	-	-	-
Plant replacement reserve	19,000	19,954	-
Proceeds on disposal of other assets	-	-	-
Proceeds on disposal of plant	19,000	26,364	-
Rate revenue	-	-	-
Special projects reserve	-	-	-
	\$ 38,045	\$ 46,363	\$ 45

Application of Capital Funding

Plant replacements	<i>38,000</i>	<i>46,318</i>	-
Plant purchases 2021-2022	38,000	46,318	-
	\$ 38,000	\$ 46,318	\$ -

INFRASTRUCTURE SERVICES

ENGINEERING & ASSET MANAGEMENT

Service Activity: Engineering

Cost Centre: Engineering

	Estimates 2021–2022	Projected 2021–2022	Estimates 2022–2023
Sources of Capital Funding			
	<i>185,000</i>	<i>158,818</i>	<i>100,000</i>
Accumulated surplus	–	–	–
Asset replacement reserve	–	–	–
Commonwealth Tax Sharing Grant	–	–	–
Contributions	–	–	–
Dividend income	–	–	–
Loan borrowings	–	–	–
Plant replacement reserve	99,000	87,909	53,500
Proceeds on disposal of other assets	–	–	–
Proceeds on disposal of plant	86,000	70,909	46,500
Rate revenue	–	–	–
Special projects reserve	–	–	–
	\$ 185,000	\$ 158,818	\$ 100,000

Application of Capital Funding

Plant replacements	<i>185,000</i>	<i>158,818</i>	<i>100,000</i>
Plant purchase – F106 (car)	31,000	–	31,000
Plant purchase – F108 (car)	–	–	33,000
Plant purchase – F110 (utility)	36,000	–	36,000
Plant purchases 2021–2022	118,000	158,818	–
	\$ 185,000	\$ 158,818	\$ 100,000

INFRASTRUCTURE SERVICES WORKS

Service Activity: Works Operations

Cost Centre: Works Depot

	Estimates 2021–2022	Projected 2021–2022	Estimates 2022–2023
Sources of Capital Funding			
	<i>127,445</i>	<i>287,485</i>	<i>116,286</i>
Accumulated surplus	20,445	(14,803)	8,286
Asset replacement reserve	–	–	–
Commonwealth Tax Sharing Grant	57,000	92,000	42,000
Contributions	–	–	–
Dividend income	–	–	–
Loan borrowings	–	–	–
Plant replacement reserve	36,000	95,015	45,000
Proceeds on disposal of other assets	–	–	–
Proceeds on disposal of plant	14,000	115,273	21,000
Rate revenue	–	–	–
Special projects reserve	–	–	–
	\$ 127,445	\$ 287,485	\$ 116,286

Application of Capital Funding

Upgrade	<i>37,000</i>	<i>28,911</i>	<i>7,000</i>
Ulverstone Depot – Master Plan	2,000		2,000
Ulverstone Depot – painting program	5,000	5,000	5,000
Ulverstone Depot – roller door replacement	15,000	16,911	
Ulverstone Depot – security upgrade	10,000	–	–
Ulverstone Depot – shed roof renewal	5,000	7,000	–
Equipment replacements	<i>40,000</i>	<i>40,000</i>	<i>43,000</i>
Minor plant and equipment – new	10,000	10,000	10,000
Minor plant and equipment – replace	30,000	30,000	33,000
Plant replacements	<i>50,000</i>	<i>210,288</i>	<i>66,000</i>
Plant purchase – F103 (car)	–		35,000
Plant purchase – F1108 (water cart)	–	–	18,000
Plant purchase – F1113 (trailer)	5,000	–	5,000
Plant purchase – F1118 (trailer)	8,000	–	8,000
Plant purchase – F2205 (trailer)	5,000	–	–
Plant purchases – 2021–2022	32,000	210,288	–
	\$ 127,000	\$ 279,198	\$ 116,000

INFRASTRUCTURE SERVICES WORKS

Service Activity: Works Operations

Cost Centre: Emergency Services

	Estimates 2021-2022	Projected 2021-2022	Estimates 2022-2023
Sources of Capital Funding			
	<i>15,319</i>	<i>15,978</i>	<i>15,859</i>
Accumulated surplus	319	6,978	859
Asset replacement reserve	-	-	-
Commonwealth Tax Sharing Grant	15,000	9,000	15,000
Contributions – National Flood Resilience Program	-	-	-
Dividend income	-	-	-
Loan borrowings	-	-	-
Plant replacement reserve	-	-	-
Proceeds on disposal of other assets	-	-	-
Proceeds on disposal of plant	-	-	-
Rate revenue	-	-	-
Special projects reserve	-	-	-
	\$ 15,319	\$ 15,978	\$ 15,859

Application of Capital Funding

Upgrade	<i>15,000</i>	<i>15,119</i>	<i>15,000</i>
SES – building and equipment	15,000	9,000	15,000
SES – building upgrade	-	6,119	-
	\$ 15,000	\$ 15,119	\$ 15,000

INFRASTRUCTURE SERVICES WORKS

Service Activity: Roads, Bridges and Drainage

Cost Centre: Roads – Urban Sealed

	Estimates 2021–2022	Projected 2021–2022	Estimates 2022–2023
Sources of Capital Funding			
	<i>1,280,003</i>	<i>1,397,863</i>	<i>1,375,103</i>
Accumulated surplus	275,003	606,363	118,103
Asset replacement reserve	–	–	–
Commonwealth Tax Sharing Grant	589,000	535,500	581,000
Contribution – Roads to Recovery	221,000	221,000	221,000
Contribution – Vulnerable Road User Funding	–	–	–
Contribution – Vulnerable Road User Funding	–	35,000	–
Contribution – LRCI 3	–	–	210,000
Dividend income	–	–	–
Plant replacement reserve	185,000	–	185,000
Proceeds on disposal of other assets	–	–	–
Proceeds on disposal of plant	60,000	–	60,000
Rate revenue	–	–	–
Special projects reserve	(50,000)	–	–
	\$ 1,280,003	\$ 1,397,863	\$ 1,375,103

Application of Capital Funding

Renewal	<i>620,000</i>	<i>960,293</i>	<i>800,000</i>
Cluan Crescent – pavement and kerb replacement	200,000	203,669	–
Coroneagh Street – rehabilitation	80,000	326,623	–
Main Road Penguin (near Cemetery)	–	–	30,000
Reconstruction (subject to Asset Management Plan)	–	–	80,000
Reibey Street (drainage improvement)	–	–	40,000
Risby Street	–	–	250,000
Seaside Crescent	–	60,000	100,000
Street resealing	200,000	230,000	200,000
Trevor Street – kerb replacement	140,000	140,000	100,000
Upgrade	<i>225,000</i>	<i>128,467</i>	<i>330,000</i>
Carpark Lane improvements – design	40,000	10,000	30,000
Esplanade, Turners Beach – traffic management (LRCI 3)	–	–	210,000
Ironcliff Road/Sunnyridge Avenue – intersection	85,000	60,000	–
James Street – Trevor Street to Leven Street	–	–	10,000
Kerb ramp improvements	20,000	21,467	20,000
Kings Parade – Queen's Garden	40,000	30,000	–
Railway crossings – upgrade	20,000	–	40,000
Safe cycling routes	10,000	–	10,000
Traffic management/safety improvements	10,000	7,000	10,000

INFRASTRUCTURE SERVICES WORKS

Service Activity: Roads, Bridges and Drainage

Cost Centre: Roads – Urban Sealed

	Estimates 2021–2022	Projected 2021–2022	Estimates 2022–2023
New	<i>190,000</i>	<i>191,000</i>	–
South Road, Ulverstone – retaining wall	90,000	91,000	–
Westella Drive – kerb and footpath	100,000	100,000	–
Plant replacements	<i>245,000</i>	–	<i>245,000</i>
Plant purchase – F405 (truck)	130,000	–	130,000
Plant purchase – F909 (excavator)	115,000	–	115,000
Plant purchases 2021–2022	–	–	–
	\$ 1,280,000	\$ 1,279,760	\$ 1,375,000

INFRASTRUCTURE SERVICES WORKS

Service Activity: Roads, Bridges and Drainage

Cost Centre: Roads – Rural Sealed

	Estimates 2021–2022	Projected 2021–2022	Estimates 2022–2023
Sources of Capital Funding			
	<i>1,905,267</i>	<i>1,868,617</i>	<i>4,489,663</i>
Accumulated surplus	424,267	536,977	454,663
Asset replacement reserve	600,000	600,000	600,000
Commonwealth Tax Sharing Grant	487,000	375,000	709,000
Contribution – Roads to Recovery	250,000	250,000	250,000
Contribution – Penguin Road Lonah landslip	50,000	–	50,000
Contribution – Remote Roads Upgrade Pilot Program	–	–	2,256,000
Dividend income	–	–	–
Loan borrowings	–	–	–
Plant replacement reserve	135,000	97,640	140,000
Proceeds on disposal of other assets	–	–	–
Proceeds on disposal of plant	15,000	65,000	30,000
Rate revenue	–	–	–
Special projects reserve	(56,000)	(56,000)	–
	\$ 1,905,267	\$ 1,868,617	\$ 4,489,663

Application of Capital Funding

Renewal	<i>1,060,000</i>	<i>741,630</i>	<i>1,195,000</i>
Penguin Road – Lonah slip	50,000	–	50,000
Raymond Road – landslip	10,000	14,630	10,000
Road resealing	800,000	527,000	800,000
Shoulder program	200,000	200,000	150,000
Subject to Asset Management Plans (Shepherd survey)	–	–	185,000
Upgrade	<i>695,000</i>	<i>509,791</i>	<i>3,125,000</i>
Intersection improvements	40,000	40,000	20,000
Guidepost installation program	100,000	104,791	–
Ironcliffe Road – subject to grant	–	–	2,820,000
Kindred Road/Old Kindred Road – intersection	200,000	20,000	200,000
Loongana Road – guardrail	90,000	90,000	–
Nine Mile Road	60,000	140,000	–
Pine Road/Copes Road – intersection	100,000	100,000	–
Swamp Road – safety improvement	20,000	10,000	–
Traffic management	5,000	5,000	5,000
Westella Drive/Waverley Road – intersection	80,000	–	80,000

INFRASTRUCTURE SERVICES WORKS

Service Activity: Roads, Bridges and Drainage

Cost Centre: Roads – Rural Sealed

	Estimates 2021–2022	Projected 2021–2022	Estimates 2022–2023
Plant replacements	<i>150,000</i>	<i>162,640</i>	<i>170,000</i>
Plant purchase – F308 (truck)	–	–	90,000
Plant purchase – F1003 (woodchipper)	–	–	80,000
Plant purchases 2021–2022	150,000	162,640	–
	\$ 1,905,000	\$ 1,413,954	\$ 4,490,000

INFRASTRUCTURE SERVICES WORKS

Service Activity: Roads, Bridges and Drainage

Cost Centre: Rural Unsealed

	Estimates 2021–2022	Projected 2021–2022	Estimates 2022–2023
Sources of Capital Funding			
	<i>130,092</i>	<i>92</i>	<i>130,092</i>
Accumulated surplus	92	92	92
Asset replacement reserve	–	–	–
Commonwealth Tax Sharing Grant	–	–	–
Contributions	–	–	–
Dividend income	–	–	–
Loan borrowings	–	–	–
Plant replacement reserve	100,000	–	100,000
Proceeds on disposal of other assets	–	–	–
Proceeds on disposal of plant	30,000	–	30,000
Rate revenue	–	–	–
Special projects reserve	–	–	–
	\$ 130,092	\$ 92	\$ 130,092

Application of Capital Funding

Plant replacements	<i>130,000</i>	–	<i>130,000</i>
Plant purchase – F403 (medium truck)	130,000	–	130,000
Plant purchases – 2021–2022	–	–	–
	\$ 130,000	\$ –	\$ 130,000

INFRASTRUCTURE SERVICES WORKS

Service Activity: Roads, Bridges and Drainage

Cost Centre: Footpaths

	Estimates 2021–2022	Projected 2021–2022	Estimates 2022–2023
Sources of Capital Funding			
	446,239	456,794	594,467
Accumulated surplus	91,239	12,794	30,467
Asset replacement reserve	–	–	–
Commonwealth Tax Sharing Grant	355,000	374,000	404,000
Contributions	–	–	–
Contributions – Vulnerable Road User Program	–	70,000	–
Contributions – Beach Road Shared Pathway (LRCI 3)	–	–	160,000
Dividend income	–	–	–
Loan borrowings	–	–	–
Plant replacement reserve	–	–	–
Proceeds on disposal of other assets	–	–	–
Proceeds on disposal of plant	–	–	–
Rate revenue	–	–	–
Special projects reserve	–	–	–
	\$ 446,239	\$ 456,794	\$ 594,467

Application of Capital Funding

Renewal	190,000	190,327	84,000
Footpath renewals/upgrades	190,000	6,435	84,000
James Street, Ulverstone	–	37,102	–
South Road, Penguin	–	26,790	–
Walker Street, Ulverstone	–	120,000	–
Upgrade	60,000	40,000	20,000
Queen Street – Bertha Street crossing	40,000	20,000	20,000
Victoria Street to Main Street crossing	20,000	20,000	–
New	196,000	196,000	490,000
Beach Road Shared Pathway (LRCI 3)	–	–	160,000
River Road – Clara Street to Margaret Place	–	–	165,000
River Road – Maxwell Street to Jesamel Place	–	–	165,000
Turners Beach to Leith – Shared Pathway	196,000	196,000	–
	\$ 446,000	\$ 426,327	\$ 594,000

INFRASTRUCTURE SERVICES WORKS

Service Activity: Roads, Bridges and Drainage

Cost Centre: Bridges

	Estimates 2021-2022	Projected 2021-2022	Estimates 2022-2023
Sources of Capital Funding			
	<i>3,020,834</i>	<i>3,224,900</i>	<i>804,900</i>
Accumulated surplus	1,401,834	438,336	244,900
Asset replacement reserve	-	-	-
Commonwealth Tax Sharing Grant	369,000	506,000	260,000
Commonwealth Tax Sharing Grant (in advance)	-	-	-
Contributions – Bridges renewal	1,000,000	2,030,564	-
Contribution – Roads to Recovery	300,000	300,000	300,000
Dividend income	-	-	-
Loan borrowings	-	-	-
Plant replacement reserve	-	-	-
Proceeds on disposal of other assets	-	-	-
Proceeds on disposal of plant	-	-	-
Rate revenue	-	-	-
Special projects reserve	(50,000)	(50,000)	-
	\$ 3,020,834	\$ 3,224,900	\$ 804,900

Application of Capital Funding

Renewal	<i>3,000,000</i>	<i>2,980,000</i>	<i>764,000</i>
Adams Creek – Stotts Road	300,000	450,000	-
Forth River – Forth Road	-	-	140,000
Gawler River – Preston Road	2,700,000	2,500,000	294,000
Laurel Creek – Loyetee Road	-	-	330,000
Leven River Bridge – delineation	-	30,000	-
Upgrade	<i>20,000</i>	-	<i>40,000</i>
Leven River Bridge – flags	20,000	-	-
Leven River Bridge – lighting	-	-	40,000
	\$ 3,020,000	\$ 2,980,000	\$ 804,000

INFRASTRUCTURE SERVICES WORKS

Service Activity: Roads, Bridges and Drainage

Cost Centre: Car Parks

	Estimates 2021-2022	Projected 2021-2022	Estimates 2022-2023
Sources of Capital Funding			
	<i>28,863</i>	<i>13,167</i>	<i>15,167</i>
Accumulated surplus	171,863	225,167	3,167
Asset replacement reserve	-	-	-
Commonwealth Tax Sharing Grant	(108,000)	(162,000)	(3,000)
Contributions – Electric vehicle charging	15,000	-	15,000
Dividend income	-	-	-
Loan borrowings	-	-	-
Plant replacement reserve	-	-	-
Proceeds on disposal of other assets	-	-	-
Proceeds on disposal of plant	-	-	-
Rate revenue	-	-	-
Special projects reserve	(50,000)	(50,000)	-
	\$ 28,863	\$ 13,167	\$ 15,167

Application of Capital Funding

Upgrade	<i>28,000</i>	<i>10,000</i>	<i>15,000</i>
Electric vehicle charging	18,000	-	15,000
North Reibey Street – design	10,000	10,000	-
	\$ 28,000	\$ 10,000	\$ 15,000

INFRASTRUCTURE SERVICES WORKS

Service Activity: Roads, Bridges and Drainage

Cost Centre: Drainage

	Estimates 2021–2022	Projected 2021–2022	Estimates 2022–2023
Sources of Capital Funding			
	<i>406,077</i>	<i>449,129</i>	<i>319,212</i>
Accumulated surplus	220,077	214,797	246,212
Asset replacement reserve	–	–	–
Commonwealth Tax Sharing Grant	186,000	191,000	73,000
Contributions	–	–	–
Dividend income	–	–	–
Loan borrowings	–	–	–
Plant replacement reserve	–	19,696	–
Proceeds on disposal of other assets	–	–	–
Proceeds on disposal of plant	–	23,636	–
Rate revenue	–	–	–
Special projects reserve	–	–	–
	\$ 406,077	\$ 449,129	\$ 319,212

Application of Capital Funding

Renewal	<i>30,000</i>	<i>30,000</i>	<i>30,000</i>
Side entry pits and manhole lids	30,000	30,000	30,000
Upgrade	<i>356,000</i>	<i>124,585</i>	<i>290,000</i>
Bertha Street – outfall	115,000	40,000	120,000
Esplanade, Turners Beach (OC Ling)	60,000	10,000	20,000
Fenton Street	–	–	40,000
Ironcliffe Road – contribution	15,000	14,585	–
Mason Street	66,000	40,000	–
Miscellaneous drainage	20,000	20,000	20,000
Sice Avenue – outfall	–	–	10,000
Victoria Street – outfall	80,000	–	80,000
New	<i>20,000</i>	<i>5,000</i>	–
Buttons Creek – wetland investigation	20,000	5,000	–
Plant replacements	–	<i>43,332</i>	–
Plant purchases 2021–2022	–	43,332	–
	\$ 406,000	\$ 202,917	\$ 320,000

INFRASTRUCTURE SERVICES WORKS

Service Activity: Waste Management

Cost Centre: Household Garbage

	Estimates 2021-2022	Projected 2021-2022	Estimates 2022-2023
Sources of Capital Funding			
	<i>362,137</i>	<i>435,062</i>	<i>795,325</i>
Accumulated surplus	269,137	318,754	329,325
Asset replacement reserve	-	-	-
Commonwealth Tax Sharing Grant	56,000	59,000	156,000
Capital contributions – Dulverton – recycling funding	-	16,975	-
Capital Contribution – Landfill Levy Readiness Grant	-	-	50,000
Dividend income	-	-	-
Loan borrowings	-	-	-
Plant replacement reserve	18,000	12,606	195,000
Proceeds on disposal of other assets	-	-	-
Proceeds on disposal of plant	19,000	27,727	65,000
Rate revenue	-	-	-
Special projects reserve	-	-	-
	\$ 362,137	\$ 435,062	\$ 795,325

Application of Capital Funding

Renewal	<i>300,000</i>	-	<i>270,000</i>
Resource Recovery Centre – wetlands/weighbridge	300,000	-	270,000
Upgrade	<i>25,000</i>	<i>65,404</i>	<i>185,000</i>
Country Transfer Station – audit outcomes	-	-	15,000
Country Transfer Station – recycling	-	-	30,000
Public Place Recycling	-	16,975	-
Park bins slab – Dulverton Grant	-	1,701	-
Penguin Refuse Disposal – site rehabilitation	-	24,000	-
Public area bin upgrade (Year 1 of 2)	-	-	90,000
Resource Recovery Centre – security upgrade	10,000	-	25,000
Resource Recovery Centre – signage	-	4,000	5,000
Resource Recovery Centre – site development	15,000	18,728	20,000
New	-	-	<i>80,000</i>
Waste Levy compliance and site design (Grant)	-	-	80,000
Plant replacements	<i>37,000</i>	<i>40,333</i>	<i>260,000</i>
Plant purchase – F304 (truck)	-	-	80,000
Plant purchase – F900 (backhoe)	-	-	180,000
	\$ 362,000	\$ 105,737	\$ 795,000

INFRASTRUCTURE SERVICES WORKS

Service Activity: Parks and Amenities

Cost Centre: Parks

	Estimates 2021-2022	Projected 2021-2022	Estimates 2022-2023
Sources of Capital Funding			
	<i>1,171,174</i>	<i>1,711,945</i>	<i>1,671,903</i>
Accumulated surplus	852,174	399,832	110,903
Asset replacement reserve	-	-	-
Commonwealth Tax Sharing Grant	87,000	205,000	399,000
Contribution LRCI 3	-	-	1,005,000
Contributions – West Beach & Tobruk Park	-	215,000	-
Contributions – Beach Road Shared Pathway (LRCI 2)	-	291,000	-
Capital contributions – public showers	-	60,000	-
Capital contributions – fish clean station, West Ulv.	-	10,000	-
Dividend income	-	-	-
Loan borrowings	-	-	-
Plant replacement reserve	185,000	151,568	140,000
Proceeds on disposal of other assets	-	-	-
Proceeds on disposal of plant	47,000	70,545	17,000
Rate revenue	-	-	-
Special projects reserve	-	-	-
	\$ 1,171,174	\$ 1,711,945	\$ 1,671,903

Application of Capital Funding

Renewal	<i>334,000</i>	<i>304,000</i>	<i>374,000</i>
Beach access upgrades	40,000	40,000	40,000
Beach Road – coastline expansion	10,000	10,000	10,000
Fairway Park – Master Plan	20,000	5,000	15,000
Hall Point – rehabilitation	2,000	2,000	2,000
Hiscutt Park – bridge refurbishment	10,000	30,000	-
Hiscutt Park – wall repair	40,000	-	40,000
Industrial Estate – greenbelt	15,000	10,000	-
Leven River Foreshore – Reid Street Reserve wildlife corridor	2,000	2,000	2,000
Parks asset renewals	35,000	35,000	40,000
Perry-Ling Gardens	40,000	40,000	165,000
Playground renewals	30,000	30,000	60,000
Turners Beach (UDG) – boardwalk	90,000	100,000	-

INFRASTRUCTURE SERVICES WORKS

Service Activity: Parks and Amenities

Cost Centre: Parks

	Estimates 2021-2022	Projected 2021-2022	Estimates 2022-2023
Upgrade	<i>485,000</i>	<i>559,000</i>	<i>1,030,000</i>
Penguin Foreshore – playground and landscape (LRCI 3)	–	–	400,000
Penguin Foreshore – shared pathway (LRCI 3)	–	–	130,000
Shade sail program	15,000	–	–
Ulverstone Skate Park	470,000	559,000	–
Watcombe Beach – pedestrian rail crossing (LRCI 3)	–	–	500,000
New	<i>120,000</i>	<i>515,929</i>	<i>110,000</i>
Beach Road (East) – access/gate/weeds	–	2,474	–
Beach Road Shared Pathway (LRCI 2)	–	291,000	–
Braddons Lookout – solar light/security camera	15,000	15,000	–
Country park track upgrades	–	–	10,000
Fishpond – coastal restoration	5,000	5,000	–
Greening Central Coast Strategy	–	14,075	30,000
Johnsons Beach – bbq and hut	50,000	35,000	30,000
Lethborg Avenue – boundary encroachment restoration	20,000	–	30,000
Park signage upgrade	–	–	10,000
Picnic Point Shared Pathway	–	37,000	–
Natural Resource Management Strategy – development	30,000	30,000	–
Tobruk Park Shared Pathway	–	13,000	–
Public showers – State Government Grant	–	60,000	–
West Ulverstone – fish clean station – State Government Grant	–	13,380	–
Plant replacements	<i>232,000</i>	<i>222,113</i>	<i>157,000</i>
Plant purchase – F704 (mower)	–	–	125,000
Plant purchase – F800 (mower)	32,000	–	32,000
Plant purchases 2021-2022	200,000	222,113	–
	\$ 1,171,000	\$ 1,601,042	\$ 1,671,000

INFRASTRUCTURE SERVICES WORKS

Service Activity: Parks and Amenities

Cost Centre: Public Amenities

	Estimates 2021-2022	Projected 2021-2022	Estimates 2022-2023
Sources of Capital Funding			
	50,351	49,851	465,509
Accumulated surplus	(5,649)	(58,149)	(1,491)
Asset replacement reserve	-	-	-
Commonwealth Tax Sharing Grant	96,000	148,000	36,000
Contributions – Bus Stop Program	-	-	-
Contributions – Montgomery Road facilities	-	-	431,000
Dividend income	-	-	-
Loan borrowings	-	-	-
Plant replacement reserve	-	-	-
Proceeds on disposal of other assets	-	-	-
Proceeds on disposal of plant	-	-	-
Rate revenue	-	-	-
Special projects reserve	(40,000)	(40,000)	-
	\$ 50,351	\$ 49,851	\$ 465,509

Application of Capital Funding

Infrastructure	-	-	-
Renewal	-	1,342	-
Bus Shelter Renewals	-	1,342	-
Upgrade	50,000	50,000	30,000
Drinking water stations	10,000	10,000	10,000
Flagpole review	20,000	20,000	-
Public toilets – refurbishments	20,000	20,000	20,000
New	-	-	435,000
Additional security cameras	-	-	4,000
Montgomery Road – new eco toilet block	-	-	431,000
Plant replacements	-	-	-
	\$ 50,000	\$ 51,342	\$ 465,000

INFRASTRUCTURE SERVICES WORKS

Service Activity: Parks and Amenities

Cost Centre: Cemeteries

	Estimates 2021-2022	Projected 2021-2022	Estimates 2022-2023
Sources of Capital Funding			
	<i>109,835</i>	<i>81,896</i>	<i>153,896</i>
Accumulated surplus	(6,165)	(8,104)	(8,104)
Asset replacement reserve	-	-	-
Commonwealth Tax Sharing Grant	88,000	90,000	109,000
Contributions	-	-	-
Dividend income	-	-	-
Loan borrowings	-	-	-
Plant replacement reserve	20,000	-	40,000
Proceeds on disposal of other assets	-	-	-
Proceeds on disposal of plant	8,000	-	13,000
Rate revenue	-	-	-
Special projects reserve	-	-	-
	\$ 109,835	\$ 81,896	\$ 153,896

Application of Capital Funding

Renewal	6,000	-	-
Cemetery renewals	6,000	-	-
New	<i>75,000</i>	<i>90,000</i>	<i>100,000</i>
Memorial Park – ash garden	25,000	25,000	10,000
Memorial Park – drainage	20,000	35,000	-
Memorial Park – grave location system	-	-	10,000
Memorial Park – Master Plan	5,000	5,000	-
Memorial Park – plinths	-	-	15,000
Memorial Park – seating	5,000	5,000	5,000
Memorial Park – tree planting program	10,000	10,000	-
Memorial Park – watering system	10,000	10,000	-
Memorial Park – water storage tank and irrigation	-	-	60,000
Plant replacements	<i>28,000</i>	-	<i>53,000</i>
Plant purchase – F805 (tractor)	28,000	-	28,000
Plant purchase – F1005 (UTV)	-	-	25,000
Plant purchases 2021-2022	-	-	-
	\$ 109,000	\$ 90,000	\$ 153,000

CORPORATE SERVICES

CORPORATE SERVICES

Service Activity: Corporate Administration

Cost Centre: Administration

	Estimates 2021-2022	Projected 2021-2022	Estimates 2022-2023
Sources of Capital Funding			
	33,727	33,956	(273)
Accumulated surplus	(273)	(273)	(273)
Asset replacement reserve	-	-	-
Commonwealth Tax Sharing Grant	-	-	-
Contributions	-	-	-
Dividend income	-	-	-
Loan borrowings	-	-	-
Plant replacement reserve	19,000	17,865	-
Proceeds on disposal of other assets	-	-	-
Proceeds on disposal of plant	15,000	16,364	-
Rate revenue	-	-	-
Special projects reserve	-	-	-
	\$ 33,727	\$ 33,956	\$ (273)

Application of Capital Funding

Equipment replacements	-	-	-
Equipment purchases	-	-	-
Plant replacements	33,000	34,229	-
Plant purchases 2021-2022	33,000	34,229	
	\$ 33,000	\$ 34,229	\$ -

CORPORATE SERVICES

CORPORATE SERVICES

Service Activity: Corporate Administration

Cost Centre: Administration Centre

	Estimates 2021-2022	Projected 2021-2022	Estimates 2022-2023
Sources of Capital Funding			
	<i>82,483</i>	<i>74,003</i>	<i>70,003</i>
Accumulated surplus	483	(7,997)	(22,997)
Asset replacement reserve	-	-	-
Commonwealth Tax Sharing Grant	82,000	82,000	93,000
Contributions	-	-	-
Dividend income	-	-	-
Loan borrowings	-	-	-
Plant replacement reserve	-	-	-
Proceeds on disposal of other assets	-	-	-
Proceeds on disposal of plant	-	-	-
Rate revenue	-	-	-
Special projects reserve	-	-	-
	\$ 82,483	\$ 74,003	\$ 70,003

Application of Capital Funding

Renewal	<i>20,000</i>	<i>40,000</i>	<i>60,000</i>
Administration Centre – carpet replacement	10,000	5,000	16,000
Administration Centre – guttering replacement	-	-	14,000
Office furniture upgrade – ergonomic desks	-	-	20,000
Administration Centre – painting	10,000	15,000	10,000
Administration Centre – refurbishment	-	20,000	-
Upgrade	<i>62,000</i>	<i>57,000</i>	<i>10,000</i>
Administration Centre – heat pumps	7,000	7,000	10,000
Administration Centre – switchboard and wiring upgrade	50,000	50,000	-
	\$ 82,000	\$ 97,000	\$ 70,000

CORPORATE SERVICES

CORPORATE SERVICES

Service Activity: Corporate Support Services

Cost Centre: Corporate Support Services

	Estimates 2021-2022	Projected 2021-2022	Budget 2022-2023
Sources of Capital Funding			
	<i>160,336</i>	<i>190,145</i>	<i>235,145</i>
Accumulated surplus	30,319	130,128	48,145
Asset replacement reserve	-	-	-
Commonwealth Tax Sharing Grant	85,017	15,017	142,000
Contributions	-	-	-
Dividend income	45,000	45,000	45,000
Loan borrowings	-	-	-
Plant replacement reserve	-	-	-
Proceeds on disposal of other assets	-	-	-
Proceeds on disposal of plant	-	-	-
Rate revenue	-	-	-
Special projects reserve	-	-	-
	\$ 160,336	\$ 190,145	\$ 235,145

Application of Capital Funding

Equipment replacements	<i>160,000</i>	<i>142,000</i>	<i>235,000</i>
Central Coast Council website upgrade	-	-	85,000
Computer hardware and software	100,000	100,000	100,000
Infringements – new module	-	22,000	-
Microsoft Dynamics Finance module	60,000	20,000	50,000
	\$ 160,000	\$ 142,000	\$ 235,000

CORPORATE SERVICES

CORPORATE SERVICES

Service Activity: Community Services and Facilities

Cost Centre: Caravan Parks

	Estimates 2021-2022	Projected 2021-2022	Estimates 2022-2023
Sources of Capital Funding			
	<i>164,842</i>	<i>169,842</i>	<i>192,842</i>
Accumulated surplus	134,842	139,842	162,842
Asset replacement reserve	-	-	-
Commonwealth Tax Sharing Grant	-	-	-
Contributions	-	-	-
Dividend income	-	-	-
Loan borrowings	-	-	-
Plant replacement reserve	-	-	-
Proceeds on disposal of other assets	-	-	-
Proceeds on disposal of plant	-	-	-
Rate revenue	30,000	30,000	30,000
Special projects reserve	-	-	-
	\$ 164,842	\$ 169,842	\$ 192,842

Application of Capital Funding

Renewal	<i>10,000</i>	-	<i>10,000</i>
Ulverstone Caravan Park – painting program	10,000	-	10,000
Upgrade	<i>10,000</i>	<i>7,000</i>	<i>10,000</i>
Ulverstone Caravan Park – electrical upgrade – Stage 3	10,000	7,000	10,000
New	<i>140,000</i>	-	<i>142,000</i>
Ulverstone Caravan Park – amenities	140,000	-	142,000
	\$ 160,000	\$ 7,000	\$ 162,000

CORPORATE SERVICES

REGULATORY SERVICES

Service Activity: Building and Plumbing Services

Cost Centre: Building and Plumbing

	Estimates 2021-2022	Projected 2021-2022	Estimates 2022-2023
Sources of Capital Funding			
	-	-	-
Accumulated surplus	-	-	-
Asset replacement reserve	-	-	-
Commonwealth Tax Sharing Grant	-	-	-
Contributions	-	-	-
Dividend income	-	-	-
Loan borrowings	-	-	-
Plant replacement reserve	-	-	-
Proceeds on disposal of other assets	-	-	-
Proceeds on disposal of plant	-	-	-
Rate revenue	-	-	-
Special projects reserve	-	-	-
	\$ -	\$ -	\$ -

Application of Capital Funding

Plant replacements	-	-	-
Plant purchases – 2021-2022	-	-	-
	\$ -	\$ -	\$ -

CORPORATE SERVICES

REGULATORY SERVICES

Service Activity: Public and Environmental Health

Cost Centre: Environment and Health

	Estimates 2021-2022	Projected 2021-2022	Estimates 2022-2023
Sources of Capital Funding			
	<i>57,175</i>	<i>31,175</i>	<i>67,175</i>
Accumulated surplus	175	175	175
Asset replacement reserve	-	-	-
Commonwealth Tax Sharing Grant	-	-	-
Contributions	-	-	-
Dividend income	-	-	-
Loan borrowings	-	-	-
Plant replacement reserve	32,000	1,000	35,000
Proceeds on disposal of other assets	-	-	-
Proceeds on disposal of plant	25,000	30,000	32,000
Rate revenue	-	-	-
Special projects reserve	-	-	-
	\$ 57,175	\$ 31,175	\$ 67,175

Application of Capital Funding

Plant replacements	<i>57,000</i>	<i>31,000</i>	<i>67,000</i>
Plant purchase – F104 (car)	26,000	-	-
Plant purchase – F105 (car)	-	-	35,000
Plant purchase – F113 (car)	-	-	32,000
Plant purchases 2021-2022	31,000	31,000	-
	\$ 57,000	\$ 31,000	\$ 67,000

CORPORATE SERVICES

REGULATORY SERVICES

Service Activity: Compliance

Cost Centre: Animal and Parking Control

	Estimates 2021-2022	Projected 2021-2022	Estimates 2022-2023
Sources of Capital Funding			
	<i>37,451</i>	<i>32,328</i>	<i>4,277</i>
Accumulated surplus	451	451	(2,723)
Asset replacement reserve	-	-	-
Commonwealth Tax Sharing Grant	-	-	7,000
Contributions	-	-	-
Dividend income	-	-	-
Loan borrowings	-	-	-
Plant replacement reserve	9,000	10,968	-
Proceeds on disposal of other assets	-	-	-
Proceeds on disposal of plant	28,000	20,909	-
Rate revenue	-	-	-
Special projects reserve	-	-	-
	\$ 37,451	\$ 32,328	\$ 4,277

Application of Capital Funding

New	-	<i>3,174</i>	<i>5,000</i>
Cameras for Compliance Officers	-	3,174	-
Dog Park facilities	-	-	5,000
Plant replacements	<i>37,000</i>	<i>31,877</i>	-
Plant purchase – F206 (utility)	37,000	31,877	-
Plant purchases – 2021-2022	-	-	-
	\$ 37,000	\$ 35,051	\$ 5,000

COMMUNITY SERVICES

COMMUNITY SERVICES

Service Activity: Children's Services

Cost Centre: Child Care

	Estimates 2021-2022	Projected 2021-2022	Estimates 2022-2023
Sources of Capital Funding			
	<i>45,585</i>	<i>45,818</i>	<i>25,818</i>
Accumulated surplus	25,585	(19,182)	15,818
Asset replacement reserve	-	-	-
Commonwealth Tax Sharing Grant	20,000	20,000	10,000
Contributions	-	-	-
Dividend income	-	-	-
Loan borrowings	-	-	-
Plant replacement reserve	-	-	-
Proceeds on disposal of other assets	-	-	-
Proceeds on disposal of plant	-	-	-
Rate revenue	-	-	-
Special projects reserve	-	45,000	-
	\$ 45,585	\$ 45,818	\$ 25,818

Application of Capital Funding

Renewal	<i>20,000</i>	<i>20,000</i>	<i>10,000</i>
Penguin Play Centre – internal painting	5,000	5,000	5,000
Ulverstone Child Care – internal/external painting	15,000	15,000	5,000
Upgrade	<i>25,000</i>	<i>10,000</i>	<i>15,000</i>
Ulverstone Child Care – guttering	15,000	-	15,000
Ulverstone Child Care – installation of shade sail	10,000	-	-
Ulverstone Child Care – refurbishment	-	10,000	-
Plant replacements	-	-	-
Plant purchases 2021-2022	-	-	-
	\$ 45,000	\$ 30,000	\$ 25,000

COMMUNITY SERVICES

COMMUNITY SERVICES

Service Activity: Community Development

Cost Centre: Community Development

	Estimates 2021–2022	Projected 2021–2022	Estimates 2022–2023
Sources of Capital Funding			
	<i>34,820</i>	<i>33,942</i>	<i>64,820</i>
Accumulated surplus	(180)	(180)	(180)
Asset replacement reserve	–	–	–
Commonwealth Tax Sharing Grant	–	–	–
Contributions	–	–	–
Dividend income	–	–	–
Loan borrowings	–	–	–
Plant replacement reserve	17,000	10,486	38,000
Proceeds on disposal of other assets	–	–	–
Proceeds on disposal of plant	18,000	23,636	27,000
Rate revenue	–	–	–
Special projects reserve	–	–	–
	\$ 34,820	\$ 33,942	\$ 64,820

Application of Capital Funding

Plant replacements	<i>35,000</i>	<i>34,122</i>	<i>65,000</i>
Plant purchase – F100 (car)	–	–	33,000
Plant purchase – F115 (car)	–	–	32,000
Plant purchases – 2021–2022	35,000	34,122	–
	\$ 35,000	\$ 34,122	\$ 65,000

COMMUNITY SERVICES

COMMUNITY SERVICES

Service Activity: Community Development

Cost Centre: Cultural Activities

	Estimates 2021-2022	Projected 2021-2022	Estimates 2022-2023
Sources of Capital Funding			
	<i>213,857</i>	<i>181,798</i>	<i>415,303</i>
Accumulated surplus	25,857	57,798	165,303
Asset replacement reserve	-	-	-
Commonwealth Tax Sharing Grant	160,000	121,000	124,000
Contributions – Ulverstone Municipal Band	3,000	3,000	3,000
Contribution – Maskells Road Project	25,000	-	25,000
Contributions – LRCI 3	-	-	98,000
Dividend income	-	-	-
Loan borrowings	-	-	-
Plant replacement reserve	-	-	-
Proceeds on disposal of other assets	-	-	-
Proceeds on disposal of plant	-	-	-
Rate revenue	-	-	-
Reserves	-	-	-
	\$ 213,857	\$ 181,798	\$ 415,303

Application of Capital Funding

Renewal	-	-	<i>10,000</i>
Festive decorations	-	-	10,000
Upgrade			
New	<i>152,000</i>	<i>4,207</i>	<i>348,000</i>
Local History Building refurbishment (LRCI 3)	-	-	98,000
Maskells Road Precinct – redevelopment	134,000	4,207	250,000
Reibey Street – curation (fire pots etc.)	18,000	-	-
Equipment purchases	<i>61,000</i>	<i>12,288</i>	<i>57,000</i>
Ulverstone Band – instrument acquisition fund	61,000	-	57,000
Equipment purchases – 2021-2022	-	12,288	-
	\$ 213,000	\$ 16,495	\$ 415,000

COMMUNITY SERVICES

COMMUNITY SERVICES

Service Activity: Community Services and Facilities

Cost Centre: Cultural Amenities

	Estimates 2021-2022	Projected 2021-2022	Estimates 2022-2023
Sources of Capital Funding			
	<i>73,215</i>	<i>73,853</i>	<i>118,853</i>
Accumulated surplus	29,215	18,853	73,853
Asset replacement reserve	-	-	-
Commonwealth Tax Sharing Grant	(24,000)	(13,000)	(23,000)
Contributions	-	-	-
Dividend income	68,000	68,000	68,000
Loan borrowings	-	-	-
Plant replacement reserve	-	-	-
Proceeds on disposal of other assets	-	-	-
Proceeds on disposal of plant	-	-	-
Rate revenue	-	-	-
Special projects reserve	-	-	-
	\$ 73,215	\$ 73,853	\$ 118,853

Application of Capital Funding

Renewal	-	-	<i>60,000</i>
Wharf building – tables and chairs	-	-	20,000
Civic Centre – Gawler Room plaster/paint	-	-	40,000
Upgrade	<i>18,000</i>	-	<i>18,000</i>
Civic Centre – lock/entry control system	8,500	-	8,500
Montgomery Room – lock/entry control system	1,500	-	1,500
Wharf building – lock/entry control system	8,000	-	8,000
New	<i>55,000</i>	-	<i>40,000</i>
Civic Centre – Gawler Room renovation	25,000	-	-
Ulverstone Wharf Precinct – reclad southern end roof	30,000	-	40,000
Equipment purchases	-	-	-
	\$ 73,000	\$ -	\$ 118,000

COMMUNITY SERVICES

COMMUNITY SERVICES

Service Activity: Community Services and Facilities

Cost Centre: Housing

	Estimates 2021-2022	Projected 2021-2022	Estimates 2022-2023
Sources of Capital Funding			
	<i>173,099</i>	<i>173,762</i>	<i>172,762</i>
Accumulated surplus	44,099	16,762	(238)
Asset replacement reserve	129,000	157,000	173,000
Commonwealth Tax Sharing Grant	-	-	-
Contributions	-	-	-
Dividend income	-	-	-
Loan borrowings	-	-	-
Plant replacement reserve	-	-	-
Proceeds on disposal of other assets	-	-	-
Proceeds on disposal of plant	-	-	-
Rate revenue	-	-	-
Special projects reserve	-	-	-
	\$ 173,099	\$ 173,762	\$ 172,762

Application of Capital Funding

Renewal	<i>173,000</i>	<i>174,000</i>	<i>173,000</i>
Aged Persons Home Units – electrical replacements	20,000	20,000	20,000
Aged Persons Home Units – external rehabilitation	63,000	63,000	63,000
Aged Persons Home Units – fencing/surrounds	10,000	10,000	10,000
Aged Persons Home Units – HWC renewal	20,000	20,000	20,000
Aged Persons Home Units – internal rehabilitation	60,000	40,000	40,000
Ganesway – internal rehabilitation	-	21,000	20,000
	\$ 173,000	\$ 174,000	\$ 173,000

COMMUNITY SERVICES

COMMUNITY SERVICES

Service Activity: Community Services and Facilities

Cost Centre: Public Halls and Buildings

	Estimates 2021–2022	Projected 2021–2022	Estimates 2022–2023
Sources of Capital Funding			
	<i>633,391</i>	<i>618,391</i>	<i>248,489</i>
Accumulated surplus	442,891	271,391	232,489
Asset replacement reserve	–	–	–
Commonwealth Tax Sharing Grant	4,000	4,000	1,000
Contributions – Riana Community Centre (LRCl)	171,500	343,000	–
Contributions – Riana Community Centre (Committee)	15,000	–	15,000
Dividend income	–	–	–
Loan borrowings	–	–	–
Plant replacement reserve	–	–	–
Proceeds on disposal of other assets	–	–	–
Proceeds on disposal of plant	–	–	–
Rate revenue	–	–	–
Special projects reserve	–	–	–
	\$ 633,391	\$ 618,391	\$ 248,489

Application of Capital Funding

Renewal	<i>598,000</i>	<i>375,902</i>	<i>213,000</i>
Forth Hall – external refurbishment	10,000	–	5,000
Municipal Tea Rooms – Trade Waste compliance	15,000	–	–
North Motton Hall – internal refurbishment	10,000	10,000	–
Riana Community Centre – amenities refurbishment	558,000	350,000	208,000
Public halls and buildings – surrounds/fencing renewal	–	–	–
Ulverstone Surf Life Saving Club – balcony structure	5,000	5,000	–
Ulverstone Wharf – refurbish kitchen	–	10,902	–
Upgrade	<i>20,000</i>	–	<i>20,000</i>
Penguin Surf Life Saving Club – amenities	20,000	–	20,000
New	<i>15,000</i>	<i>10,000</i>	<i>15,000</i>
Forth Hall – purchase furniture and fittings	–	10,000	–
Riana Community Centre – security system	15,000	–	15,000
	\$ 633,000	\$ 385,902	\$ 248,000

COMMUNITY SERVICES

COMMUNITY SERVICES

Service Activity: Recreation Facilities

Cost Centre: Active Recreation

	Estimates 2021–2022	Projected 2021–2022	Estimates 2022–2023
Sources of Capital Funding			
	974,526	2,073,331	1,975,007
Accumulated surplus	24,026	32,045	1,572,007
Asset replacement reserve	–	–	–
Commonwealth Tax Sharing Grant	376,000	368,000	383,000
Contributions – Forth Recreation Ground lighting	–	–	20,000
Contributions – Insurance Proceeds	–	1,113,000	–
Contributions – Levelling the Playing Field Batten Park	–	25,900	–
Contributions – Penguin Sports Centre – solar energy	50,000	50,000	–
Contributions – Cricket Tasmania	8,500	8,500	–
Contributions – Showground Precinct Changerooms and Amenities (ITPF)	249,000	249,000	–
Dividend income	–	–	–
Loan borrowings	–	–	–
Plant replacement reserve	221,000	121,410	–
Proceeds on disposal of other assets	–	–	–
Proceeds on disposal of plant	46,000	105,476	–
Rate revenue	–	–	–
Special projects reserve	–	–	–
	\$ 974,526	\$ 2,073,331	\$ 1,975,007

Application of Capital Funding

Renewal	75,000	105,000	135,000
Cricket wicket renewals program	10,000	10,000	10,000
Forth Recreation Ground – lighting – Stage 2	–	–	40,000
Heybridge Recreation Ground – electrical safety	30,000	30,000	–
Penguin Athletic Track – line remarking	25,000	25,000	35,000
Recreation ground water connections	–	20,000	40,000
River Park Recreation Ground – ground refurbishment	–	10,000	–
Trade Waste compliance	10,000	10,000	10,000
Upgrade	611,000	90,451	637,000
Haywoods Reserve – cricket wicket upgrade	17,000	17,000	–
Batten Park – Upgrade Fencing	–	–	26,000
Penguin Chopping Arena – toilets and amenities	35,000	35,000	50,000
Penguin Miniature Railway – track upgrade	23,000	–	23,000
Recreation grounds – lighting upgrades	25,000	25,000	25,000
upgrade	12,000	12,000	–
Ulverstone Recreation Ground – fencing upgrade	–	–	15,000
Ulverstone Showground Precinct – changerooms and amenities	499,000	1,451	498,000

COMMUNITY SERVICES

COMMUNITY SERVICES

Service Activity: Recreation Facilities

Cost Centre: Active Recreation

	Estimates 2021-2022	Projected 2021-2022	Estimates 2022-2023
New	<i>21,000</i>	<i>78,224</i>	<i>1,203,000</i>
Batten Park – fire abatement	–	–	10,000
Dial Park – additional water tank	–	–	35,000
Dial Park – changeroom seating	8,000	8,000	–
Dial Park – cricket nets security gates	8,000	–	10,000
Dial Park – solar energy	–	50,000	–
Dial Regional Sports car park and overflow parking and disabled spaces (design)	–	–	20,000
Heybridge Recreation Ground Clubrooms (insurance replacement)	–	–	1,113,000
Turners Beach Recreation Ground – seating	5,000	5,224	–
Ulverstone Showground – Social Room – heating and lighting	–	15,000	15,000
Plant replacements	<i>267,000</i>	<i>226,886</i>	–
Plant purchase – F202 (car)	37,000	–	–
Plant purchases 2021-2022	230,000	226,886	–
	\$ 974,000	\$ 501,324	\$ 1,975,000

COMMUNITY SERVICES

COMMUNITY SERVICES

Service Activity: Recreation Facilities

Cost Centre: Recreation Centres

	Estimates 2021-2022	Projected 2021-2022	Estimates 2022-2023
Sources of Capital Funding			
	577,151	587,151	215,151
Accumulated surplus	65,151	75,151	85,151
Asset replacement reserve	-	-	-
Commonwealth Tax Sharing Grant	55,000	55,000	130,000
Contributions	-	-	-
Contributions – USLC Community Rooms (LRCI Grant)	457,000	457,000	-
Dividend income	-	-	-
Loan borrowings	-	-	-
Plant replacement reserve	-	-	-
Proceeds on disposal of other assets	-	-	-
Proceeds on disposal of plant	-	-	-
Rate revenue	-	-	-
Special projects reserve	-	-	-
	\$ 577,151	\$ 587,151	\$ 215,151

Application of Capital Funding

Renewal	35,000	35,000	55,000
Penguin Sports Centre – plant and equipment renewal	-	-	5,000
Penguin Sports Centre – window replacement and external refurbishment	35,000	35,000	15,000
Ulverstone Sports & Leisure Centre – amenities and office area roof replacement	-	-	35,000
Upgrade	85,000	10,000	160,000
Penguin Sports Centre – seating and stair compliance study	-	10,000	10,000
Ulverstone Sports & Leisure Centre – electronic backboard winches	85,000	-	100,000
Ulverstone Sports & Leisure Centre – lighting upgrade Stadium 2	-	-	30,000
Ulverstone Sports & Leisure Centre – upgrade kitchen for softball accomodation	-	-	20,000
New	457,000	457,000	-
Ulverstone Sports & Leisure Centre – community rooms	457,000	457,000	-
Equipment purchases	-	-	-
	\$ 577,000	\$ 502,000	\$ 215,000

COMMUNITY SERVICES

COMMUNITY SERVICES

Service Activity: Recreation Facilities

Cost Centre: Swimming Pool and Waterslide

	Estimates 2021-2022	Projected 2021-2022	Estimates 2022-2023
Sources of Capital Funding			
	<i>50,970</i>	<i>47,820</i>	<i>66,965</i>
Accumulated surplus	970	(2,180)	(24,035)
Asset replacement reserve	-	-	-
Commonwealth Tax Sharing Grant	50,000	50,000	91,000
Contributions	-	-	-
Dividend income	-	-	-
Loan borrowings	-	-	-
Plant replacement reserve	-	-	-
Proceeds on disposal of other assets	-	-	-
Proceeds on disposal of plant	-	-	-
Rate revenue	-	-	-
Special projects reserve	-	-	-
	\$ 50,970	\$ 47,820	\$ 66,965

Application of Capital Funding

Renewal	<i>40,000</i>	<i>60,046</i>	<i>67,000</i>
Waterslide – painting program	10,000	9,173	-
Waterslide – surface repairs	30,000	50,873	67,000
Upgrade	<i>10,000</i>	<i>11,809</i>	-
Waterslide – treatment system upgrade	10,000	11,809	-
	\$ 50,000	\$ 71,855	\$ 67,000

COMMUNITY SERVICES

COMMUNITY SERVICES

Service Activity: Arts & Culture

Cost Centre: Arts, Culture and Visitor Services

	Estimates 2021-2022	Projected 2021-2022	Estimates 2022-2023
Sources of Capital Funding			
	<i>38,967</i>	<i>38,967</i>	<i>107,967</i>
Accumulated surplus	967	967	38,967
Asset replacement reserve	-	-	-
Commonwealth Tax Sharing Grant	38,000	38,000	69,000
Contributions	-	-	-
Dividend income	-	-	-
Loan borrowings	-	-	-
Plant replacement reserve	-	-	-
Proceeds on disposal of other assets	-	-	-
Proceeds on disposal of plant	-	-	-
Rate revenue	-	-	-
Special projects reserve	-	-	-
	\$ 38,967	\$ 38,967	\$ 107,967

Application of Capital Funding

Upgrade	<i>38,000</i>	-	<i>38,000</i>
Penguin Visitor Centre – new reception/joinery	38,000	-	38,000
New	-	-	<i>70,000</i>
HIVE – equipment to support room hire	-	-	10,000
HIVE – offices and circulation spaces	-	-	15,000
HIVE – outdoor furniture – café and main entrance	-	-	20,000
HIVE – Reibey Street wall art	-	-	10,000
HIVE – signage	-	-	15,000
Equipment purchases	-	-	-
	\$ 38,000	\$ -	\$ 108,000

COMMUNITY SERVICES

REGULATORY SERVICES

Service Activity: Land–Use Planning

Cost Centre: Land–Use Planning

	Estimates 2021–2022	Projected 2021–2022	Estimates 2022–2023
Sources of Capital Funding			
	<i>879</i>	<i>30,670</i>	<i>879</i>
Accumulated surplus	879	879	879
Asset replacement reserve	–	–	–
Commonwealth Tax Sharing Grant	–	–	–
Contributions	–	–	–
Dividend income	–	–	–
Loan borrowings	–	–	–
Plant replacement reserve	–	24,791	–
Proceeds on disposal of other assets	–	–	–
Proceeds on disposal of plant	–	5,000	–
Rate revenue	–	–	–
Special projects reserve	–	–	–
	\$ 879	\$ 30,670	\$ 879

Application of Capital Funding

Equipment Purchases	–	–	–
Plant replacements	–	<i>29,791</i>	–
Plant purchases 2021–2022	–	29,791	–
	\$ –	\$ 29,791	\$ –

Part 5

Borrowings

BORROWINGS

LOAN REPAYMENTS

	Budget 2021-2022	Actual 2021-2022	Budget 2022-2023
SOURCES OF REVENUE			
New borrowings	5,200,000	2,500,000	2,700,000
Rate revenue	403,507	403,507	412,606
Financial Assistance Grant funding contribution	-	-	166,372
	5,603,507	2,903,507	3,112,606
REPAYMENTS			
Active Recreation	36,102	36,102	37,299
Batten Park	16,779	16,779	17,356
FOGO - Waste Management	37,341	37,341	38,065
Hiscutt Park Pond	20,229	20,229	20,853
LED Street Lighting	59,539	59,539	60,622
Recreation Centres	56,436	56,436	58,492
Wharf	78,745	78,745	80,767
Cultural Precinct	98,336	96,966	189,470
Coastal Pathways	-	-	54,230
Strategic Properties	-	-	21,823
	403,507	402,137	578,978
AGLP LOAN MATURITY REPAYMENTS			
Dial Park	6,500,000	6,500,000	-
Creamery Road	280,000	280,000	-
Nine Mile Road Bridge	250,000	250,000	-
James/Grove/Gollan Street intersection	250,000	250,000	-
Anzac Park Toilet Block	200,000	200,000	-
Quadrant Carpark	250,000	250,000	-
	7,730,000	7,730,000	-
LOAN SUMMARY			
Principal at beginning of year	13,761,323	13,761,323	8,129,186
Plus loans raised	5,200,000	2,500,000	2,700,000
Less principal repaid	(403,507)	(402,137)	(578,978)
Less matured loans repayments	(7,730,000)	(7,730,000)	-
Principal outstanding at end of year	\$ 10,827,816	\$ 8,129,186	\$ 10,250,208

Fees and Charges

For the year ending 30 June 2023

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FEES AND CHARGES

INFRASTRUCTURE SERVICES

	2022-2023 \$	GST \$
GRAVEL AND CHIPPED WASTE		
Gravel - loaded at pit (max. total supply per year - 50m3) (per cubic metre)	16.00	1.45
Gravel - stock yard (max. total supply per year - 50m3) (per cubic metre)	8.00	0.73
Chipped greenwaste delivered within 5km of worksite (per cubic metre)	25.00	2.27
ROADWORKS AUTHORITY RATES		
<i>Reinstatement Charges</i>		
Flush seal footpaths per m ²	119.00	10.82
Flush seal roadways per m ²	151.00	13.73
Hotmix footpaths per m ²	210.00	19.09
Hotmix roadways per m ²	242.00	22.00
Concrete footpaths per m ²	215.00	19.55
Concrete driveways per m ²	242.00	22.00
Brick paved areas	273.00	24.82
Restoration of grassed areas	60.00	5.45
Minimum service location charge (exposing services add \$66.00/hour)	151.00	13.73
Minimum charge - Urban	289.00	26.27
Minimum charge - Rural	461.00	41.91
<i>Driveway Aprons</i>		
Excavate, gravel and hotmix to prepared surface (per m ²)		
(a) in conjunction with footpath works	210.00	19.09
(b) separately to footpath works	236.00	21.45
Hotmix only to prepared surface (per m ²)		
(a) in conjunction with footpath works	172.00	15.64
(b) separately to footpath works	215.00	19.55
Concrete (per m ²)		
(a) in conjunction with footpath works	221.00	20.09
(b) separately to footpath works	247.00	22.45
<i>Kerb Crossovers</i>		
Remove kerb and install single kerb crossover (3.6m wide) or remove single kerb crossover and replace kerb		
(a) no footpath	1,231.00	111.91
(b) with footpath replacement	2,248.00	204.36
Remove kerb and install double kerb crossover (6.0m wide) or remove double kerb crossover and reinstate kerb		
(a) no footpath	1,681.00	152.82
(b) with footpath replacement	2,808.00	255.27

FEES AND CHARGES

INFRASTRUCTURE SERVICES

	2022-2023 \$	GST \$
Remove kerb and widen existing kerb crossover (max. 2.4m), or remove partial kerb crossover and reinstate kerb (max. 2.4m)		
(a) no footpath	910.00	82.73
(b) with footpath replacement	1,819.00	165.36
<i>Rural access</i>		
Supply and install DN300 culvert and headwalls and gravel access (6.0m long max.)		
(a) 3.6m wide - std headwalls	2,355.00	214.09
(b) 6.0m wide - std headwalls	3,584.00	325.82
(c) 3.6m wide - driveable headwalls	4,012.00	364.73
(d) 6.0m wide - driveable headwalls	5,242.00	476.55
<i>Signs</i>		
Supply and install 150mm sign - Urban	606.00	55.09
Supply and install 200mm sign - Rural	664.00	60.36
Install provided sign on existing pole (min. fee)	247.00	22.45
<i>Other</i>		
Traffic Counts (New - 1 count)	643.00	58.45
Traffic Counts (New - 2 counts at same time)	963.00	87.55
Traffic Count Report < 2 yrs old (available count)	322.00	29.27
Traffic Count Report > 2 yrs old (available count)	108.00	9.82
REINSTATEMENT OF DAMAGES		
On submission of plans, the deposit payable by the owner of land, or the owner's agent, towards the expense of reinstating any damages to Council property adjacent the frontage to a building site	343.00	31.18
WASTE MANAGEMENT		
<i>Central Coast Resource Recovery Centre</i>		
Sedan, hatch or station wagon (seats up)	13.00	1.18
Van, ute or single axle trailer	20.00	1.82
Dual axle trailer	26.00	2.36
Small truck up to 3.0 tonne GVM	31.00	2.82
<i>Loads not requiring on-site separation</i>		
Truck, 3.1 tonne GVM - 5 tonne GVM	58.00	5.27
Truck, 5.1 tonne GVM - 9 tonne GVM	89.00	8.09
Truck, 9.1 tonne GVM - 15 tonne GVM	144.00	13.09
Truck, 15.1 tonne GVM - 19 tonne GVM	220.00	20.00
Truck, 19.1 tonne GVM and over	263.00	23.91
Truck, with pig or dog trailer	523.00	47.55
Semi-trailer	781.00	71.00
Bin up to 4m ³	134.00	12.18
Bin up to 10m ³	263.00	23.91
Bin up to 20m ³	523.00	47.55
Bin up to 30m ³	781.00	71.00
Bin up to 40m ³	1,041.00	94.64

FEES AND CHARGES

INFRASTRUCTURE SERVICES

	2022-2023 \$	GST \$
<i>Loads requiring on-site separation</i>		
Dual axle trailer	47.00	4.27
Small truck up to 3.0 tonne GVM	58.00	5.27
Truck, 3.1 tonne GVM - 5 tonne GVM	113.00	10.27
Truck, 5.1 tonne GVM - 9 tonne GVM	176.00	16.00
Truck, 9.1 tonne GVM - 15 tonne GVM	284.00	25.82
Truck, 15.1 tonne GVM - 19 tonne GVM	436.00	39.64
Truck, 19.1 tonne GVM and over	523.00	47.55
Truck, with pig or dog trailer	1,041.00	94.64
Semi-trailer	1,560.00	141.82
Bin up to 4m ³	263.00	23.91
Bin up to 10m ³	523.00	47.55
Bin up to 20m ³	1,041.00	94.64
Bin up to 30m ³	1,560.00	141.82
Bin up to 40m ³	2,080.00	189.09
<i>Tyres off rims</i>		
Motorcycle and passenger vehicle tyre	9.00	0.82
Light truck tyres and 4WD tyre	15.00	1.36
Truck tyre	26.00	2.36
Tractor tyre - small	129.00	11.73
Tractor tyre - medium	225.00	20.45
Tractor tyre - large	383.00	34.82
<i>Tyres on rims</i>		
Motorcycle and passenger vehicle tyre	19.00	1.73
Light truck tyres and 4WD tyre	35.00	3.18
Truck tyre	71.00	6.45
Tractor tyre - small	129.00	11.73
<i>Miscellaneous</i>		
Car body - full or half	No charge	
Clean soil	No charge	
Mattress	11.00	1.00
Fridge, freezer or air conditioner	11.00	1.00
<i>Domestic Waste, Recyclable and FOGO Collection</i>		
Replacement of waste MGB	86.00	Exempt
Replacement of recycling MGB	97.00	Exempt
Additional 140L waste collection (per annum)	86.00	Exempt
<i>Non-residential Waste, Recyclable and FOGO Collection</i>		
Voluntary Service Charge (per annum)		
(a) 140L waste + 240L recycle	179.00	Exempt
(b) 240L waste + 240L recycle	265.00	Exempt
(c) 140L waste + 240L recycle + 240L FOGO	280.00	Exempt
(d) 240L waste + 240L recycle + 240L FOGO	366.00	Exempt
(e) 240L recycling only	108.00	Exempt
(f) 240L FOGO only	108.00	Exempt

FEES AND CHARGES

INFRASTRUCTURE SERVICES

	2022-2023 \$	GST \$
<i>Castra, Preston and South Riana Transfer Stations</i>		
Sedan, hatch or station wagon (seats up)	1 Coupon	
Van, ute or single axle trailer	2 Coupons	
Dual axle trailer	3 Coupons	
Small truck up to 3.0 tonne GVM	4 Coupons	
Mattress	1 Coupon	
Fridge, freezer or air conditioner	1 Coupon	
Fluorescent tubes from local area - up to 4	No charge	
Fluorescent tubes from local area - up to 12	1 Coupon	
Fluorescent tubes from local area - up to 20	2 Coupons	
DRAINAGE		
<i>Stormwater Connection Point</i>		
(a) Location of a property connection point	108.00	Exempt
(b) Connection to kerb (< 5m to property)	856.00	77.82
(c) Connection to pipe or MH (within property)	1,285.00	116.82
(d) Connection to pipe or MH (< 5m to property)	1,605.00	145.91

FEES AND CHARGES

COMMUNITY SERVICES

	2022-2023 \$	GST \$
ACTIVE RECREATION		
<i>Dial Park - Sporting Ovals</i>		
Oval A hourly fee – games (Juniors)	21.00	1.91
Oval A hourly fee – games (Seniors)	39.00	3.55
Oval A non-sporting major event per day	282.00	25.64
Oval B hourly fee – games (Juniors)	21.00	1.91
Oval B hourly fee – games (Seniors)	39.00	3.55
Oval B non-sporting major event per day	282.00	25.64
Non sporting major event min. fee (per day)	1,123.00	102.09
Public event - under 100	114.00	10.36
Public event - over 100 - min. fee	170.00	15.45
Non-sporting major event cleaning bond	550.00	Exempt
Oval A scoreboard hire	114.00	10.36
<i>Forth Recreation Ground</i>		
Football season rental (April-September)	3,144.00	285.82
Cricket season rental (October-March)	1,236.00	112.36
Cricket season - mat rental	450.00	40.91
Forth Tennis Club season rental	304.00	27.64
Hourly fee - games (Juniors) min. 2hrs	21.00	1.91
Hourly fee - games (Seniors) min. 2hrs	39.00	3.55
Pre-season training - Seniors (per session) - 2hrs	30.00	2.73
Camping fee - min. daily fee	114.00	10.36
Camping fee - max. daily fee	338.00	30.73
Non sporting major event min. fee (per day)	338.00	30.73
Major event - min. clean up fee (bond)	550.00	Exempt
Non sporting major event min. fee (per day)	1,123.00	102.09
Set-up fee - public event - under 100	114.00	10.36
Set-up fee - public event - over 100 - min. fee	170.00	15.45
<i>Haywoods Recreation Ground</i>		
East Ulverstone Football Club season rental (April-September)	3,144.00	285.82
East Ulverstone Cricket Club season rental (October-March)	1,236.00	112.36
East Ulverstone Cricket Club - mat rental	450.00	40.91
Hourly fee - games (Juniors)	21.00	1.91
Hourly fee - games (Seniors)	39.00	3.55
Pre-season training - Seniors (per session) - 2 hrs	30.00	2.73
Non sporting major event min. fee (per day)	338.00	30.73
Major event - min. clean up fee (bond)	550.00	Exempt
Non sporting major event max. fee (per day)	1,123.00	102.09
Public event - under 100	114.00	10.36
Public event - over 100 - min. fee	170.00	15.45
<i>Heybridge Recreation Ground</i>		
Cuprona Football Club season rental (April-September)	2,471.00	224.64
Hourly fee - games (Juniors)	21.00	1.91
Hourly fee - games (Seniors)	39.00	3.55
Pre-season training - Seniors (per session) - 2 hrs	30.00	2.73

FEES AND CHARGES

COMMUNITY SERVICES

	2022-2023 \$	GST \$
<i>Heybridge Recreation Ground (cont.)</i>		
Non sporting major event min. fee (per day)	338.00	30.73
Major event - min. clean up fee (bond)	550.00	Exempt
Non sporting major event max. fee (per day)	1,123.00	102.09
Public event - under 100	114.00	10.36
Public event - over 100 - min. fee	170.00	15.45
<i>North Motton Recreation Ground</i>		
Polocrosse - training charge	90.00	8.18
Polocrosse - event (incl. clubroom)	136.00	12.36
Leven Pony Club - training day	68.00	6.18
Leven Pony Club - event	102.00	9.27
Equestrian Events		
per hour - Juniors	30.00	2.73
per hour - Seniors	42.00	3.82
Meeting room per hour	17.00	1.55
Camping fee - min. daily fee	114.00	10.36
Camping fee - max. daily fee	338.00	30.73
Non sporting major event min. fee (per day)	338.00	30.73
Major event - minimum clean up fee (bond)	550.00	Exempt
Non sporting major event max. fee (per day)	1,123.00	102.09
Public event - under 100	114.00	10.36
Public event - over 100 - min. fee	170.00	15.45
<i>Penguin Athletic Track</i>		
<i>North West Athletic Association</i>		
Per hour	74.00	6.73
Minimum fee	147.00	13.36
Maximum fee	731.00	66.45
<i>Burnie Little Athletics</i>		
Per hour	51.00	4.64
Minimum fee	102.00	9.27
Maximum fee	506.00	46.00
<i>Schools</i>		
Per hour	51.00	4.64
Minimum fee	102.00	9.27
Maximum fee	506.00	46.00
<i>Public or Associations</i>		
Per hour	90.00	8.18
Minimum fee	180.00	16.36
Maximum fee	922.00	83.82
<i>Training Squads</i>		
Per hour	41.00	3.73

FEES AND CHARGES

COMMUNITY SERVICES

	2022-2023 \$	GST \$
<i>Penguin Athletic Track (cont.)</i>		
<i>Infield area</i>		
Per hour	29.00	2.64
<i>Training Pass</i>		
1 month	17.00	1.55
Access card	12.00	1.09
6 months single training pass	58.00	5.27
<i>Penguin Hockey Fields</i>		
Hourly fee (Juniors)	11.00	1.00
Hourly fee (Seniors)	21.00	1.91
Non sporting major event min. fee (per day)	562.00	51.09
Major event - minimum clean up fee (bond)	275.00	Exempt
Non sporting major event max. fee (per day)	1,123.00	102.09
Public event - under 100	114.00	10.36
Public event - over 100 - min. fee	170.00	15.45
Camping fee - minimum daily fee	114.00	10.36
Camping fee - maximum daily fee	338.00	30.73
<i>Penguin Sports Complex</i>		
Hire by Penguin District School (annual fee by agreement)	23,500.00	2,136.36
<i>Riana Recreation Ground</i>		
Riana Cricket Club season rental (October-March)	1,461.00	132.82
Riana Cricket Club - mat rental	450.00	40.91
Hourly fee - games (Juniors)	11.00	1.00
Hourly fee - games (Seniors)	21.00	1.91
Pre-season training - Seniors (per session) - 2 hrs	30.00	2.73
Non sporting major event min. fee (per day)	282.00	25.64
Major event - min. clean up fee (bond)	550.00	Exempt
Non sporting major event max. fee (per day)	1,123.00	102.09
Public event - under 100	114.00	10.36
Public event - over 100 - min. fee	170.00	15.45
<i>River Park Recreation Ground</i>		
Ulverstone Cricket Club season rental (October-March)	2,471.00	224.64
Hourly fee - games (Juniors)	21.00	1.91
Hourly fee - games (Seniors)	39.00	3.55
Pre-season training - Seniors (per session) - 2 hrs	30.00	2.73
Non sporting major event min. fee (per day)	282.00	25.64
Major event - min. clean up fee (bond)	550.00	Exempt
Non sporting major event max. fee (per day)	1,123.00	102.09
Public event - under 100	114.00	10.36
Public event - over 100 - min. fee	170.00	15.45

FEES AND CHARGES

COMMUNITY SERVICES

	2022-2023 \$	GST \$
Turners Beach Recreation Ground		
Turners Beach Football Club season rental (April-September)	2,920.00	265.45
Turners Beach Cricket Club season rental (October-March)	1,236.00	112.36
Turners Beach Cricket Club - mat rental	450.00	40.91
Hourly fee - games (Juniors)	21.00	1.91
Hourly fee - games (Seniors)	39.00	3.55
Pre-season training - Seniors (per session) - 2 hrs	30.00	2.73
Non sporting major event min. fee (per day)	282.00	25.64
Major event - min. clean up fee (bond)	550.00	Exempt
Non sporting major event max. fee (per day)	1,123.00	102.09
Public event - under 100	114.00	10.36
Public event - over 100 - min. fee	170.00	15.45
Ulverstone Recreation Ground		
Ulverstone Football Club season rental (April-September)	8,196.00	745.09
Ulverstone Football Club season rental - additional facilities	1,741.00	158.27
Hourly fee - games (Juniors)	21.00	1.91
Hourly fee - games (Seniors)	39.00	3.55
Pre-season training - (per session)	30.00	2.73
Non sporting major event min. fee (per day)	338.00	30.73
Major event - minimum clean up fee (bond)	550.00	Exempt
Non sporting major event max. fee (per day)	1,123.00	102.09
Public event - under 100	114.00	10.36
Public event - over 100 - min. fee	226.00	20.55
Ulverstone Showground		
Ulverstone Junior Soccer (April-September)	2,471.00	224.64
Ulverstone Senior Soccer (April-September)	5,165.00	469.55
Ulverstone Show Society (per show)	1,909.00	173.55
Ulverstone Kennel Club (per annum)	1,853.00	168.45
Dog Pavilion - max. daily fee	107.00	9.73
Dog Pavilion - hourly fee (includes lights)	15.00	1.36
Dog Training Area hourly fee	15.00	1.36
Dog Training Area - max. daily fee	187.00	17.00
Public event - under 100	114.00	10.36
Public event - over 100 - min. fee	226.00	20.55
Ulverstone Softball Association (October-March)	3,144.00	285.82
Kitchen hire		
Hourly fee	15.00	1.36
Minimum daily fee	30.00	2.73
Maximum daily fee	114.00	10.36

FEES AND CHARGES

COMMUNITY SERVICES

	2022-2023 \$	GST \$
<i>Ulverstone Showground (cont.)</i>		
<i>Social Room hire (inc. kitchen)</i>		
Season rental	1,067.00	97.00
Hourly fee	35.00	3.18
Minimum daily fee	70.00	6.36
Maximum daily fee	282.00	25.64
<i>Offices hire</i>		
Softball Office hire (inc. power)	428.00	38.91
Soccer Office hire (inc. power)	428.00	38.91
<i>Ground hire</i>		
Ground hourly fee - Juniors	15.00	1.36
Ground hourly fee - Seniors	30.00	2.73
Pre-season training - Seniors (per session)	30.00	2.73
Non sporting major event min. fee (per day)	338.00	30.73
Major event - min. clean up fee (bond)	550.00	Exempt
Non sporting major event - max. fee (per day)	1,685.00	153.18
Public event - under 100	114.00	10.36
Public event - over 100 - min. fee	226.00	20.55
<i>Camping fee (Showground events)</i>		
Minimum daily fee	114.00	10.36
Maximum daily fee	338.00	30.73
<i>Netball Courts</i>		
Hourly fee per court - Juniors	14.00	1.27
Hourly fee per court - Seniors	24.00	2.18
Light meters per 30 minutes per court	4.00	0.36
Maximum daily fee - Non-netball	136.00	12.36
<i>Community Precinct Building</i>		
Hourly fee	18.00	1.64
Minimum daily fee	36.00	3.27
Maximum daily fee	136.00	12.36
<i>West Ulverstone Recreation Ground</i>		
West Ulverstone Football Club season rental (April-September)	2,920.00	265.45
West Ulverstone Cricket Club season rental (October-March)	1,236.00	112.36
West Ulverstone Cricket Club - mat rental	450.00	40.91
Hourly fee - games (Juniors)	21.00	1.91
Hourly fee - games (Seniors)	39.00	3.55
Pre-season training - Seniors (per session) - 2 hrs	30.00	2.73
Non sporting major event min. fee (per day)	282.00	25.64
Major event - min. clean-up fee (bond)	550.00	Exempt
Non sporting major event max. fee (per day)	1,123.00	102.09
Public event - under 100	114.00	10.36
Public event - over 100 - min. fee	170.00	15.45

FEES AND CHARGES

COMMUNITY SERVICES

	2022-2023 \$	GST \$
<i>Other Fees</i>		
A 50% cancellation fee will apply if venue is not cancelled within 7 days of event		
Risk and hazards identification non-compliance	58.00	Exempt
Non-compliance fee - min.	24.00	Exempt
<i>Portable Seating</i>		
Per unit	58.00	5.27
Mobile unit (including delivery) per event day	226.00	20.55
SPORTS & LEISURE CENTRES		
<i>Ulverstone Sports & Leisure Centre and Penguin Sports Centre</i>		
<i>(Central Coast affiliated groups)</i>		
Hourly rate - per hour - Juniors	14.00	1.27
Hourly rate - per hour - Seniors	24.00	2.18
Hourly rate - per hour - Tournaments - Clinics - Jnr	29.00	2.64
Hourly rate - per hour - Tournaments - Clinics - Snr	34.00	3.09
Public event - under 100	85.00	7.73
Public event - over 100 - min. fee	114.00	10.36
Public event - Complex min.	170.00	15.45
P.A. system and audio bench	12.00	1.09
Scoreboard/score bench	12.00	1.09
Use of in-house digital advertising	24.00	2.18
<i>(Non Central Coast affiliated groups)</i>		
Hourly rate - per hour - Juniors	21.00	1.91
Hourly rate - per hour - Seniors	30.00	2.73
Hourly rate - per hour - Tournaments - Clinics - Jnr	35.00	3.18
Hourly rate - per hour - Tournaments - Clinics - Snr	48.00	4.36
Public event - Stadium 2 min.	114.00	10.36
Public event - Stadium 1 min.	114.00	10.36
Public event - Complex minimum	226.00	20.55
P.A. system and audio bench	24.00	2.18
Scoreboard/score bench	24.00	2.18
Use of in-house digital advertising	34.00	3.09
<i>Casual Training Pass</i>		
6 monthly pass	46.00	4.18
<i>Seating</i>		
Use of additional seating (Council approved)	226.00	20.55

FEES AND CHARGES

COMMUNITY SERVICES

	2022-2023 \$	GST \$
SPORTS & LEISURE CENTRES		
<i>Ulverstone Sports & Leisure Centre and Penguin Sports Centre (cont.)</i>		
<i>South East Australian Basketball League Games (Non Central Coast)</i>		
Hourly rate - per hour (inc. lights) – Seniors	41.00	3.73
Set-up fee - (public event) Stadium 1 min.	226.00	20.55
P.A. system and audio bench	24.00	2.18
Scoreboard/score bench	24.00	2.18
Use of in-house digital advertising	34.00	3.09
<i>Lights</i>		
Stadium 1 - Training - per hour	8.00	0.73
Stadium 1 - Games (all lights) - per hour	12.00	1.09
Stadium 2 - Training and games - per hour	10.00	0.91
<i>Stage Shows/Conferences/Community Events</i>		
Hourly rate - per hour (inc. lights) - min. fee	74.00	6.73
Hourly rate - per hour (inc. lights) - max. fee	282.00	25.64
Set-up fee - floor covering Stadium 1	562.00	51.09
Set-up fee - floor covering Stadium 2	394.00	35.82
Set-up fee - public event - under 100	282.00	25.64
Set-up fee - public event - over 100	562.00	51.09
Set-up fee - public event - Complex - min.	674.00	61.27
P.A. system and audio bench	74.00	6.73
Use of in-house digital advertising	74.00	6.73
<i>Squash Courts</i>		
Pennant rates	14.00	1.27
Junior rates	12.00	1.09
Schools	12.00	1.09
Casual use (per 10 minutes)	2.00	0.18
Racquet hire	4.00	0.36
<i>Other Fees</i>		
A 50% cancellation fee will apply if venue is not cancelled within 7 days of event		
Risk and hazards identification non-compliance	58.00	5.27
Non-compliance fee - min.	24.00	2.18
<i>Social Facilities (inc. Kitchen and Bar)</i>		
Hourly rate	46.00	4.18
Minimum fee	90.00	8.18
Maximum daily fee	674.00	61.27
Cleaning fee (min.)	58.00	5.27
Coffee machine and grinder - min. fee	34.00	3.09
P.A. system and audio bench	24.00	2.18
Projector and screen	46.00	4.18

FEES AND CHARGES

COMMUNITY SERVICES

	2022-2023 \$	GST \$
SPORTS & LEISURE CENTRES		
<i>Ulverstone Sports & Leisure Centre and Penguin Sports Centre (cont.)</i>		
<i>Social Facilities (without Kitchen and Bar)</i>		
Hourly rate	30.00	2.73
Minimum fee	60.00	5.45
Maximum daily fee	562.00	51.09
P.A. system and audio bench	24.00	2.18
Projector and screen	46.00	4.18
<i>Meeting Room and Kitchen</i>		
Hourly rate	18.00	1.64
Minimum fee	18.00	1.64
Maximum daily fee	114.00	10.36
<i>Dormitory Accommodation</i>		
1-5 people (per person one night)	34.00	3.09
6-36 people (per person one night)	29.00	2.64
Four or more consecutive nights accommodation (per person per night)	24.00	2.18
<i>Washing Machine</i>		
Minimum fee - per day	17.00	1.55
SWIMMING POOL AND WATERSLIDE		
<i>Ulverstone Learn-To-Swim Centre</i>		
<i>(increases effective from 1 January 2023)</i>		
Hourly fee	105.00	9.55
Hourly fee for Central Coast community groups involved in junior development in swimming	88.00	8.00
<i>Ulverstone Waterslide</i>		
8 rides	10.00	0.91
Group bookings (per half hour)	91.00	8.27
Group bookings (per hour)	161.00	14.64
CHILD CARE		
<i>Ulverstone Child Care Centre</i>		
Per morning session (inc. lunch)	64.00	Exempt
Per afternoon session	57.00	Exempt
Per day (inc. lunch)	109.00	Exempt
Long session (inc. lunch)	94.00	Exempt
Per before school session	22.00	Exempt
<i>Outside School Hours Care (East Ulverstone, Forth, Penguin and Ulverstone Primary School)</i>		
Per session	35.00	Exempt
Vacation care	73.00	Exempt
Per before school session	22.00	Exempt

FEES AND CHARGES

COMMUNITY SERVICES

	2022-2023 \$	GST \$
CULTURAL AMENITIES		
<i>Civic Centre</i>		
<i>Equipment</i>		
Theatre follow spot	36.00	3.27
<i>Foyer Area</i>		
Displays etc.	98.00	8.91
<i>Gawler Room</i>		
Refundable bond	250.00	Exempt
Hourly fee (min. 2 hours charged)	51.00	4.64
Maximum daily fee	360.00	32.73
Set up night before	89.00	8.09
<i>Small Section</i>		
Hourly fee (min. 2 hours charged)	27.00	2.45
Maximum daily fee	180.00	16.36
<i>Kitchen Facilities</i>		
Bar/glasses plus breakage and missing items	25.00	2.27
Kitchen hire per hour	13.00	1.18
<i>Equipment - offsite loan</i>		
Chairs (per chair)	4.00	0.36
Whiteboard/microphone stand/lectern	17.00	1.55
Table (per table)	8.00	0.73
<i>Isandula Room</i>		
Hourly fee (min. 2 hours charged)	22.00	2.00
Maximum daily fee	119.00	10.82
<i>Leven Theatre</i>		
<i>Front of Curtain</i>		
Minimum fee	170.00	15.45
Maximum daily fee	338.00	30.73
<i>Stage Productions - Rehearsals/setting up (incl. Dressing Rooms)</i>		
Session fee	106.00	9.64
<i>Stage Productions - Performances (incl. Dressing Rooms)</i>		
Per performance	439.00	39.91
<i>Tech. equipment hire per session</i>		
Fly tower	90.00	8.18
Technical support (per hour)	51.00	4.64
Stage lighting - per session	43.00	3.91
Audio-visual set-up	101.00	9.18
Projector hire per session	26.00	2.36

FEES AND CHARGES

COMMUNITY SERVICES

	2022-2023 \$	GST \$
<i>Civic Centre (cont.)</i>		
<i>Change Rooms</i>		
Minimum fee	41.00	3.73
Maximum daily fee	71.00	6.45
<i>Whole Complex</i>		
Hourly fee (min. 2 hours charged)	214.00	19.45
Maximum daily fee	843.00	76.64
Groups and organisations wishing to hire the Ulverstone Civic Centre are eligible for a 50% rebate on fees providing that:		
(i) An application is completed on the required form when the booking is made; and		
(ii) They are classified as a charitable organisation and are either based in the Central Coast area or have strong Central Coast membership; or		
(iii) They are classified as a youth-based organisation working with children within the Central Coast area.		
<i>Wharf Precinct</i>		
<i>Total space</i>		
Refundable bond (events/parties)	250.00	Exempt
Corporate hourly fee (min. 2 hours charged)	58.00	5.27
Corporate rate maximum	410.00	37.27
Community hourly fee (min. 2 hours charged)	24.00	2.18
Community rate maximum	176.00	16.00
<i>Gnomon Room</i>		
Refundable bond (events/parties)	250.00	Exempt
Corporate hourly fee (min. 2 hours charged)	51.00	4.64
Corporate rate maximum	355.00	32.27
Community hourly fee (min. 2 hours charged)	22.00	2.00
Community rate maximum	158.00	14.36
<i>Foyer space</i>		
Refundable bond (events/parties)	250.00	Exempt
Corporate hourly fee (min. 2 hours charged)	22.00	2.00
Corporate rate maximum	158.00	14.36
Community hourly fee (min. 2 hours charged)	9.00	0.82
Community rate maximum	63.00	5.73
<i>Audio-visual equipment</i>		
In house audio visual (incl. TV and PA)	102.00	9.27
Technical support per hour or part thereof	51.00	4.64
Grand piano per day or part thereof	31.00	2.82
Hire of stage per performance	30.00	2.73
Room set and clean up (per hour)	63.00	5.73
Stage pack up and reset	136.00	12.36
6ft table hire (each)	8.00	0.73

FEES AND CHARGES

COMMUNITY SERVICES

	2022-2023 \$	GST \$
<i>Moorings</i>		
<i>Ulverstone Wharf</i>		
Ulverstone Wharf mooring fee (per annum)		
Recreational boats	922.00	83.82
Commercial boats	1,180.00	107.27
PUBLIC HALLS AND BUILDINGS		
<i>Montgomery Room</i>		
Refundable bond (major events)	250.00	Exempt
Corporate hourly fee (min. 2 hours charged)	24.00	2.18
Corporate rate maximum	147.00	13.36
Community hourly fee (min. 2 hours charged)	15.00	1.36
Community rate maximum	97.00	8.82
<i>North Motton Community Hall</i>		
Refundable bond (parties/events)	200.00	Exempt
<i>Activities</i>		
Hourly fee (min. 2 hours charged)	18.00	1.64
Daily fee	119.00	10.82
<i>Functions (e.g. balls, weddings, dinners, dances, concerts)</i>		
Hourly fee (min. 4 hours charged)	32.00	2.91
Daily fee	203.00	18.45
A 50% remission applies for functions and activities held exclusively for children under the age of 15 years		
Scouts session fee	17.00	1.55
<i>Penguin Railway Station</i>		
<i>Reception room, kitchen and toilets (commercial)</i>		
Hourly fee (min. 2 hours charged)	25.00	2.27
Daily fee	175.00	15.91
<i>Reception room, kitchen and toilets (community)</i>		
Hourly fee (min. 2 hours charged)	12.50	1.14
Daily fee	87.50	7.95
<i>Riana Community Centre</i>		
Refundable bond (events/parties)	250.00	Exempt
Hourly fee (min. 2 hours charged)	13.00	1.18
Bowls and Cricket Clubs per hour	18.00	1.64
Carpet area near bar	62.00	5.64
Vinyl area	29.00	2.64
Old section	35.00	3.18
Kitchen	30.00	2.73
Kitchen equipment usage - min. fee	17.00	1.55
Kitchen equipment usage - max. fee	50.00	4.55

FEES AND CHARGES

COMMUNITY SERVICES

	2022-2023 \$	GST \$
<i>Sulphur Creek Memorial Hall</i>		
Refundable bond (events/parties)	250.00	Exempt
<i>Activities</i>		
Hourly fee (min. 2 hours charged)	18.00	1.64
Daily fee	124.00	11.27
<i>Functions (e.g. balls, weddings, dinners, dances, concerts)</i>		
Hourly fee (min. 4 hours charged)	31.00	2.82
Daily fee	214.00	19.45
<i>Turners Beach Hall</i>		
Refundable bond (events/parties)	250.00	Exempt
<i>Activities</i>		
Hourly fee (min. 2 hours charged)	18.00	1.64
Daily fee	124.00	11.27
<i>Functions (e.g. balls, weddings, dinners, dances, concerts)</i>		
Hourly fee (min. 4 hours charged)	31.00	2.82
Daily fee	214.00	19.45
A 50% remission applies for functions and activities held exclusively for children under the age of 15 years		
Scouts session fee	22.00	2.00
<i>Outdoor Entertainment Centre (Ulverstone Soundshell)</i>		
Hourly fee (min. 3 hours charged)	34.00	3.09
Maximum daily fee	206.00	18.73
COMMUNITY EVENTS		
Road closure and traffic management - planning and advertising	At cost	
Road closure and traffic management - implementation	At cost	
COMMUNITY BUS		
Hire rate (per kilometre)	0.79	0.07
HOUSING		
<i>Aged Persons Home Units</i>		
Service fee, Ulverstone and Penguin (per week)	76.00	6.91
<i>Ganesway Aged Persons Housing Complex</i>		
Accommodation and meals (per fortnight) (based on 85% of aged pension + single rent assistance)	890.00	Exempt
Meal (midday) - guests only	20.00	1.82
Meal (evening) - guests only	13.00	1.18
Overnight stay in guest room (per night)	45.00	4.09

FEES AND CHARGES

COMMUNITY SERVICES

	2022-2023 \$	GST \$
52 Richardson Street		
Exclusive/sole occupancy (per week)	380.00	34.55
Dual/shared occupancy (per week, per occupant)	203.00	18.45
Security bond (equivalent to four weeks rent)	1,566.00	Exempt
Cleaning fee (one-off fee on commencement, charged with first week's rental)	81.00	7.36
CEMETERIES		
<i>Central Coast Memorial Park</i>		
<i>Burials</i>		
Child (0-3 years)	596.00	54.18
Child (4-10 years)	809.00	73.55
Single depth	1,629.00	148.09
Double depth	1,685.00	153.18
Triple depth	1,853.00	168.45
<i>Re-opening grave to:</i>		
Single depth	1,376.00	125.09
Double depth	1,404.00	127.64
Saturday or public holiday fee	647.00	58.82
Burying of ashes in existing grave	349.00	31.73
Placing of ashes in niche wall	472.00	42.91
Niche wall reservation fee	248.00	22.55
Placing of ashes in niche wall reservation	248.00	22.55
Pre-cast surround for existing plaques	192.00	17.45
Exhumation of body	Cost recovery	
<i>Niche Walls - Memorial Park</i>		
Reservation fee	90.00	8.18
Placement fee	124.00	11.27
<i>Penguin and Ulverstone General Cemeteries</i>		
Burial	1,180.00	107.27
Burial of ashes (by funeral directors)	203.00	18.45
Burial of ashes in existing grave	236.00	21.45
Saturday or public holiday fee	647.00	58.82
Breaking of concrete top	180.00	16.36
PARKS		
<i>Apex Park</i>		
Application fee to park community trailer	29.00	2.64
RV camping	No Fee	

FEES AND CHARGES

COMMUNITY SERVICES

	2022-2023 \$	GST \$
LAND USE PLANNING SERVICES		
No Permit Required - Assessment & Certificate	170.00	Exempt
Development Applications under s.58 of <i>Land Use Planning and Approvals Act 1993</i>		
<i>Application for Permitted Use & Development Permit</i>		
Application <80m ²	243.00	Exempt
Application >80m ² and <150m ²	309.00	Exempt
Application >150m ² and <250m ²	394.00	Exempt
Application >250m ²	\$502 + \$2.40 per m ² over 250m ²	Exempt
Note: An Application for a Restrospective Approval for Unapproved Works (for a current owner of a property)	Double the standard application fees	
Development Application under s.57 of <i>Land Use Planning and Approvals Act 1993</i> and <i>Historic Cultural Heritage Act 1995</i>		
<i>Application for Discretionary Use & Development Permit</i>		
Application <80m ²	309.00	Exempt
Application >80m ² and <150m ²	416.00	Exempt
Application >150m ² and <250m ²	518.00	Exempt
Application >250m ²	\$511 + \$2.40 per m ² over 250m ²	Exempt
Note: An Application for a Restrospective Approval for Unapproved Works (for a current owner of a property)	Double the standard application fees	
Discretionary Application Notification fee	338.00	30.73
Application for a discretionary permit under the <i>Land Use Planning and Approvals Act 1993</i> and <i>Local Government (Building and Miscellaneous Provisions) Act 1993</i>		
Subdivision	\$479 (not exceeding 5 lots) an additional \$127 per lot exceeding 5 lots	Exempt
Subdivision - amalgamation of titles (not including sealing fee)	282.00	Exempt
Subdivision - boundary adjustment (not including sealing fee)	483.00	Exempt
Adhesion Order	157.00	Exempt
Amendment to a Sealed Plan	260.00	Exempt
Assessment of plans for the construction of a road and stormwater disposal	\$607 (not exceeding 5 lots) an additional \$95 per lot exceeding 5 lots	Exempt
<i>Planning Scheme Amendment</i>		
Application for a Planning Scheme Amendment	1,022.00	Exempt
Application for a combined Planning Scheme Amendment and Permit under the <i>Land Use Planning and Approvals Act 1993</i>	\$1,146 plus \$3.75 per every \$1,000 over \$300,000 cost of development	Exempt
The fee payable to the Tasmanian Planning Commission for an amendment of a planning scheme is the responsibility of the applicant	As applicable	Exempt

FEES AND CHARGES

COMMUNITY SERVICES

	2022-2023 \$	GST \$
<i>Strata Title</i>		
Application for a Strata Plan Certificate and signing of a Strata Plan, an amendment of a Strata Plan, consolidation of Strata Plans or a cancellation of a Strata Plan under Part 2 of the <i>Strata Titles Act 1998</i>	248.00	Exempt
Application for approval in principle of a Community Development Scheme under Part 4 of the <i>Strata Titles Act 1998</i>	243.00	Exempt
Application for a variation of a Community Development Scheme under Part 4 of the <i>Strata Titles Act 1998</i>	126.00	Exempt
<i>Miscellaneous</i>		
Printed copy of Development Permit	40.00	Exempt
Application for an extension of a planning permit	124.00	Exempt
Application for a minor amendment of a planning permit	156.00	Exempt
Sealing of Final Survey Plan	282.00	Exempt
Sealing by Council of an agreement under Part 5 of the <i>Land Use Planning and Approvals Act 1993</i>	282.00	Exempt
Where an agreement under the <i>Land Use Planning and Approvals Act 1993</i> is prepared by a legal practitioner, the owner of the land shall be responsible for the cost thereof	As applicable	Exempt
Where a valuation is required for the purpose of a public open space contribution, the applicant shall arrange for same and shall be responsible for the cost thereof	As applicable	Exempt
OUTDOOR DINING		
Permit fee (annual)	114.00	Exempt
HIVE		
General admission - adult	6.00	0.55
General admission - child / concession	3.00	0.27
General admission - family Up to 2 adults and 2 children / concession card holders	14.00	1.27
Planetarium - adult	11.00	1.00
Planetarium - child / concession	6.00	0.55
Planetarium - family Up to 2 adults and 2 children / concession card holders	28.00	2.55
Planetarium - private session (out of hours) Min. fee \$200 (20 pax + \$10 per additional person)	200.00	18.18
School and special interest groups - <i>to be determined with General Manager</i>	P.O.A	Applicable
<i>Studio 1</i>		
Hourly fee (min. 2 hours charged)	32.00	2.91
Maximum daily fee 50% discount for community groups	220.00	20.00

FEES AND CHARGES

COMMUNITY SERVICES

	2022-2023 \$	GST \$
HIVE (cont.)		
<i>Exhibition Spaces</i>		
Venue hire - refundable bond	500.00	Exempt
Corporate hourly fee (min. 2 hours charged)	100.00	9.09
Corporate rate maximum	700.00	63.64
<i>Out of Hours Fee</i>		
Additional staff fee (out of hours events)	P.O.A	
Min. 2 staff onsite (hourly rates plus on-costs)		
VISITOR INFORMATION CENTRE		
<i>Ulverstone Visitor Information Centre</i>		
<i>Annual display space for</i>		
DL brochure	80.00	7.27
A5 brochure	132.00	12.00
A4 brochure	146.00	13.27
(Brochure display charges for brochures outside of the Central Coast area. Central Coast tourism businesses have brochures displayed for free)		

FEES AND CHARGES

CORPORATE SERVICES

	2022-2023 \$	GST \$
ADMINISTRATION		
<i>Photocopying/Printing Charges</i>		
Photocopying per page	1.00	0.09
CASUAL HIRERS INSURANCE		
One off	36.00	3.27
Annual charge	142.00	12.91
LOCAL GOVERNMENT (GENERAL) REGULATIONS		
Application for a council land information certificate under section 337 of the Act	225.25	Exempt
Application fee (132.5 fee units @ \$1.70 as at 1 July 2022)		
Issue of a certificate of liabilities under section 132 of the Act		
Application fee (30 fee units @ \$1.70 as at 1 July 2022)	51.00	Exempt
RIGHT TO INFORMATION		
Application for Assessed Disclosure		
Application fee (25 fee units @ \$1.70 as at 1 July 2022)	42.50	Exempt
VALUATION ROLLS		
Provision of an extract from the Valuation Rolls	23.00	Exempt
EMERGENCY SERVICES		
<i>Removal of Fire Hazards</i>		
Clear fire hazard on property	at cost plus 10% (administration fee)	
CONTROL OF ANIMALS		
<i>Dog Registrations</i>		
Registration fee for each male or female dog		
Paid by 30 June	70.00	Exempt
Paid after 30 June	120.00	Exempt
Note: * Production of Evidence Required		
Working dog / pure-bred dog / greyhound / hunting dog *		
Paid by 30 June	40.00	Exempt
Paid after 30 June	70.00	Exempt
Pensioner's dog *		
Paid by 30 June	30.00	Exempt
Paid after 30 June	39.00	Exempt
De-sexed dog *		
Paid by 30 June	40.00	Exempt
Paid after 30 June	50.00	Exempt
Discount on production of evidence for obedience trained dog	-5.00	Exempt
Guide dog, hearing dog or assistance dog *	nil	
Registration fee for each declared dangerous dog		
Paid by 30 June	290.00	Exempt
Paid after 30 June	350.00	Exempt

FEES AND CHARGES

CORPORATE SERVICES

	2022-2023 \$	GST \$
Newly registered dog (purchased throughout year) #	Pro-rata registration rate	Exempt
Newly registered dog (up to six months of age) #	Pro-rata registration rate	Exempt
# Does not apply to impounded dogs		
Impounding fee (first impoundment)	34.00	Exempt
Impounding fee (subsequent impoundments)	93.00	Exempt
Impounding fee (outside normal office hours)	145.00	Exempt
Daily impoundment fee (per week day or any part thereof)	55.00	5.00
Out of hours release fee per hour (Mon-Fri)	99.00	9.00
Out of hours release fee per hour (Sat-Sun)	264.00	24.00
Out of hours release fee per hour (public holiday)	352.00	32.00
Investigation of nuisance complaint	27.00	Exempt
Replacement discs	5.00	Exempt
<i>Kennel Licence</i>		
Kennel Licence application	143.00	Exempt
Kennel Licence renewal	66.00	Exempt
Dangerous dog collar	Purchase price, plus 5% admin fee	
Dangerous dog sign	Purchase price, plus 5% admin fee	
<i>Impounding of Animals</i>		
Poundage fee	Reimbursement of costs, plus 5% admin fee	
Maintenance charges	Reimbursement of costs, plus 5% admin fee	
Driving Charge/Cost		
Where Council vehicle/equipment used (per animal per km)	Reimbursement of costs, plus 5% administration fee	
Where special transportation hired/engaged	Reimbursement of costs, plus 5% administration fee	
IMPOUNDING		
<i>Abandoned Articles on Highways</i>		
Poundage fee (per day)	65.00	5.91
Tow away charge	Actual cost	
<i>Damage for Trespass Charges/Cost</i>		
For each animal (where damage is occasioned)		
On any highway	61.00	5.55
On any land owned by, or under the control of the Council	88.00	8.00
	or actual cost whichever is greater	

FEES AND CHARGES

CORPORATE SERVICES

	2022-2023 \$	GST \$
<i>Impounding Notice/Charges</i>		
For preparation and delivery to an owner	62.00	Exempt
For preparation and insertion in a newspaper	Cost of notice plus 10% admin fee	Exempt
ANIMAL CONTROL BY-LAW		
Permit cost	26.00	Exempt
Offences under By-law		
1 penalty unit offences	As per Regulation	Exempt
2 penalty unit offences	As per Regulation	Exempt
5 penalty unit offences	As per Regulation	Exempt

The value of a penalty unit for 2021-2022 is \$173.00.

PARKING CONTROL

Traffic Infringement Notices

Traffic Act 1925 (Section 43H) (Statutory)

Vehicle parked adjacent to yellow/black and white lines (0.75 penalty unit)	135.75	Exempt
Vehicle parked between No Standing signs (0.75 penalty unit)	135.75	Exempt
Vehicle parked between No Parking signs (0.50 penalty unit)	90.50	Exempt
Vehicle parked in a Loading Zone (0.50 penalty unit)	90.50	Exempt
Vehicle parked in a Public Vehicles stand (0.50 penalty unit)	90.50	Exempt
Vehicle parked within lines indicating a Bus Stop (0.50 penalty unit)	90.50	Exempt
Vehicle parked on a street in excess of the time allowed (0.25 penalty unit)	45.25	Exempt
Vehicle parked across or partly across an intersection or junction (0.50 penalty unit)	90.50	Exempt
Vehicle parked in an area over the specified time limit (0.25 penalty unit)	45.25	Exempt
Vehicle parked in a designated Disabled Zone (1 penalty unit)	181.00	Exempt

The value of a penalty unit for 2021-2022 is \$173.00.

BUILDING PERMIT AUTHORITY FEES

Application for a Building Permit (including Certificate of Completion)

Certified as complying with the provisions of the Building Code of Australia (cost of work between \$5,000 and \$500,000)	322.00	Exempt
Certified as complying with the provisions of the Building Code of Australia (cost of work greater than \$500,000)	447.00	Exempt

Levies

As prescribed under Part 3 of the <i>Building and Construction Industry Training Fund Act 1990</i> which applies for value of work more than \$20,000	As per Act	Exempt
As prescribed under s.296 of the <i>Building Act 2016</i> which applies for value of work more than \$20,000	As per Act	Exempt

FEES AND CHARGES

CORPORATE SERVICES

	2022-2023 \$	GST \$
<i>Other Council Fees</i>		
Application for a Building Certificate	330.00	Exempt
Each additional building inspection	200.00	Exempt
<i>Other Permit Authority Fees</i>		
Application for Permit of Substantial Compliance (Retrospective Approval)	645.00	Exempt
Processing amended plans	121.00	Exempt
Provision of a copy of a plan or other documents in respect of a building	40.00	3.64
Application for building permit extension of time for building permit	173.00	Exempt
Receipt of a Certificate of Likely Compliance (Notifiable Building or Demolition Work)	183.00	Exempt
Receipt of Notification of Low Risk Work (Building or Plumbing)	59.00	Exempt
Note: An Application for a Retrospective Approval for Unapproved Works (for a current owner of a property)	Double the standard application fees	
PLUMBING AND DRAINAGE		
Application for a Plumbing Permit	228.00	Exempt
Application for a Plumbing Certificate of Likely Compliance	344.00	Exempt
EHO consent to issue Plumbing Permit (on-site wastewater management system)	228.00	Exempt
Each additional plumbing inspection	139.00	Exempt
Provision of a copy of an 'as constructed' plumbing plan	12.00	Exempt
Application for an extension of time for Plumbing Permit or Certificate of Likely Compliance	171.00	Exempt
Note: An Application for a Retrospective Approval for Unapproved Works (for a current owner of a property)	Double the standard application fees	
ENVIRONMENT AND HEALTH		
<i>Roadside Vending Permits</i>		
Unprocessed local produce vendors fee	170.00	Exempt
Processed food van vendors fee	338.00	Exempt
<i>Food registrations</i>		
Assessment of an application for issue of registration of food business (pro-rata quarterly)	249.00	Exempt
School canteens	106.00	Exempt
Mobile food business registration (One-off event)	41.00	Exempt
Mobile food business registration (up to 5 days - One-off event)	77.00	Exempt
Mobile food business registration (6 months)	106.00	Exempt
Mobile food business registration (12 months) (Pro-rata quarterly)	209.00	Exempt
Not for profit mobile food business registration	no charge	
Seasonal Sports Club	122.00	Exempt
Environmental Health Officer Report to Building Surveyor	180.00	Exempt
Food Business Occupancy Report	180.00	Exempt

FEES AND CHARGES

CORPORATE SERVICES

	2022-2023 \$	GST \$
<i>Miscellaneous</i>		
Assessment of an application for the layout of a single burial ground	102.00	Exempt
Assessment of an application for issue of registration of a system for air and water (cooling towers)	102.00	Exempt
Assessment of a vehicle for potable water cartage	125.00	Exempt
Assessment of an application for issue of registration of a private water supplier	139.00	Exempt
Assessment of an application for a public health risk activity	139.00	Exempt
Assessment of a place of assembly - special event	186.00	Exempt
Assessment of a place of assembly - special event held by a not-for-profit organisation (either based in the Central Coast area or with strong Central Coast membership) that has free entry to the public)	94.00	Exempt

Long-term Financial Plan

2022-2032

LONG-TERM FINANCIAL PLAN

CENTRAL COAST COUNCIL

INTRODUCTION

The Central Coast Council Long-term Financial Plan 2022-2032 (LTFP) is a “high-level” planning document governed by a series of financial strategies and performance indicators that the Council considers and adopts. It establishes the financial framework within which sound financial decisions are made. The *Local Government (Content of Plans and Strategies) Order 2014*, dealing with Long Term Financial Management Plans, was issued in 2014 under Section 70F of the *Local Government Act 1993*. This Plan has been drawn up to be compliant with the provisions of the Orders.

The LTFP is a framework based on a range of assumptions that assesses the financial requirements to achieve our strategic objectives. It further examines the impact that decisions made today may have on the Council’s long-term financial sustainability. It ensures equality between generations of ratepayers in that each generation is responsible for the costs of the resources that they consume. The LTFP demonstrates the Council’s obligation to sound financial planning to ensure the future prosperity of the community.

A key assumption in the preparation of the LTFP is that future expenditure is dependent on the income streams that the Council can rely upon with a great degree of certainty. It cannot assume that all desired projects will automatically be funded by a combination of either grants, loans or by general rate increases. This would render the LTFP unreliable as the funding would be contingent on many future uncertain events. Projects are only included in the LTFP when funding is reasonably assured. This will create a picture of what the Council can currently afford and what it can deliver with reasonable certainty over the forecast period. Since the document is updated annually, as and when funding is secured for desired projects, the Plan is amended to include the changing circumstances and changing priorities.

The LTFP provides financial and non-financial measures to assess the Council’s performance in achieving its objectives. It consists of an income statement, balance sheet, cash flow statement, statement of changes in equity, capital works programs and the forward programs for capital works covering the 10 year forecast period. It further includes the management indicators that Council is required to report on in the Annual Report.

FINANCIAL SUSTAINABILITY

The importance of financial sustainability is to ensure that each generation ‘pays their way’, rather than any generation ‘living off their assets’ and leaving it to future generations to address the issue of repairing worn out infrastructure. The Council’s long term financial sustainability, unless adequately managed, can have a detrimental impact on service levels. Conversely, service levels can detrimentally impact on long term financial sustainability unless strategic decision making is employed.

LONG-TERM FINANCIAL PLAN

CENTRAL COAST COUNCIL

THE LONG-TERM FINANCIAL PLAN AND ASSET MANAGEMENT PLANS

The term “Asset Management” is used to describe the process by which the Council manages physical assets with a net value of over \$491m to meet current and future levels of service. The Council determines the policy framework within which existing assets are managed and new assets acquired and the overall program for maintenance and disposal of assets. This policy framework typically has regard to the link between the purchase, renewal, upgrade and disposal of assets, the delivery of services to communities and consultation processes required to ensure the community is well informed and able to influence the decisions of the Council.

To ensure that each generation ‘pays its way’, it is crucial that current ratepayers effectively fund the current net cost of services provided and community assets consumed. Without this being achieved future generations are effectively subsidising the current cost of service provision and asset consumption.

There is clearly a direct link between the development and implementation of the Council’s Infrastructure Asset Management Plans (IAMPs) and its LTFP. The Council expends considerable funds on the acquisition and management of assets. It will be exposed to financial risk over the longer term if budget processes have little regard for ongoing costs associated with the maintenance and renewal of these assets beyond the current budget period. It is incumbent on the Council to carefully consider information about the stock of infrastructure and other assets and the contribution that current ratepayers are making to their consumption.

The Council needs to maintain appropriate practices in asset management to ensure it will be leaving a healthy financial legacy to future Councils and the community. Coupled with the challenges of scarcity of resources and costs increasing beyond CPI, the Council faces challenges in managing infrastructure and other assets as a result of issues such as increasing community expectations, population growth, replacement of ageing infrastructure, new legislative requirements and the growing demands of an ageing population.

OBJECTIVES

The overall goal of the LTFP 2022-2032 is to ensure that the Central Coast Council remains financially sustainable in the long-term. It is intended that the plan be based on the following guidelines:

- . The achievement of a prudent balance between maintaining the existing range and level of service provision and developing the capacity to grow and add new services while remaining financially sustainable for future generations;
- . Maintain a strong cash position, ensuring the Council remains financially sustainable in the long term;
- . Achieve underlying surpluses which excludes non-operational items such as granted assets, capital income and expenditures;

LONG-TERM FINANCIAL PLAN

CENTRAL COAST COUNCIL

- . Maintain debt levels below prudential guidelines;
- . Continue to pursue recurrent grant funding for strategic capital funds from the State and Federal Governments;
- . Provide for rate increases that are not excessive and can be justified in a positive and transparent way;
- . Maintain the ability to fund both capital works in general and meet the asset renewal requirements as outlined in asset management planning; and
- . Fees and charges increases that are both manageable and sustainable and can be justified in a positive and transparent way.

KEY OUTCOMES

The primary outcome desired from the LTFP is to quantify the existing service requirements and the associated long term cash flow implications to maintain those service levels. This includes capital expenditure on renewals and upgrades being given priority over capital expenditure on new assets. Any funding gaps identified in this process will be addressed over the forecast period.

Secondary to this is that any expansion of existing services and investment in new assets is properly planned for and funded over the life of the asset or service provided. Consideration must be given to the impact on the underlying surplus, whole of life costs including depreciation, borrowings and impacts on existing service levels.

A further outcome is to further develop the financial strategic direction for the Council by establishing its desired financial status in each of the next 10 financial years. This will ensure the Council has the financial resources to meet its future obligations. A council's finances are sustainable in the long term only if they are strong enough to allow the council to manage likely developments and unexpected financial shocks over the long-term financial planning period without having to introduce substantial or disruptive revenue (or expenditure) adjustments during that period.

The process also critically reviews the Council's current financial status with a view to identifying those areas that are strengths or weaknesses, opportunities or threats. Actions to address any significant matters identified can then be implemented. Community expectations are the major external influence on the Council's service provision.

The major threat to the Council in this regard is that those expectations outstrip the funding available to the Council and create resultant negative perceptions. There is an opportunity in this for the Council to increase the community understanding of the link between financial capacity and service levels.

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The preparation of the LTFP will assist in identifying, and the subsequent management of, the Council's financial risks. The risks and strategies to manage those risks are dealt with later in this document.

As the LTFP needs quality data from the Asset Management Plans this process helps maintain responsible and sustainable asset management programs. The Council has developed and maintains detailed asset management plans for the infrastructure assets controlled by the Council. The LTFP incorporates the financial aspects of these plans to ensure the timing and extent of funding is adequate to meet the Council's obligations. There is therefore no difference between the infrastructure asset management plans and the financial aspects of the asset management plan in the LTFP.

LONG-TERM FINANCIAL PLAN FRAMEWORK

The LTFP is a moving document and will be updated annually on an ongoing ten year rolling basis. The LTFP does not include any future provision for new unplanned and unfunded initiatives, strategic projects or expansion of existing services. As these matters arise and are considered by the Council, the LTFP will be updated to incorporate any future impact of the Council decisions on policy, priorities, new initiatives or strategic direction.

The LTFP has been drafted within the following framework:

- To remain consistent with the Council's current Strategic and Annual Plans.
- To maintain current Council services within each service activity at their existing service levels.
- To maintain the Council's position as a modest rating council without compromising its sustainability or the viability of its asset base and service delivery.
- Reserves where possible are to be maintained to allow for the orderly replacement of critical assets.
- Replacement of plant and equipment to be undertaken when economically viable and funded from reserves.
- To provide for an asset renewal works program over the 10 year period to maintain the Council's infrastructure at acceptable service standards as measured by the management indicators themselves, with no large backlog of required unfunded works.
- To externally borrow monies to fund new and upgraded assets, provided that whole of life costing have been done and the underlying surplus can be maintained in servicing any borrowing costs. However, the Council's treasury management practice will be to always utilise the Council's cash flow to reduce net borrowing costs over the Plan period.

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GENERAL ASSUMPTIONS

The LTFP 2022-2032 has been developed applying the following general assumptions:

- . Current service levels will be maintained.
- . The data in the LTFP is expressed in real average 2021-2022 values. This discounts the effects of the time value of money over the term of the forecast period. The most common measure of this is the Consumer Price Index (CPI). The effect of the CPI over the forecast period is ignored. Any increases in values in excess of the CPI are explained below.
- . No change in the level of subsidisation that existing services receive from general revenue.
- . Any increase in output or service levels will come as a result of efficiency gains from the Council's continual improvement program.
- . Capital renewal gap will be eliminated over the forecast period.
- . Debt levels will vary depending on the funding needs for new assets.
- . All amounts in the LTFP are rounded to the nearest \$1,000. This results in some rounding errors which have been corrected in the cash flow projections.

INCOME STATEMENT PROJECTIONS

Rates and Charges for the financial year ended 30 June 2023 is estimated to be 56.17% (2021 – 57.36%) of the Council's operating revenue. The Council has kept rate increases in line with CPI in the past. While we assume this will continue, the model does not factor in CPI increases. However, increases can and should be made depending on the number and level of service variances desired over the forecast period. Increases in the general rate should further be considered where the cost profile of maintaining service levels increases faster than CPI.

Population growth statistics for the Central Coast municipal area indicate that over time a population growth of at least 0.5% is likely. The Council further believes that there will be a natural increase in economic activity that will allow the rates base to grow.

The Council raises supplementary rates during its financial year. As the amounts are uncertain they are not provided for in the estimates process, however it is prudent to include them in the forecasting, at an amount that is considered to be a conservative estimate. The factors have been allowed for in the forecast with the increase of the general rate revenue by 1% annually.

Fees and Charges have been reviewed and increases applied as part of the Fees & Charges review conducted. Any increases have been applied in line with the agreed target cost recovery of providing the relevant service. Future variations to annual increases will occur depending on the types of fee or charge. This is consistent with prior years.

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Interest on investments is based on current estimates of investment income. Rates are assumed to be consistent with the weighted average interest rate currently obtained on funds invested for the Council. Market interest rates are coming off historical lows and we expect to see improved returns on funds invested over the forecast period. Market indications are that interest rates will continue to improve in the short to medium term of the forecast period. The timing of these changes is always uncertain, however the forecast period assumes the average annual interest income will remain at a level consistently higher than the current levels. This will be reviewed annually.

The Council's policy is to allocate Commonwealth general purpose and road funding grants to the Capital works program. No increase over CPI is expected.

A large percentage of the general contributions received relate to child care operations. The mix comprising general contributions received is expected to remain constant over the forecast period. It is further anticipated that increases will be not more than CPI on an annual basis.

Capital contributions are generally specific purpose grants received and receipts related to the Aged Persons Home Units. Projected revenue is linked to capital and special projects funding.

Share of profit or losses of associates refers to the Council's investment in Dulverton Regional Waste Management Authority. The return is made up of two parts. The first part is the recognition of the change in value of the investment and the second part is a cash return from holding the investment. As the change in value of the investment has an effect on the underlying surplus it is assumed to increase at a constant dollar amount over the forecast period. The cash return to the Council is estimated to remain constant over the forecast period.

The investment in TasWater is expected to continue paying an annual dividend. The anticipated dividend income, and guarantee fees over the forecast period is estimated to be \$954,000 in each of the years consistent with the figures outlined in the TasWater 2022-2026 Corporate Plan. TasWater have also signalled an intent to pay special dividends over the period between 2021-2022 to 2024-2025 subject to profitability targets being achieved. The income will be used mainly to fund reserves, operational service levels and capital works.

The current "Roads to Recovery" funding is confirmed to continue until at least 2023-2024. The Government has announced that a new program will commence, that extends the program from 1 July 2024 to 30 June 2029. The approach for the Plan has been to assume that funding levels will remain constant at existing levels over the forecast period either under an extension of the existing program or a new program with similar benefits.

Other revenue includes reimbursements and private works charges. It is assumed that increases will not be more than CPI.

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Staff levels are to be maintained at the current operating levels in 2022-2023. Employment costs will increase by the annual movement in CPI in line with the 2021 Enterprise Agreement. An increase in employment costs is forecasted in the 2022-2023 estimates.

Materials and Contracts have two constituent parts – operational expenditure and asset maintenance. The labour component of operational expenditure is assumed to increase by CPI. Asset maintenance expenditure is generated from the asset management process. The labour component of this expenditure is similarly assumed to increase by CPI. The Council is also taking on new assets over the forecast period which will necessitate increased maintenance and operational costs. The Materials and Contract expenditure is therefore increased to compensate for the factors above.

Borrowing Costs from loan finance are determined from repayment schedules for current loan finance over the forecast period. Any estimated future loan finance is calculated using current estimates of interest charges and will be structured on a principal and interest basis.

The depreciation expense is determined by reference to the carrying value of the asset category and the estimated average useful life of that category. The carrying value of the assets is affected by the extent of the capital works program and the periodic revaluation cycle.

Other expenses include councillor allowances and audit fees. It is assumed that increases will not be more than CPI.

The comprehensive result of trading in each year is transferred to the accumulated surplus of the Council.

BALANCE SHEET PROJECTIONS

The approach to the balance sheet items is to vary those balances over the forecast period which will be affected by decisions made. Balances such as receivable balances, payable balances and general provisions are assumed to remain constant over the forecast period.

Capital Work in Progress balances are derived from the forecast capital works program. It has been assumed that 90% of the program is completed annually and transferred to completed assets. Any capital work in progress carried forward is assumed to be completed during the year it is carried forward to the following year.

The capital works program is extracted from the asset management program developed by the Infrastructure Services Department of the Council. The replacement/refurbishment of existing assets will be maintained at current levels.

Property, plant and infrastructure balances have been determined considering three separate factors. Firstly, the capital works program delivers an annual amount which is capitalised as completed assets. Secondly, there is a revaluation program for the assets that revalues assets on at least a three year rotational basis. For purposes of the LTFP revaluations are not done

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as they do not have an impact on the cash flows of the Council. Thirdly, depreciation charged against the assets is described in the Income Statement section above.

Investment in associated companies balances will remain constant over the forecast period as no account of changes in fair value will be made.

Financial Liabilities balances are determined with reference to the amortisation schedules for each loan that is outstanding at the end of each year during the forecast period. Any new loan finance is assumed to be at the rates currently achieved and on an interest and principal basis over a period of time determined with reference to the asset it is funding. Repayment of the principal forms part of the capital budget over the forecast period.

Other Reserves represent reserve funds set aside for specific purposes. These are assumed to be constant during the forecast period unless there is a specific need to increase or reduce the balance.

Cash and Cash Equivalents balances are generated from the Statement of Cash Flow projections over the forecast period.

CASH FLOW PROJECTIONS

Projected cash flows are drawn directly from the cash based transactions in the income statement and balance sheet with the exception of fees and charges and materials and contracts which are both adjusted to reflect GST transactions.

FORWARD CAPITAL PLANS

The detailed 10 year forward capital plans are attached at the end of this commentary.

KEY FINANCIAL INDICATORS

The Orders under Section 84 (2A) of the *Local Government Act 1993*, *Local Government (Management Indicators) Order 2014*, require the Council to report on prescribed financial management indicators and asset management indicators. These are dealt with below. Other indicators believed relevant to the proper measurement and management of the Council's operations are included.

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KEY FINANCIAL INDICATORS

Indicator 1 – Underlying Surplus

Calculation: Operating Revenue (excluding Capital Revenue) less Operating Expenses

Benchmark: Positive result

Underlying surplus is defined as the difference between the operating income (excluding amounts received specifically for new or upgraded assets and physical resources received free of charge) and operating expenses for the period.

This indicator serves as an overall measure of underlying operating effectiveness. Underlying operating results ignore or exclude capital income funding. This provides a more relevant relationship between the recurrent income and recurrent expenditure streams.

A negative result indicates a deficit. The aim is for the Central Coast Council to produce consistently increasing underlying surpluses over the coming years. This will enable it to build up its underlying financial strength and provide much needed self-generated funding for capital replacement projects in future years. Underlying deficits cannot be sustained in the long-term. A Council's long-term financial sustainability is dependent upon ensuring that on average, over time, its expenses, including depreciation, are less than associated revenues. This requires the current generation of ratepayers to fully meet the cost of services provided for them by the Council.

If a council is not generating an underlying surplus in most periods it is unlikely to be operating sustainably. It means that the cost of services provided to the community exceeds revenue generated. To change an underlying deficit into a surplus can only occur by ensuring in future that revenues are increasing relative to costs. This will have an impact on service levels unless productivity improves proportionately.

If a council is operating with a significant deficit over several years and its strategic management and long-term financial plans do not provide clear proposals for this to be turned around then it is inevitable that it will face major financial shocks in future. The problem is likely to come to a head when existing major assets fail. The council would then need to choose between large rate rises or not replacing assets thereby effectively providing its community with a lower standard of service.

The LTFP has been drafted to ensure that over the forecast period the Council maintains positive underlying surpluses.

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Indicator 2 – Underlying Surplus Ratio

Calculation: Operating Revenue (excluding Capital Revenue)/Operating Expenses

Benchmark: Greater than 1

This ratio also serves as an overall measure of underlying operating effectiveness. By calculating the ratio, comparisons as to the quality of the operating surplus can be measured over a period of time.

Increasing surpluses may look good superficially, but if the ratio of income to expenses is declining then it indicates the quality of those earnings is in decline and action is necessary. As with many ratios there is no absolute correct number, it is the trend that is important. An increasing trend, while good, may mean that not enough funds are being spent on assets and services and so cash flow neutrality between generations of rate payers is not being achieved. A stable ratio over a period of time, adjusting for special circumstances where necessary, is the aim of the Council.

Indicator 3 – Net Financial Liabilities

Calculation: Total Liabilities less Financial Assets

Benchmark: Less than \$5 million

This indicator demonstrates the capacity of the Council to meet its financial obligations from operating revenue. A reducing trend indicates that the Council's capacity to meet its financial obligations from operating revenue is increasing.

As with all financial indicators associated with measuring indebtedness and its associated costs there is no right or wrong amount. A council simply needs to manage net debt within a range acceptable to it, having regard to long-term financial sustainability and its suite of strategic management plans and financial management policies.

Before considering an increase in its net debt a council needs to recognise that interest associated with the debt will impact negatively on its operating result. However, councils with significant asset rehabilitation and replacement backlogs may find that their financial sustainability is improved if they raise debt to fund the works needed to address these backlogs, i.e. if the operational savings achieved from addressing these backlogs exceed the additional interest costs resulting from the debt raised, financial sustainability would be improved.

A council's indebtedness should be managed to ensure its liabilities and associated costs can be met comfortably from operating revenues without the prospect of disruptive service cuts and/or excessive rate increases (i.e. without impinging on financial sustainability).

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Indicator 4 – Net Financial Liabilities Ratio

Calculation: Total Liabilities less Financial Assets / Operating Revenue

Benchmark: Between 0% and –50%

As with Indicator 3 above this ratio also demonstrates the capacity of the Council to meet its financial obligations from operating revenue. Similarly, a reducing trend indicates that the Council's capacity to meet its financial obligations from operating revenue is increasing. The Council merely needs to manage the ratio between the desired parameters as discussed above.

ASSET MANAGEMENT INDICATORS

Indicator 5 – Asset Consumption Ratio

Calculation: Written down Value of Assets/Fair Value of Assets

Benchmark: At least 60%

This ratio indicates the average percentage of remaining useful life of the Council's assets. It compares the depreciated replacement cost of the Council's depreciable assets relative to their "as new" replacement value. It indicates the average proportion of new condition left in its asset base.

The more capital funding allocated to renewal and upgrading of existing assets the better condition the assets will be. As the Council revalues its assets on a rotational basis, a well maintained asset base will have a longer useful life and this will be reflected in the carrying values of the revalued assets. A well maintained asset will have relatively high depreciated value relative to its replacement cost. Assets that have not had capital funding invested in their renewal and upgrading will have a low remaining expected life and consequently a low depreciated value relative to replacement value.

The greater the ratio the better the average condition of the assets are and the lower the risk of the assets not providing the expected services. For a low financial sustainability risk the ratio is expected to be above 60%.

Indicator 6 – Asset Sustainability Ratio

Calculation: Renewal and Replacement Expenditure/Depreciation

Benchmark: 100%

This ratio indicates whether the Council has been maintaining existing assets at a consistent rate. A result of greater than one indicates that spending on existing assets is greater than the depreciation rate thereby improving the asset base.

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This ratio indicates whether the Council is renewing or replacing existing non-financial assets at the same rate that its overall stock of assets is wearing out. It is calculated by measuring capital expenditure on renewal or replacement of assets relative to the recorded rate of depreciation of assets for the same period.

If capital expenditure on renewing or replacing existing assets is at least equal to depreciation on average over time then a council is ensuring the value of its existing stock of physical assets is maintained. If capital expenditure on existing assets is less than depreciation then, unless a council's overall asset stock is relatively new, it is likely that it is underspending on renewal and replacement. This will progressively undermine its financial sustainability as it is likely that additional maintenance costs associated with assets that have exceeded their economic life will be in excess of costs associated with renewal or replacement. Eventually the council will be confronted with failed assets, and significant renewal and replacement expenditure needs that cannot be accommodated without sudden large rate increases.

The infrastructure and asset management plans include estimates of capital expenditure and maintenance required to responsibly manage asset stocks and are based on appropriate expert technical considerations. Work associated with preparing, and in future updating, such plans, may reveal that a council needs, on average over the period, to spend more (e.g. there is a significant backlog) or less (e.g. assets overall are relatively new) on asset renewal and replacement compared with aggregate depreciation of its total asset stock for the period.

Where a council already has a soundly based IAMP, a more meaningful asset sustainability ratio would be calculated by measuring the actual level of capital expenditure on renewal and replacement (or proposed in the budget or long-term financial plan) with the optimal level identified in the IAMP.

Indicator 7 – Asset Renewal Funding Ratio

Calculation: NPV of funded asset renewal expenditure per LTFP / NPV of projected asset renewal expenditure per asset management plans

Benchmark: 90% – 100%

This ratio measures the Council's ability to fund asset renewals and replacements when they fall due. An inability to fund the asset renewals and replacements will result in one of revenue, expense or debt consequences or a reduction in service levels. The ratio may vary from year to year depending on cash flows in any given year. However, the trend over the forecast period should ensure that on average the funds made available for asset renewals and replacements fall within the benchmark range.

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OTHER INDICATORS

Indicator 8 – Current Ratio

Calculation: Current Assets/Current Liabilities

Benchmark: Greater than 1.25

Current assets should exceed current liabilities by a ‘considerable’ margin. It is a measure of liquidity that shows an entity’s ability to pay its short term debts. A ratio of one or more means there is more cash and liquid assets than short-term liabilities.

The relationship between current assets and current liabilities is used to assess the Council’s capability to meet its current commitments.

This ratio is also known as the ‘working capital ratio’ and is one of the key indicators used by the Auditor-General’s Office when assessing the financial viability of local government. It is critical that the ratio always be positive in that current assets must always exceed current liabilities.

It is strategically important to maintain a positive working capital ratio at all times. When the long term financial plan is prepared, one would not want to see the ratio fall below one at any point.

The Council, by the nature of its business has a very consistent, predictable and reliable income stream. This permits some flexibility in terms of strategically managing its working capital ratio. This means that the ratio can in fact be allowed to trend up or down within a controlled range, depending on what stage of the strategic financial planning cycle the organisation is currently in.

Indicator 9 – Self Financing Ratio

Calculation: Net Operating Cash Flow/Total Revenue

Benchmark: 20%

A self-financing ratio indicator directly measures the adequacy of internal cash generation. It is a measure of the Council’s ability to fund the replacement of assets from cash generated from operations. The higher the percentage, the more effectively this can be done.

While this ratio may fluctuate over the forecast period the trend is important. A declining trend indicates that the Council will ultimately have problems in maintaining adequate levels of capital expenditure on assets. Stable or increasing trends provide the ability to properly fund capital expenditure over the forecast period.

While there is no recognised benchmark, a risk of low financial sustainability would be a ratio of 20% or more.

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Indicator 10 – Own Source Revenue

Calculation: Total Operating Revenue less Operating Grants and External Funds/Total Operating Revenue

Benchmark: 80%

Own source revenue represents revenue generated by a council through its own operations. It excludes any external government funding, contributed assets and revaluation adjustments. The higher the percentage, the less dependence the Council has on external funding. This ratio may also fluctuate over a period of time depending on grant income received. The trend is however important indicating increasing or decreasing reliance on external funding.

SIGNIFICANT LONG-TERM FINANCIAL PLAN RISKS

Whilst the LTFP has included all ongoing commitments it primarily forecasts results based on existing activities. There is an inherent risk that circumstances may change in the future which may materially affect the projected financial estimates. This risk is however mitigated as the document is updated on an annual basis and can be adjusted to cater for the ongoing effects of as yet (future) unseen events.

Typically for the local government sector, changes in community expectations and legislative changes can affect costs associated with services, service levels and governance activities. If there is legislative change, e.g. legislation on environmental matters, carbon trading or global warming initiatives, this could significantly impact on the LTFP. These potential costs have not been factored into the LTFP, but may need to be in future LTFP considerations.

This LTFP has assumed that the Council will receive capital funding for significant capital works. Failure to attract grants and subsidies from outside parties will result in possible project deferrals or place pressure on the Council to raise rates or loan borrowings above those assumed in this Plan.

The main risk mitigating factor for the LTFP is that it will be reviewed on an annual basis coinciding with the adoption of the Council's Annual Plan and Estimates, and on a more frequent basis when new information is available which may have a material impact on this Plan. This will ensure that the document remains current and relevant.

The financial modelling undertaken in developing the IAMPs has been based upon existing asset attributes such as condition rating and construction date data held by the Council. There is a risk that the data may contain deficiencies, or infrastructure may deteriorate at a faster rate than anticipated due to such factors as changes in traffic patterns and new developments. The IAMPs, however, outline strategies for future data improvement in order to minimise this type of risk for future financial forecasts. Furthermore, the IAMP's will be reviewed on a regular basis to ensure the integrity of the data.

The IAMPs and LTFP forecast significant expenditure on the Council's infrastructure assets over the life of the Plans. Due to a significant shortage of qualified engineers and external

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design consultants the Council may experience project delays and the forecast capital renewal projects may not be achieved within the 10 year timeframe.

LONG-TERM FINANCIAL STRATEGIES

The Long-Term Financial Strategies are intended as a set of business rules or tools to be used in developing and managing annual estimates and LTFPs. These need to be reviewed on an annual basis to ensure they meet changing circumstances that the Council may face. The purpose of the Long-Term Financial Strategies is to:

- 1 Ensure that the Council establishes and maintains control of its financial destiny in a manner consistent with the current financial management processes of the Council.
- 2 Ensure that the Council's financial resources are applied towards achieving the desired outcomes, strategies and initiatives articulated in the LTFP.
- 3 Ensure that the Council balances its expenditure on services and capital works with its revenue raising capacity.
- 4 Ensure the proposed financial strategies are enabling guidelines that will support both the ongoing viability of the Council and its ability to achieve the objectives and vision in its Strategic Plan.

The general financial principles used in determining the strategies are as follows:

- 1 Achieve long-term income and expenditure neutrality while keeping rates growth in line with the CPI.
- 2 Achieve long-term cash flow neutrality while keeping rates growth in line with the CPI.
- 3 Maintain reserves at levels that are adequate to provide a buffer for large or unexpected short-term cash flow fluctuations.
- 4 Ensure that the Council's long-term capital program fully funds asset renewal requirements.
- 5 Significant or material shifts in the allocation of Council expenditure are directly linked to policy changes, changes in service levels or conscious Council decisions that are supported by Council resolutions.

The Orders require councils to include strategies related to revenue, investments, borrowings and capital expenditure. They also require councils to make specific reference to strategies to make an operating surplus, a funded renewal capital program and an appropriate cash position.

The Long-term Financial Strategies are:

- 1 Target consistent underlying surpluses that provide sufficient funds for both recurrent service level and asset renewal and upgrade requirements. The forecast income statement, balance sheet, cash flow statement and capital works programs must be

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- prepared to achieve consistent underlying surpluses, funded capital renewal programs and cash balances sufficient to implement these strategies.
- 2 Target the Balance Sheet having at least a 1.25 to 1 working capital ratio in the LTFP.
 - 3 Transfers to the Aged Persons Home Units, Child Care and Ganesway reserves need to reflect the operating results for the period.
 - 4 Material favourable budget variations realised at year's end in a given financial year will be quarantined and form part of the accumulated surplus reserve (unless required to finance projects deemed as 'unavoidable') that can be used as a funding source for future one off, unexpected or unavoidable costs. Positive capital works budget variations relating to ongoing capital works will be carried over to the following financial year.
 - 5 Annual transfers to the Asset Replacement, Fire Service, Garbage Collection and Special Projects Reserves must be backed by cash on hand. The LTFP must ensure that over the forecast period sufficient funds are retained to eliminate any funding deficit.
 - 6 Annual transfers equivalent to the average interest earned on investments during the financial year be made to Asset Replacement Reserves and to Special Project Reserves as directed by the General Manager.
 - 7 Budgeted cash at the end of each year shall be measured by referencing it against the working capital ratio in the LTFP.
 - 8 Service level funding gaps will be identified and classified as primary or secondary in nature to clearly distinguish the cash flow requirements of maintaining existing service levels (primary gaps) and for service level enhancements (secondary gaps).
 - 9 Services impacted by the climate change must identify cost impacts and incorporate cost implications (both expenditure and revenue streams) into the LTFP.
 - 10 A series of key financial performance indicators, with appropriate threshold targets will be utilised to strategically analyse the financial integrity of the Plan. These include:
 - . Operating Margin – positive
 - . Operating Margin Ratio – greater than 1
 - . Net Financial Liabilities – less than \$5m.
 - . Net Financial Liabilities Ratio – between 0% and -50%
 - . Asset Consumption Ratio – at least 60%
 - . Asset Sustainability Ratio – greater than 100%

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- . Asset Renewal Funding Ratio – between 90% and 100%
 - . Current Ratio – greater than 1.25
 - . Self-Financing Ratio – greater than 20%
 - . Own Source Revenue – greater than 80%
 - . Debt Service Ratio – less than 2%.
- 11 Capital expenditure on asset renewal and upgrade projects be given priority over capital expenditure on new assets (extensions) where the sustainability index (Capital renewal and upgrade expenditure as a percentage of depreciation) falls below the benchmark of 100%.
- 12 Any new capital work (capital extension) proposals must be preceded by a business justification case which includes a whole of life cost evaluation that identifies the asset's construction, maintenance and operating cash flow requirements as well as the depreciation impact.
- 13 Capital income must only be utilised as a funding source for capital expenditure requirements.
- 14 The Council considers borrowing for new capital projects only when consistent underlying operating surplus results are being achieved. Borrowings are considered for other capital projects where such expenditure will generate significant future savings for the Council in renewal, maintenance or operating costs. Borrowings will not be considered to fund ongoing operations.
- 15 For borrowings to be considered, projects must have had a full whole of life cost analysis undertaken, proving that future cash inflows will exceed the cash outlays, or alternatively where there is no financial return that the additional capital and operating costs are quantified in the LTFP and the integrity of the financial strategies is not compromised.
- 16 Where reasonably possible, fees and charges are increased by the same general rates increase until full cost recovery is achieved for direct service provision. Any fees that are not increased in line with the planned rate rise be clearly identified and documented for the Council's consideration.
- 17 The Council considers the most appropriate rating strategy to provide adequate funds to:
- . achieve sustainable underlying surpluses;
 - . achieve sustainable cash flows; and
 - . fund capital renewal projects;
- in both the annual Estimates and LTFP.
- 18 Investments, other than Council investments in TasWater and the Dulverton Waste Management Authority, are to comply with the Investment Policy adopted by the Council.

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FORECAST INCOME STATEMENTS FOR 30 JUNE 2022 TO 30 JUNE 2032

Key points to note regarding the forecast period are:

- 1 The Council forecasts an operating surplus in each of the years of the forecast period.
- 2 Rates revenue has increased by 1% per year, which reflects expected natural growth and supplementary rate revenue.
- 3 Income from TasWater is expected to resume to normal levels in 2021-2022 and have been included at \$954,000 per year for the forecast period. This estimate is a conservative forecast based on data received from TasWater. Potential special dividends indicated by TasWater have not been included due to these being subject to profitability.
- 4 Interest, contributions, share of profit from associates and other revenue are as per the assumptions estimated to remain the same in constant dollars over the forecast period.
- 5 Employee costs are to increase in line with CPI as per the assumptions.
- 6 Materials and contracts costs increase each year of the Plan. The Council believes that the cost of materials used in our operations increases at a greater rate than CPI. Furthermore, part of the costs incurred have an element of labour costs in them. For these reasons materials and contracts are escalated at 0.5% each year.
- 7 Borrowing costs are forecast costs based on current contract liabilities and anticipated liabilities based on rates that can be currently obtained in the market.
- 8 Depreciation over the forecast period is based on the estimated depreciation for the 2022-2023 year and adjusting for additional assets acquired and constructed in future years.
- 9 Amortisation of revaluation costs and other expenses are assumed to be constant over the Plan.

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ESTIMATED INCOME STATEMENT

	1	2	3	4	5	6	7	8	9	10
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032
	Budget	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan
Operating Revenue										
Rates and charges	18,012,000	18,192,100	18,374,000	18,557,700	18,743,300	18,930,700	19,120,000	19,311,200	19,504,300	19,699,300
Fees and charges	4,289,500	4,375,300	4,462,800	4,552,100	4,552,100	4,552,100	4,552,100	4,552,100	4,552,100	4,552,100
Interest	190,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000
Contributions and Operating Grants	2,192,700	2,192,700	2,192,700	2,192,700	2,192,700	2,192,700	2,192,700	2,192,700	2,192,700	2,192,700
Commonwealth Financial Assistance Grants	4,612,000	4,612,000	4,612,000	4,612,000	4,612,000	4,612,000	4,612,000	4,612,000	4,612,000	4,612,000
TasWater receipts	954,000	954,000	954,000	954,000	954,000	954,000	954,000	954,000	954,000	954,000
Dulverton receipts	688,000	688,000	688,000	688,000	688,000	688,000	688,000	688,000	688,000	688,000
Share of profit/(losses) of associates	546,000	546,000	546,000	546,000	546,000	546,000	546,000	546,000	546,000	546,000
Other revenue	584,276	382,184	378,717	329,090	329,090	329,090	329,090	329,090	329,090	329,090
Total Operating Revenues	32,068,476	32,162,284	32,428,217	32,651,590	32,837,190	33,024,590	33,213,890	33,405,090	33,598,190	33,793,190
Operating Expenses										
Employee costs	13,469,106	13,469,100	13,469,100	13,469,100	13,469,100	13,469,100	13,469,100	13,469,100	13,469,100	13,469,100
Materials and contracts	10,003,894	10,053,900	10,104,200	10,154,700	10,205,500	10,256,500	10,307,800	10,359,300	10,411,100	10,463,200
Borrowing costs	249,810	286,355	267,743	249,105	251,882	233,912	215,459	187,676	169,126	150,456
Depreciation	7,276,900	7,458,827	7,503,554	7,564,413	7,614,769	7,639,027	7,662,118	7,682,308	7,689,485	7,695,781
Amortisation	43,000	43,000	43,000	43,000	43,000	43,000	43,000	43,000	43,000	43,000
Other expenses	369,500	369,500	369,500	369,500	369,500	369,500	369,500	369,500	369,500	369,500
Total Operating Expenses	31,412,210	31,680,682	31,757,097	31,849,818	31,953,751	32,011,039	32,066,977	32,110,884	32,151,310	32,191,036
Operating Surplus/(Deficit) before Capital Items	656,266	481,602	671,120	801,772	883,439	1,013,551	1,146,913	1,294,206	1,446,880	1,602,154
Other Revenue										
Capital Grants	3,287,000	3,287,000	4,131,000	1,000,000	1,000,000	1,000,000	800,000	800,000	800,000	800,000
Capital Contributions/Grants	7,892,000	1,750,000	2,700,000	2,500,000	500,000	-	1,500,000	-	-	-
Proceeds on disposal of plant	356,500	214,000	258,000	241,000	355,500	235,000	247,000	216,000	355,500	273,000
Proceeds on sale of assets	-	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Net Surplus/(Deficit)	12,191,766	5,932,602	7,960,120	4,742,772	2,938,939	2,448,551	3,893,913	2,510,206	2,802,380	2,875,154

LONG-TERM FINANCIAL PLAN

CENTRAL COAST COUNCIL

FORECAST BALANCE SHEETS FOR 30 JUNE 2022 TO 30 JUNE 2032

Significant items to note are:

- 1 Cash balances remain relatively consistent during the forecast period. We will see cash decreasing in the earlier periods reflecting the higher planned asset investment, but will increase again towards the end of the forecast. This is consistent with what is expected as the Council has used the cash it anticipates receiving in the forecast period to produce a fully funded capital works program, maintain operating surpluses and maintain sufficient cash to back its cash reserves.
- 2 Receivables, inventories, other assets and Investment in TasWater are constant as per the assumptions made in this document.
- 3 Capital works in progress vary on a year to year basis. The Council estimates, based on past experience, that approximately 10% of the value of the capital works program will be carried over to the following year where it will be completed. These values represent this assumption.
- 4 Investment in Associates increases on an annual basis by \$546,000. This represents the Council's share of the increase in the fair value of the asset. While it is a non cash item it has been included in the Plan as it has an impact on the underlying surplus of the Council.
- 5 Other non-current assets are the unamortised balance of the municipal revaluation.
- 6 Infrastructure assets increase over the forecast period. The movement in the asset value is based on the additions from the capital works program less the write down for depreciation.
- 7 Both current and non-current payables, provisions and other liabilities are constant as per the assumptions.
- 8 Financial liabilities are based on actual loan agreements and anticipated loan agreements using cost profiles based on current rate estimates. While loan funds have been stable, an increase in loan funds of \$2.7m. is projected in the 2022-2023 year which represent borrowings associated with the Coastal Pathways project which has been carried forward from the previous financial year. With the retirement of AGLP loans in 2021-2022, the overall borrowing remains lower than in previous years. There have been no new additional borrowings identified in this forecast period.

LONG-TERM FINANCIAL PLAN

Estimated Balance Sheet

	1	2	3	4	5	6	7	8	9	10
	2022-2023 Budget	2023-2024 Plan	2024-2025 Plan	2025-2026 Plan	2026-2027 Plan	2027-2028 Plan	2028-2029 Plan	2029-2030 Plan	2030-2031 Plan	2031-2032 Plan
Assets										
Current Assets										
Cash and cash equivalents	8,760,466	8,640,131	8,935,929	9,886,137	10,369,730	12,317,722	13,507,458	14,694,728	16,482,184	17,946,178
Receivables	730,000	730,000	730,000	730,000	730,000	730,000	730,000	730,000	730,000	730,000
Assets held for sale	66,000	-	-	-	-	-	-	-	-	-
Other Assets	191,226	140,759	44,132	235,000	188,000	141,000	94,000	47,000	-	235,000
Total Current Assets	9,747,692	9,510,889	9,710,061	10,851,137	11,287,730	13,188,722	14,331,458	15,471,728	17,212,184	18,911,178
Non-current Assets										
Capital works in progress	4,700,000	1,237,450	1,401,200	1,024,700	869,250	702,600	897,700	787,600	767,050	788,200
Investment in associates	8,637,025	9,183,025	9,729,025	10,275,025	10,821,025	11,367,025	11,913,025	12,459,025	13,005,025	13,551,025
Investment in TasWater	72,186,159	72,186,159	72,186,159	72,186,159	72,186,159	72,186,159	72,186,159	72,186,159	72,186,159	72,186,159
Other non current assets	177,822	120,000	60,000	-	-	-	-	-	-	-
Property, plant and infrastructure	491,129,535	499,649,983	506,119,296	509,015,561	510,545,843	510,114,623	511,249,617	511,568,677	511,585,566	511,766,017
Total Non-current Assets	576,830,541	582,376,617	589,495,680	592,501,445	594,422,277	594,370,407	596,246,501	597,001,461	597,543,800	598,291,401
Total Assets	586,578,232	591,887,506	599,205,742	603,352,582	605,710,006	607,559,129	610,577,960	612,473,190	614,755,984	617,202,579
Liabilities										
Current Liabilities										
Payables	1,615,000	1,615,000	1,615,000	1,615,000	1,615,000	1,615,000	1,615,000	1,615,000	1,615,000	1,615,000
Provisions	5,075,974	5,075,974	5,075,974	5,075,974	5,075,974	5,075,974	5,075,974	5,075,974	5,075,974	5,075,974
Financial liabilities	578,978	634,264	652,876	606,976	592,615	610,585	886,295	626,244	530,909	439,940
Other liabilities	1,519,319	1,519,319	1,519,319	1,519,319	1,519,319	1,519,319	1,519,319	1,519,319	1,519,319	1,519,319
Total Current Liabilities	8,789,271	8,844,558	8,863,169	8,817,270	8,802,908	8,820,878	9,096,588	8,836,537	8,741,203	8,650,233
Non-current Liabilities										
Provisions	2,187,185	2,198,121	2,209,112	2,220,157	2,231,258	2,242,414	2,253,626	2,264,894	2,276,219	2,287,600
Financial liabilities	9,671,231	8,981,680	8,310,192	7,749,116	7,170,862	6,542,307	5,380,302	5,014,109	4,578,534	4,229,564
Total Non-current Liabilities	11,858,416	11,179,801	10,519,304	9,969,273	9,402,120	8,784,721	7,633,928	7,279,003	6,854,753	6,517,164
Total Liabilities	20,647,687	20,024,359	19,382,473	18,786,542	18,205,028	17,605,599	16,730,516	16,115,540	15,595,956	15,167,397
Net Assets	565,930,547	571,863,148	579,823,268	584,566,040	587,504,978	589,953,530	593,847,443	596,357,649	599,160,028	602,035,182
Equity										
Accumulated Surplus	291,524,883	296,957,484	304,417,604	308,660,376	311,099,314	313,047,866	316,441,779	318,451,985	320,754,364	323,129,518
Asset Revaluation Reserves	270,155,048	270,155,048	270,155,048	270,155,048	270,155,048	270,155,048	270,155,048	270,155,048	270,155,048	270,155,048
Other Reserves	4,250,616	4,750,616	5,250,616	5,750,616	6,250,616	6,750,616	7,250,616	7,750,616	8,250,616	8,750,616
Total Equity	565,930,547	571,863,148	579,823,268	584,566,040	587,504,978	589,953,530	593,847,443	596,357,649	599,160,028	602,035,182

LONG-TERM FINANCIAL PLAN

CENTRAL COAST COUNCIL

FORECAST CASH FLOW STATEMENTS FOR 30 JUNE 2022 TO 30 JUNE 2032

Points to note include:

- 1 The Council's cash balance remains fairly consistent over the forecast period. As stated above this was anticipated as the Council had the objective of producing a balanced plan with fully funded capital works programs, operations and sufficient cash to underwrite the cash reserves.
- 2 Cash received has increased as per the assumptions made over the forecast period.
- 3 Cash used to fund operations has increased as per the assumptions made over the forecast period.
- 4 Payments for property, plant and equipment reflect the cash effects of the capital works program.
- 5 Long-term borrowings are used to fund long-term new projects of the Council, and the only new loans forecast to be taken out are to fund the Coastal Shared Pathway and strategic property acquisitions.

LONG-TERM FINANCIAL PLAN

Estimated Statement of Cashflows

	1	2	3	4	5	6	7	8	9	10
	2022-2023 Budget	2023-2024 Plan	2024-2025 Plan	2025-2026 Plan	2026-2027 Plan	2027-2028 Plan	2028-2029 Plan	2029-2030 Plan	2030-2031 Plan	2031-2032 Plan
Cash Flows from Operating Activities										
Receipts										
Rates and charges	18,012,000	18,192,100	18,374,000	18,557,700	18,743,300	18,930,700	19,120,000	19,311,200	19,504,300	19,699,300
Fees and charges	4,289,500	4,375,300	4,462,800	4,552,100	4,552,100	4,552,100	4,552,100	4,552,100	4,552,100	4,552,100
Interest	190,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000
Contributions and Grants	2,192,700	2,192,700	2,192,700	2,192,700	2,192,700	2,192,700	2,192,700	2,192,700	2,192,700	2,192,700
Capital Contributions	7,892,000	1,750,000	2,700,000	2,500,000	500,000	-	1,500,000	-	-	-
Government Financial Assistance Grant	4,612,000	4,612,000	4,612,000	4,612,000	4,612,000	4,612,000	4,612,000	4,612,000	4,612,000	4,612,000
Government Grants (R2R)	3,287,000	3,287,000	4,131,000	1,000,000	1,000,000	1,000,000	800,000	800,000	800,000	800,000
Other receipts	584,276	382,184	378,717	329,090	329,090	329,090	329,090	329,090	329,090	329,090
Total Receipts	41,059,476	35,011,284	37,071,217	33,963,590	32,149,190	31,836,590	33,325,890	32,017,090	32,210,190	32,405,190
Payments										
Employee costs	13,469,106	13,469,100	13,469,100	13,469,100	13,469,100	13,469,100	13,469,100	13,469,100	13,469,100	13,469,100
Materials and contracts	10,003,894	10,053,900	10,104,200	10,154,700	10,205,500	10,256,500	10,307,800	10,359,300	10,411,100	10,463,200
Borrowing costs	249,810	286,355	267,743	249,105	251,882	233,912	215,459	187,676	169,126	150,456
General Revaluation	-	-	-	-	282,000	-	-	-	-	282,000
Other expenses	369,500	369,500	369,500	369,500	369,500	369,500	369,500	369,500	369,500	369,500
Total Payments	24,092,310	24,178,855	24,210,543	24,242,405	24,577,982	24,329,012	24,361,859	24,385,576	24,418,826	24,734,256
Net Cash provided by (or used in) Operating Activities	16,967,166	10,832,429	12,860,674	9,721,185	7,571,208	7,507,578	8,964,031	7,631,514	7,791,364	7,670,934
Cash Flows from Investing Activities										
Receipts										
Proceeds from sale of land	-	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Proceeds from sale of plant and equipment	356,500	214,000	258,000	241,000	355,500	235,000	247,000	216,000	355,500	273,000
TasWater receipts	954,000	954,000	954,000	954,000	954,000	954,000	954,000	954,000	954,000	954,000
Dulverton receipts	688,000	688,000	688,000	688,000	688,000	688,000	688,000	688,000	688,000	688,000
Payments										
Payments for property, plant and equipment										
Asset Renewals	(7,045,500)	(5,289,500)	(4,376,000)	(4,409,500)	(5,186,500)	(4,950,000)	(5,016,000)	(6,272,000)	(6,294,000)	(6,425,500)
Asset Upgrades	(4,589,000)	(5,018,000)	(5,730,500)	(1,517,500)	(1,943,000)	(1,438,000)	(1,670,500)	(1,262,000)	(1,194,500)	(1,174,500)
New Assets	(13,058,500)	(2,067,000)	(3,905,500)	(4,320,000)	(1,563,000)	(638,000)	(2,290,500)	(342,000)	(182,000)	(282,000)
Net Cash provided by (or used in) Investing Activities	(22,694,500)	(10,318,500)	(11,912,000)	(8,164,000)	(6,495,000)	(4,949,000)	(6,888,000)	(5,818,000)	(5,473,000)	(5,767,000)
Cash Flows from Financing Activities										
Receipts										
New loans	2,700,000	-	-	-	-	-	-	-	-	-
Payments										
Loan repayments	(578,978)	(634,264)	(652,876)	(606,976)	(592,615)	(610,585)	(886,295)	(626,244)	(530,909)	(439,940)
Net Cash provided by (or used in) Financing Activities	2,121,022	(634,264)	(652,876)	(606,976)	(592,615)	(610,585)	(886,295)	(626,244)	(530,909)	(439,940)
Net Increase/(Decrease) in cash held	(3,606,312)	(120,335)	295,798	950,208	483,593	1,947,993	1,189,736	1,187,270	1,787,455	1,463,994
Opening Cash and cash equivalents	12,366,778	8,760,466	8,640,131	8,935,929	9,886,137	10,369,730	12,317,722	13,507,458	14,694,728	16,482,184
Closing Cash and cash equivalents	8,760,466	8,640,131	8,935,929	9,886,137	10,369,730	12,317,722	13,507,458	14,694,728	16,482,184	17,946,178

LONG-TERM FINANCIAL PLAN

CENTRAL COAST COUNCIL

FORECAST CHANGE IN EQUITY STATEMENTS FOR 30 JUNE 2022 TO 30 JUNE 2032

Key items to note are:

- 1 The movement in and out of reserves has been integrated into the Plan. The net surplus for the year has been adjusted for movements in and out of the cash reserves before being merged into the accumulated surplus.
- 2 The cash reserves have been analysed over the forecast period to ensure the balances are sufficient to meet their requirements in both quantum and timing. The cash reserves are preserved and have been added to over the forecast period.
- 3 As per Council policy the cash reserves are underwritten by cash on hand in each of the years over the forecast period.
- 4 As per the assumptions no account has been taken of any revaluations in the LTFP.

LONG-TERM FINANCIAL PLAN

Estimated Statement of Changes in Equity

	1	2	3	4	5	6	7	8	9	10
	2022-2023 Budget	2023-2024 Plan	2024-2025 Plan	2025-2026 Plan	2026-2027 Plan	2027-2028 Plan	2028-2029 Plan	2029-2030 Plan	2030-2031 Plan	2031-2032 Plan
Accumulated Surplus										
Opening Balance	278,403,893	291,524,882	296,957,484	304,417,604	308,660,376	311,099,314	313,047,866	316,441,779	318,451,985	320,754,364
Surplus/(Deficit) for the Year	12,191,766	5,932,602	7,960,120	4,742,772	2,938,939	2,448,551	3,893,913	2,510,206	2,802,380	2,875,154
Transfers to Other Reserves	(1,290,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)
Transfers from Other Reserves	2,219,224	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Balance at end of period	291,524,883	296,957,484	304,417,604	308,660,376	311,099,314	313,047,866	316,441,779	318,451,985	320,754,364	323,129,518
Asset Revaluation Reserve										
Opening Balance	264,458,240	264,458,240	264,458,240	264,458,240	264,458,240	264,458,240	264,458,240	264,458,240	264,458,240	264,458,240
Gain on revaluation of property, plant and infrastructure	-	-	-	-	-	-	-	-	-	-
Transfer to Accumulated Surplus on sale of property, plant and infrastructure	-	-	-	-	-	-	-	-	-	-
Balance at end of period	264,458,240	264,458,240	264,458,240	264,458,240	264,458,240	264,458,240	264,458,240	264,458,240	264,458,240	264,458,240
Asset Revaluation Reserve (Associates)										
Opening Balance	5,696,808	5,696,808	5,696,808	5,696,808	5,696,808	5,696,808	5,696,808	5,696,808	5,696,808	5,696,808
Gain on revaluation of property, plant and infrastructure	-	-	-	-	-	-	-	-	-	-
Balance at end of period	5,696,808	5,696,808	5,696,808	5,696,808	5,696,808	5,696,808	5,696,808	5,696,808	5,696,808	5,696,808
Cash Reserves										
Opening Balance	5,179,840	4,250,616	4,750,616	5,250,616	5,750,616	6,250,616	6,750,616	7,250,616	7,750,616	8,250,616
Transfers from Accumulated Surplus	1,290,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Transfers to Accumulated Surplus	(2,219,224)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Balance at end of period	4,250,616	4,750,616	5,250,616	5,750,616	6,250,616	6,750,616	7,250,616	7,750,616	8,250,616	8,750,616
Total Equity at End of Reporting Period	565,930,547	571,863,148	579,823,268	584,566,040	587,504,978	589,953,530	593,847,443	596,357,649	599,160,028	602,035,182
Backing for Cash Reserves										
Cash reserves	4,250,616	4,750,616	5,250,616	5,750,616	6,250,616	6,750,616	7,250,616	7,750,616	8,250,616	8,750,616
Cash at Bank	8,760,466	8,640,131	8,935,929	9,886,137	10,369,730	12,317,722	13,507,458	14,694,728	16,482,184	17,946,178
Less: Capital accumulated surplus	(271,833)	275,667	588,667	425,667	758,667	(10,333)	(267,333)	(1,333)	(203,333)	(35,333)
Less: Change in working capital	(4,238,017)	(4,165,182)	(4,273,980)	(4,561,188)	(4,877,781)	(5,556,774)	(5,989,510)	(6,942,780)	(8,028,235)	(9,160,229)
Cash available for reserves	4,250,616	4,750,616	5,250,616	5,750,616	6,250,616	6,750,616	7,250,616	7,750,616	8,250,616	8,750,616
Difference	-	-	-	-	-	-	-	-	-	-

LONG-TERM FINANCIAL PLAN

CENTRAL COAST COUNCIL

FORECAST CAPITAL WORKS FUNDING FOR 30 JUNE 2022 TO 30 JUNE 2032

The main points to note are:

- 1 The funding has been set up as per our assumptions to be only that on which we can rely upon with a reasonable amount of certainty.
- 2 The Commonwealth Financial Assistance Grant, the Roads to Recovery Grant and the dividend income have all been included on the basis detailed in our assumptions and are constant over the forecast period.
- 3 The proceeds from loan finance and the receipt of the specific purpose grant are funds anticipated to come in to fund the Council's contribution to the Coastal Shared Pathway plus a provision for the potential acquisition of property aligned to strategic projects.
- 4 Proceeds from the disposal of plant are based on the 10 year replacement program for plant. This document is included in the Plan.
- 5 Proceeds on disposal of land/other assets is a conservative estimate of the average proceeds the Council will receive from the sale of surplus land and other assets.
- 6 Asset replacement reserve and Special projects reserve are movements from reserves to fund the capital works program. These have been accounted for in the changes in equity and the movement into the capital works program represents a release of cash funds held in reserve.
- 7 Rate revenue of \$30,000 is transferred each year as a contribution from the rental and rates received from the Ulverstone Caravan Park to capital works.
- 8 The funds allocated for capital works adequately fund the works over the forecast period.

LONG-TERM FINANCIAL PLAN

Capital Works Program

	1	2	3	4	5	6	7	8	9	10
	2022-2023 Budget	2023-2024 Plan	2024-2025 Plan	2025-2026 Plan	2026-2027 Plan	2027-2028 Plan	2028-2029 Plan	2029-2030 Plan	2030-2031 Plan	2031-2032 Plan
Renewals										
Land	-	-	-	-	-	-	-	-	-	-
Buildings	1,772,500	643,000	401,500	735,500	448,000	421,000	410,500	470,500	270,500	450,500
Roads and Streets	1,995,000	2,230,000	1,790,000	1,560,000	1,660,000	1,760,000	1,760,000	1,860,000	1,860,000	1,860,000
Carparks	-	180,000	450,000	95,000	455,000	250,000	250,000	250,000	250,000	250,000
Footpaths	84,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Bridges	764,000	270,000	-	-	250,000	920,000	-	400,000	540,000	450,000
Drainage	30,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
Furniture & Equipment	67,000	13,000	23,000	13,000	48,000	13,000	38,000	28,000	13,000	23,000
Plant & Machinery	1,346,000	821,000	899,000	941,000	890,500	826,000	965,000	841,000	1,103,500	945,000
Recreation	717,000	682,500	452,500	595,000	985,000	430,000	262,500	342,500	177,000	117,000
Environmental	270,000	120,000	30,000	140,000	120,000	-	-	-	-	-
Unspecified Asset Renewal Projects			-	-	-	-	1,000,000	1,750,000	1,750,000	2,000,000
	7,045,500	5,289,500	4,376,000	4,409,500	5,186,500	4,950,000	5,016,000	6,272,000	6,294,000	6,425,500
Upgrades										
Land	-	-	-	-	-	-	-	-	-	-
Buildings	268,000	447,500	252,500	112,500	580,000	90,000	122,500	42,500	42,500	32,500
Roads and Streets	3,455,000	3,420,000	4,360,000	530,000	510,000	730,000	1,030,000	730,000	730,000	730,000
Carparks	-	-	240,000	-	160,000	-	-	-	-	-
Footpaths	20,000	-	-	-	-	-	-	-	-	-
Bridges	40,000	-	-	-	-	-	-	-	-	-
Drainage	290,000	380,000	300,000	210,000	210,000	210,000	210,000	210,000	170,000	170,000
Furniture & Equipment	245,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000
Plant & Machinery	-	-	-	-	-	-	-	-	-	-
Recreation	91,000	160,500	328,000	435,000	303,000	178,000	158,000	129,500	102,000	92,000
Environmental	180,000	500,000	140,000	120,000	70,000	120,000	40,000	40,000	40,000	40,000
	4,589,000	5,018,000	5,730,500	1,517,500	1,943,000	1,438,000	1,670,500	1,262,000	1,194,500	1,174,500
New										
Land	885,000	-	-	-	-	-	-	-	-	-
Buildings	3,531,500	163,000	1,580,000	1,500,000	20,000	-	1,540,000	-	-	100,000
Roads and Streets	-	100,000	270,000	200,000	230,000	-	-	-	-	-
Carparks	15,000	-	160,000	-	100,000	-	-	-	-	-
Footpaths	6,712,000	1,266,000	1,180,000	1,540,000	360,000	260,000	300,000	140,000	-	-
Bridges	-	-	-	-	-	-	-	-	-	-
Drainage	-	130,000	190,000	160,000	-	-	-	-	-	-
Furniture & Equipment	75,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000	50,000	50,000
Plant & Machinery	45,000	45,000	55,000	95,000	45,000	45,000	45,000	45,000	45,000	45,000
Recreation	1,710,000	358,000	465,500	820,000	803,000	328,000	400,500	107,000	87,000	87,000
Environmental	85,000	-	-	-	-	-	-	-	-	-
	13,058,500	2,067,000	3,905,500	4,320,000	1,563,000	638,000	2,290,500	342,000	182,000	282,000
Total Capital Expenditure	24,693,000	12,374,500	14,012,000	10,247,000	8,692,500	7,026,000	8,977,000	7,876,000	7,670,500	7,882,000

LONG-TERM FINANCIAL PLAN

CENTRAL COAST COUNCIL

FORECAST CAPITAL WORKS PROGRAMS FOR 30 JUNE 2022 TO 30 JUNE 2032

The key points to note are:

- 1 The capital works program is backed by detailed 10 year forward plans that are included in the document.
- 2 The emphasis in the program is toward the renewals and upgrades before new assets are constructed.
- 3 The main assets to be constructed in the forecast period is the completion of the Coastal Shared Pathway, Upgrade of Ironcliffe Road, Penguin, funding provision for Slipstream Circus facilities and completion of the Gawler River Bridge on Preston Road.

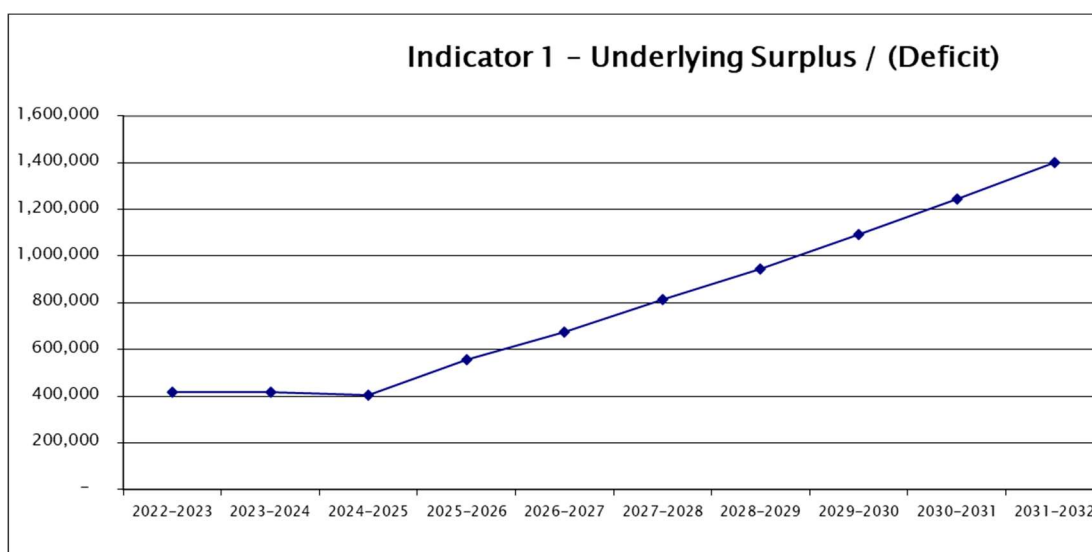
LONG-TERM FINANCIAL PLAN

CENTRAL COAST COUNCIL

SUSTAINABILITY INDICATORS FOR 30 JUNE 2022 TO 30 JUNE 2032

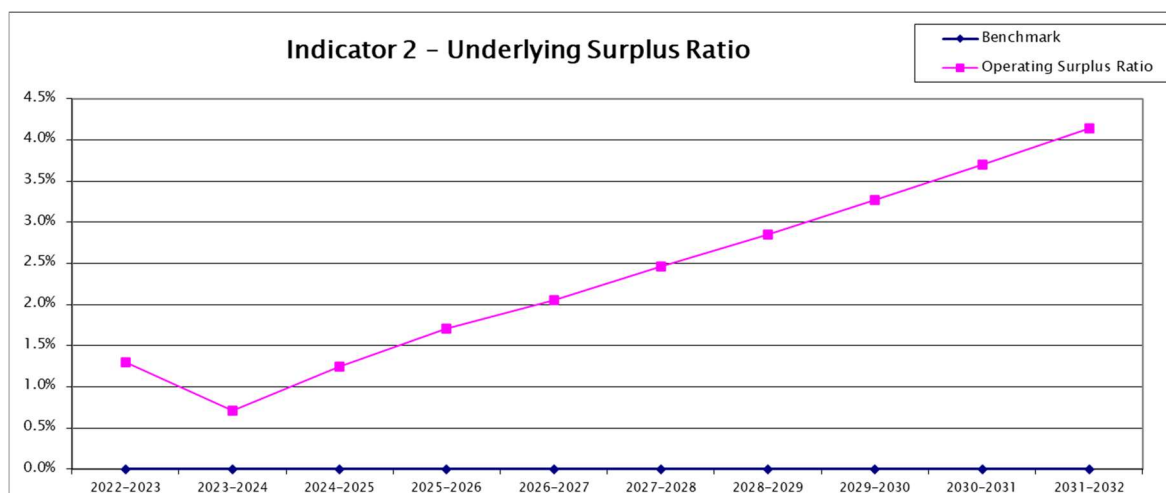
Underlying Surplus

The underlying surplus is positive for each of the years in the forecast period. This indicates the Council's ability to be financially sustainable in the long term. When such a result is achieved sufficient funds are generated to support its operating activities and fund depreciation which is essential for asset renewal.



Underlying Surplus Ratio

The underlying surplus ratio is on average above 1% for each of the years covered by the Plan. As this ratio is a measure of the quality of the surplus, the range varies between 0.7% and 4.1% over the forecast period. The forecast also assumes that revenue growth will be marginally higher than expense growth and therefore the underlying surplus will grow over time.

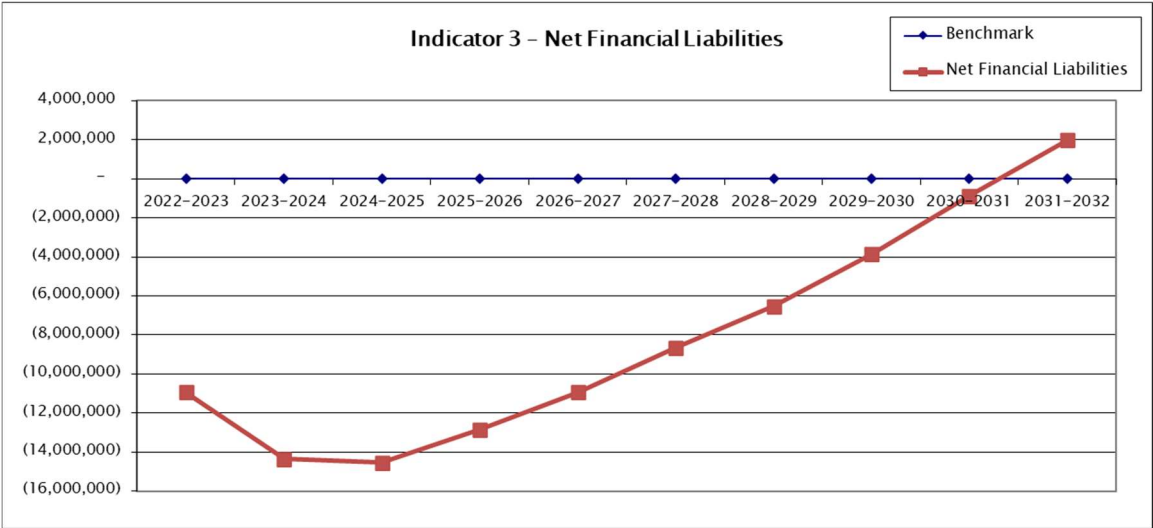


LONG-TERM FINANCIAL PLAN

CENTRAL COAST COUNCIL

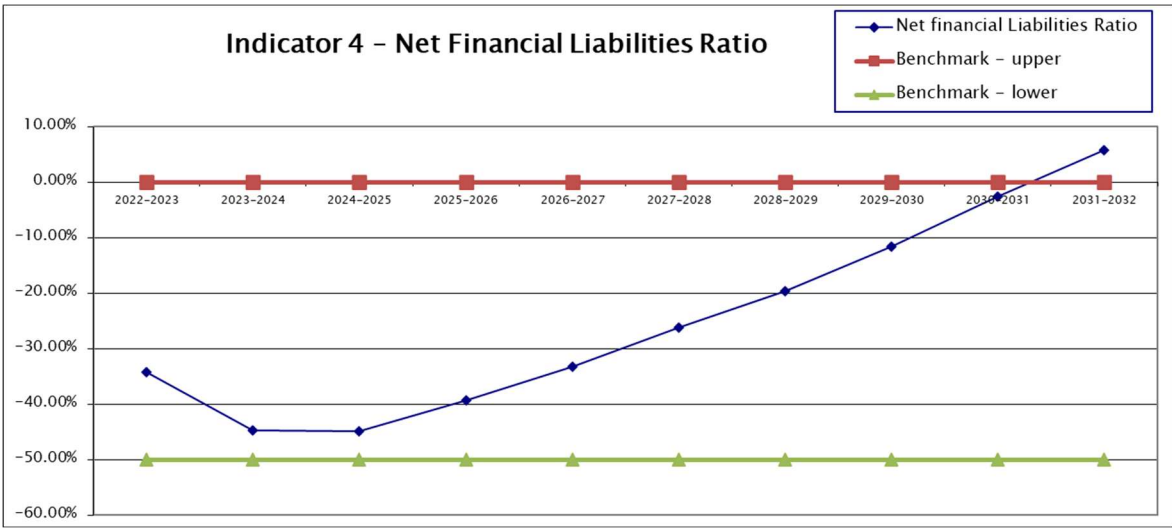
Net Financial Liabilities

This is a measure of the net debt of the Council. It varies between \$14.6m. and \$1m during the forecast period. This includes the additional borrowings for the Coastal Pathways. Relative to the asset base and earnings of the Council, debt levels are modest over the forecast period.



Net Financial Liabilities Ratio

The benchmark for this ratio is to manage the debt level to be between 0% and -50%. The Council remains committed to maintaining debt levels within its own prudential guidelines. The debt levels indicate a ratio of -45% at the beginning of the forecast period reflecting the additional long term borrowings for the Coastal Pathways. This ratio then reduces over the forecast period to the benchmark by 2031-2032. This indicates that the Council does not rely heavily on debt nor does it foresee a situation in the future where this will change to any material extent.

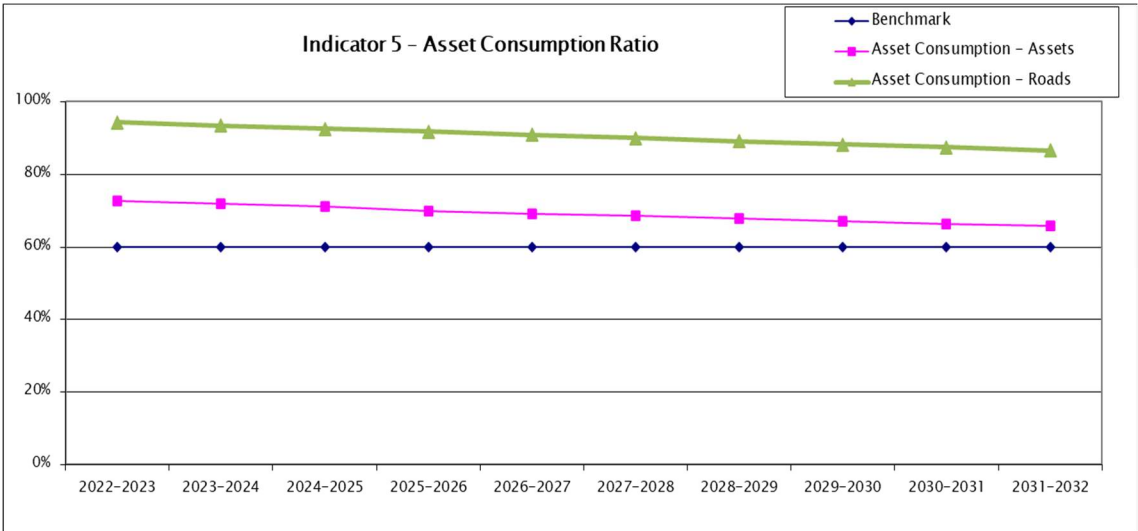


LONG-TERM FINANCIAL PLAN

CENTRAL COAST COUNCIL

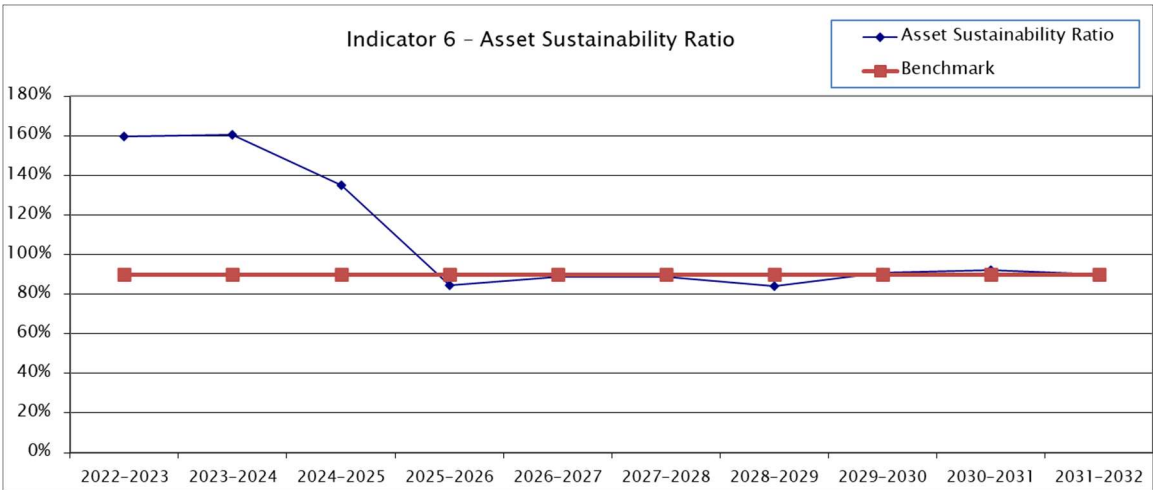
Asset Consumption Ratio

This ratio indicates the average percentage of remaining useful life of the Council’s assets and shows the average proportion of new condition left in its asset base. The benchmark is 60% of its “new condition”. The Council has measured the assets as a whole and the road assets on their own. The graph indicates that over the 10 year forecast both assets as a whole and roads in particular are maintained well above the required benchmark.



Asset Sustainability Ratio

This ratio indicates whether the Council is renewing or replacing its existing non-financial assets at the same rate the assets are being “used” or “consumed”. The benchmark is between 90% and 100% meaning that the Council must expend as much on renewing and replacing existing assets as are “used up” as measured by the depreciation charge. This benchmark is achieved in the proposed plan. Specific future renewal and upgrade projects are difficult to identify at this stage with any certainty, however general provision has been included in the Capital spend program which maintains the ratio within the benchmark.

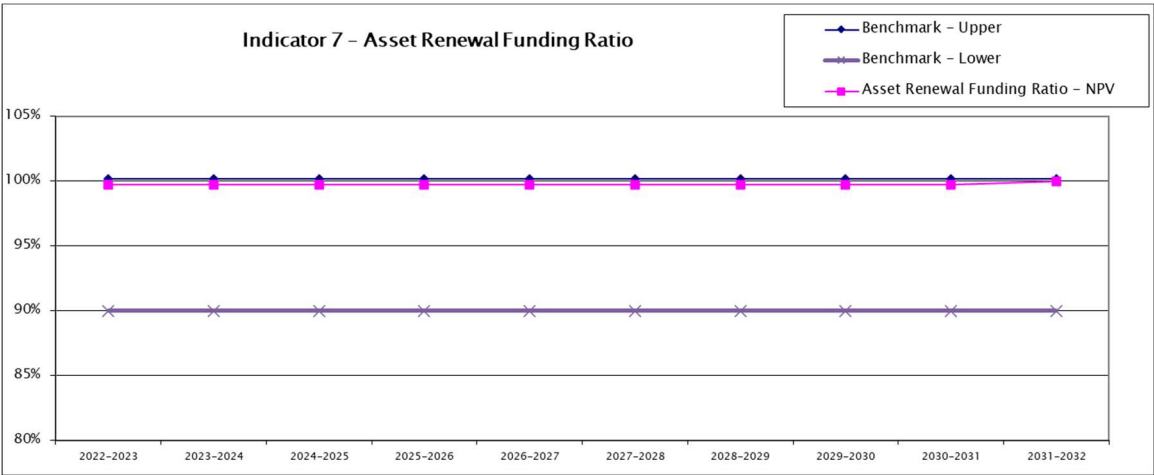


LONG-TERM FINANCIAL PLAN

CENTRAL COAST COUNCIL

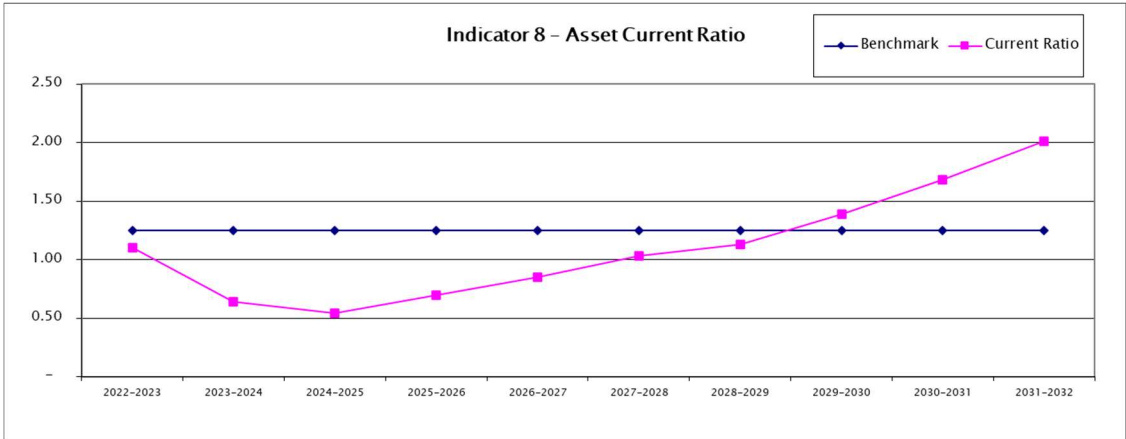
Asset Renewal Funding Ratio

The desired range for this ratio is between 90% and 100%. Since there is no difference between the data contained in the IAMPs and the LTFP this ratio is constant at 100%. This is what the benchmark range wants to achieve. The Council is in the process of preparing a new Asset Management Strategy at the time this LTFP was been compiled. The actions arising out this plan will be incorporated into future LTFPs.



Asset Current Ratio

The Council current ratio target is 1.25, and the current plan indicates the Council will come in below this in the short term, as we continue in a asset investment cycle of new and upgraded assets that continues on from the 2020-2021 and 2021-2022 financial years through to the 2023-2024 and 2024-2025 financial years. The Council has elected not to borrow any additional funds other than those previously identified for specific new strategic projects. The graph indicates that the Council will return to a ratio of over 1 in the medium term and return to its benchmark goal over the long term. The council maintains positive cash holdings over the period ranging from \$4m to \$16m and has the option to borrow additional funding or manage capital project timing to manage its working capital requirements.

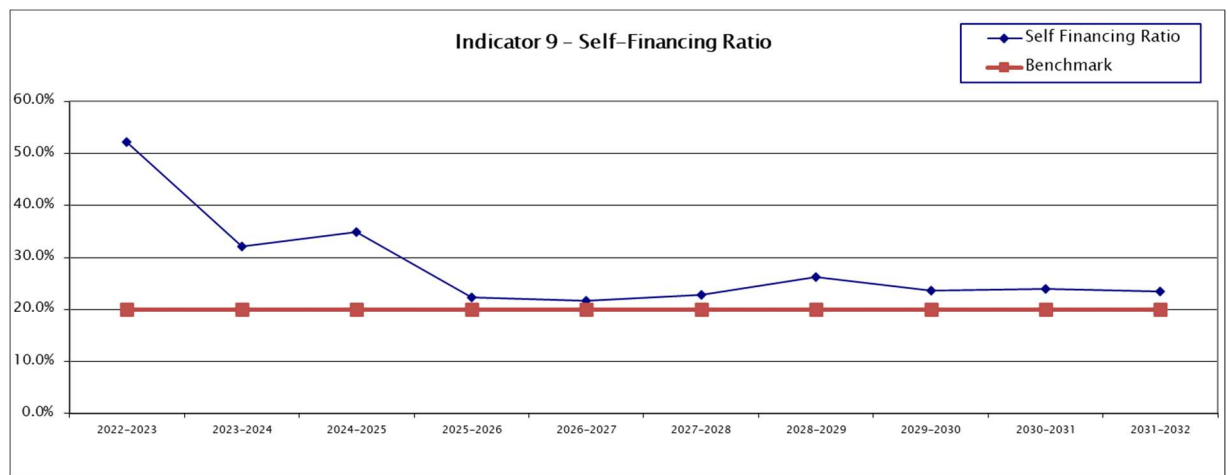


LONG-TERM FINANCIAL PLAN

CENTRAL COAST COUNCIL

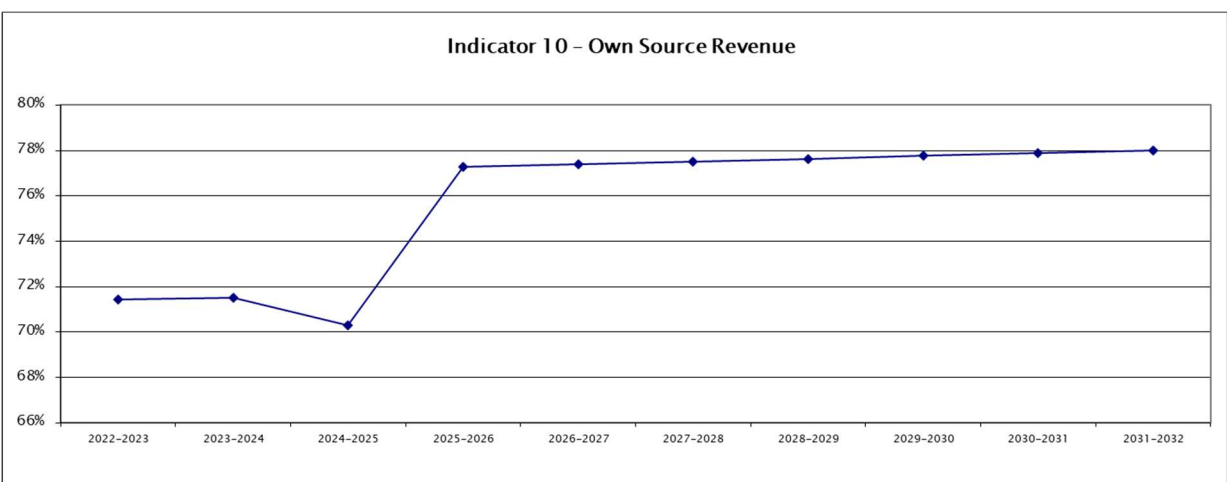
Self-Financing Ratio

This ratio measures the ability of the Council to generate cash to fund the replacement of its assets. The trend in this ratio is important that it indicates Council’s ability to properly fund capital expenditure over the forecast period. The plan meets the benchmark over the forecast period.



Own Source Revenue

This ratio represents revenue generated by a council through its own operations. The higher the ratio, the more self-reliant the council is on its own resources. The basis of the Plan was that it would be drawn up including only those items of revenue the Council could rely upon with a great degree of certainty. As result this ratio reflects that assumption.



LONG-TERM FINANCIAL PLAN

CENTRAL COAST COUNCIL

UNFUNDED PROJECTS

The planning process has determined that there are many more projects that could be done if the finance was available. However, as discussed in the assumptions we have only included revenue on which we can reasonably rely, so we can therefore only include those capital works and strategic projects that we have existing funding for. As and when funding comes available for these projects they will be incorporated in the main part of the 10 year plan.

In the detailed asset management plans there is a “Future” column. This column contains those capital works and strategic projects that could be introduced into the 10 year window were the funds available. Detailed below is a list of the Strategic projects that are on hold pending an appropriate level of grant funding.

STRATEGIC PROJECTS

Car Parks

Commuter parking	\$60,000
North Motton Recreation Ground	\$40,000
Off Street Parking – Penguin	\$300,000
Paid Parking Systems	\$500,000
River Park	\$100,000
Strategic Purchases	\$600,000

Roads

Castra Road (30km widen)	\$6,000,000
Cuprona Road (River Avenue to Albert Road widen)	\$2,000,000
Forth Road (Turners Beach to Forth Township widen 3km)	\$2,000,000
Industrial Drive Extension	\$1,000,000
Loongana/Cradle Mountain Link Road	\$4,200,000
Loyetee/Loongana Link Road	\$2,700,000
Main Road, East Penguin - Street lighting upgrade	\$300,000
Main Road, Penguin - CBD streetscape	\$300,000
Main Road, Penguin – Upgrade power	\$300,000
Maskells Road / Industrial Drive / highway intersection	\$1,000,000
Reibey Street, Ulverstone – CBD streetscape	\$500,000

LONG-TERM FINANCIAL PLAN

CENTRAL COAST COUNCIL

Preston Road	\$8,000,000
Preston Road (18km widen)	\$3,600,000
Raymond Road Landslip	\$2,000,000
Footpaths	
<i>Turners Beach</i>	
Boyces Street to Blackburn Drive	\$90,000
Gables Park	\$110,000
<i>Sulphur Creek</i>	
Preservation Drive – Lyle Street to Hogarth Road	\$100,000
<i>Other</i>	
Penguin to Goat Island	\$5,500,000
Shared Pathway Forth to Turners Beach	\$1,700,000
Economic Development	
Gas to Ulverstone	\$2,000,000
Passive Recreation	
Hiscutt Park Pond	\$1,200,000

CENTRAL COAST COUNCIL TEN YEAR FORWARD PLAN												
STRATEGIC PROJECTS												
	0	1	2	3	4	5	6	7	8	9	10	
	PY Estimates	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	
Coastal Pathway	500,000	6,022,000										
Turners Beach - Leith Shared Pathway	1,220,500											
Ulverstone Cultural Precinct	2,895,181											
Slipstream Circus		3,000,000										
Reibey Street Upgrade Design Work		200,000										
Reibey Street Upgrade												
LRCI Funded Projects			1,000,000	1,000,000	1,000,000							
Penguin Recreation Ground	30,000	170,000										
Park Avenue - Penguin Depot		100,000										
East Ulverstone Industrial Estate - Stage 2		100,000										
Ulverstone Precinct Science Dome		75,000										
Penguin Foreshore	3,103,000											
Purchase of Strategic Properties		500,000										
Penguin CBD redevelopment	122,288											
10 Year TOTALS	\$ 7,870,969	\$ 10,167,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**CENTRAL COAST COUNCIL
TEN YEAR FORWARD PLAN**

DEPOTS

	1	2	3	4	5	6	7	8	9	10	
	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	
Office building external refurbishment											
Perimeter fencing (completion)											
Training/Meeting Room (Locker Room conversion)											
Truck shed floor											
Washdown bay		10,000									
Works Office Assistant Office (window)											
Master Plan	2,000										
Office upgrade											
Depot window lintels/brickwork											
Box Gutter and Overflow											
Depot shed facade renewal											
Office roof renewal											
General painting program	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000
Shed roof renewal		10,000									
Roller Door renewal											
Seal Depot Yard			40,000								
Two-way Radio Upgrade											100,000
Construction Supervisor (heat pump)											
Security System Upgrade (Depot and Dog Pound)			10,000	50,000							
Trevor Street Wall - Repair											
Penguin Depot decommissioning											
Minor plant and equipment - new	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
Minor plant and equipment - replace	33,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	600,000
10 Year TOTALS	\$ 50,000	\$ 70,000	\$ 100,000	\$ 100,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 850,000

CENTRAL COAST COUNCIL TEN YEAR FORWARD PLAN											
EMERGENCY SERVICES											
	1	2	3	4	5	6	7	8	9	10	
Description	Budget 22/23	Planned 23/24	Planned 24/25	Planned 25/26	Planned 26/27	Planned 27/28	Planned 28/29	Planned 29/30	Planned 30/31	Planned 31/32	Future
Building upgrade	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	250,000
Furniture and Equipment Upgrade	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
Forth River erosion control				70,000	70,000						70,000
10 Year TOTALS	\$ 15,000	\$ 15,000	\$ 15,000	\$ 85,000	\$ 85,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 420,000

**CENTRAL COAST COUNCIL
TEN YEAR FORWARD PLAN**

URBAN ROADS

	0	1	2	3	4	5	6	7	8	9	10	
	PY Estimates	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	
RENEWAL												
Asset Management Renewal (roadworks reconstruction)		80,000	100,000	200,000	200,000	400,000	400,000	400,000	400,000	400,000	400,000	4,000,000
Braddon Street, Penguin (Eastern side)			140,000									
Braddon Street, Penguin (Western side)				100,000								
Clarke Street					100,000							
Cluan Crescent	203,669											
Coroneagh Street	326,623											
Eastland Drive Pavement												
Gollan Street - east side			100,000							0		
Hamilton Street				80,000								
Hampson Street												200,000
King Edward Street - Penguin			80,000									
Kings Parade (Bridge roundabout to Jermyn Street)												
Main Road		30,000										
Main Street												800,000
Mary Street												
Mission Hill embankment												90,000
Reiby Street (Drainage)		40,000										
Risby Street		250,000										750,000
Seaside Crescent	60,000	100,000										
Sports Complex Avenue												200,000
Street resealing	230,000	200,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,500,000
Trevor Street - kerb and channel	140,000	100,000										
William Street				150,000								
Wongi Lane Bus Shelter Improvement												
SAFETY IMPROVEMENTS												
Blackburn Drive												30,000
Carpark Lane improvements	10,000	30,000										
CBD Bollards (Event Safety)												
Clerke Street/Main Road intersection improvements												50,000
Crescent Street/Reibey Street/Kings Parade intersection												
Crossover kerb ramp improvements	21,467	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	
Eastland Drive/Main Street corner												200,000
Esplanade, Turners Beach		210,000	140,000									
Forth Road delineation			50,000									
Fysh Street, Forth						80,000						0
James Street - Investigation		10,000										400,000
Ironcliffe/Sunnyridge Intersection	60,000											0
Josephine Street and South Road intersection improvement			100,000									
Kings Parade Queen's Gardens	30,000											
Main Road - Crescent Street East				200,000								
Main Road - Crescent Street West				70,000								
Preston Road/Top Gawler Road			100,000									
Railway crossings		40,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000
Safe cycling routes		10,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000
Safety improvements					200,000	200,000	200,000	400,000	400,000	400,000	400,000	3,000,000
Traffic management safety improvements	7,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
Lovett Street/Trevor Street intersection												300,000

**CENTRAL COAST COUNCIL
TEN YEAR FORWARD PLAN**

URBAN ROADS

	0	1	2	3	4	5	6	7	8	9	10	
	PY Estimates	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	
CONSTRUCTION												
Beach Road - kerb and channel												130,000
Cann Street			100,000									
Dial Road - kerb and channel												100,000
Dysons Lane Parking												
Esplanade, Turners Beach - kerb and channel												500,000
Esplanade, Ulverstone - kerb and channel												40,000
Hearps Road - kerb and channel												35,000
Henry Street - kerb and channel												160,000
Henslowes Road												80,000
Ironcliffe Road - kerb and channel				100,000								
James Street - kerb and channel				170,000								
King Edward Street, Ulverstone - kerb and channel												
Knights Road - kerb and channel						170,000						
Merinda Drive												60,000
Overall Street - kerb and channel												120,000
Peppermint Drive												100,000
Preservation Drive, Sulphur Creek												470,000
Queen Street laneway												90,000
River Avenue - kerb and channel Haig to Spring west side												200,000
River Avenue - kerb and channel west of boathouse												200,000
River Road - kerb and channel												100,000
Riverside Avenue - kerb and channel												100,000
South Road retaining wall	91,000											
Sunnyridge Avenue						60,000						0
Trevor Street - Walker to James												300,000
Trevor Street - kerb and channel												70,000
Victoria Street					100,000							
Water Street					100,000							
Westella Drive (Development)	100,000											
Wrights Road - kerb and channel												80,000
STRATEGIC PROJECTS - FUTURE												
Industrial Drive extension												1,000,000
Main Road - East Penguin street lighting underground												300,000
Main Road, Penguin - CBD streetscape												300,000
Main Road, Penguin - underground power												300,000
Maskells Road/Industrial Drive/Bass Highway intersection												1,000,000
Reibey Street, Ulverstone - CBD streetscape												500,000
10 Year TOTALS	\$ 1,279,759	\$ 1,130,000	\$ 1,215,000	\$ 1,375,000	\$ 1,005,000	\$ 1,215,000	\$ 905,000	\$ 1,105,000	\$ 1,105,000	\$ 1,105,000	\$ 1,105,000	\$ 10,665,000

**CENTRAL COAST COUNCIL
TEN YEAR FORWARD PLAN
RURAL ROADS**

		1	2	3	4	5	6	7	8	9	10	
	PY Estimates	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	
RENEWAL												
George Street, Forth												
Isandula Road Landslip												
Penguin Road - Lonah Landslip		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	450,000
Pine Road Rehabilitation (Bonneys to Copes)			250,000									
Raymond Road - landslip	14,630	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	250,000
Reseal program	527,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	8,000,000
Shoulder Program	200,000	150,000	200,000									
Subject to Asset Management Plans		185,000	250,000	150,000	150,000	150,000	250,000	250,000	350,000	350,000	350,000	2,500,000
SAFETY IMPROVEMENTS												
Albert Road												90,000
Browns Lane	0	0	50,000									
Creamery Road				150,000								
Guidepost Installation program	104,685											
Gunns Plains Road							200,000	200,000				200,000
Intersection improvements	40,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	
Ironcliffe Road		2,820,000	2,820,000	3,760,000								60,000
Isandula Road												60,000
Kindred Road/Old Kindred Road	20,000	200,000										
Loongana Road guardrail	90,000											
Nine Mile Road	140,000											
Pine Road/Copes Road intersection	100,000											
Pine Road/Kergers Road intersection					100,000							
Pine Road Guardrail replacement				100,000								
Safety improvements					150,000	150,000	250,000	250,000	250,000	250,000	250,000	2,000,000
South Nietta/Loongana intersection								100,000				
Stubbs Road			80,000									
Swamp Road safet improvements	10,000											
Traffic management improvements	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000
Westella Drive		80,000										
CONSTRUCTION AND SEAL												
Allison Road												330,000
Dial Road												500,000
Harveys Road (500-860)												90,000
Haywoods Road												130,000
Ironcliffe Road												40,000
Purtons Road												290,000
Saltmarsh Road												140,000
UNSEALED ROADS - RURAL												
Perrys Road												10,000
STRATEGIC/FUTURE PROJECTS												
Castra Road (30km widen)												6,000,000
Cuprona Road (River Avenue to Albert Road widen)												2,000,000
Forth Road (Turners Beach to Forth Road widen 3km)												2,000,000
Preston Road (18km widen)												3,600,000
Loongana/Cradle Mountain Link Road												20,000,000
Loyetee/Loongana Link Road												10,000,000
10 Year TOTALS	\$ 1,251,315	\$ 4,320,000	\$ 4,535,000	\$ 5,045,000	\$ 1,285,000	\$ 1,185,000	\$ 1,585,000	\$ 1,685,000	\$ 1,485,000	\$ 1,485,000	\$ 1,485,000	\$ 58,790,000

**CENTRAL COAST COUNCIL
TEN YEAR FORWARD PLAN
FOOTPATHS**

	0	1	2	3	4	5	6	7	8	9	10	
	PY Estimates	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	
RENEWAL												
<i>Ulverstone</i>												
Mary Street												
Other renewals	6,435		130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	1,300,000
James Street (UHS)	37,102											
Walker Street (UHS)	120,000											
<i>Penguin</i>												
Other renewals	26,790	64,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	800,000
<i>Turners Beach, Leith and Forth</i>												
Other renewals		20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000
<i>Preservation Bay to Heybridge</i>												
Other renewals			20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000
<i>Recreational Pathways</i>												
Anzac Park pathway												1,600,000
Hiscutt Park 6												50,000
Hiscutt Park 8												10,000
Tobruk Park												190,000
Westshore pathway rail crossing												20,000
Westshore paved pathway												540,000
Other renewals												500,000
UPGRADE												
Queen Street Bertha Street Crossing	20,000	20,000										
Main Street - Victoria Street Crosisng	20,000											
NEW												
<i>Ulverstone</i>												
Adaihi Street								300,000				
Alice Street												35,000
Amy Street - 2 Highfield Crescent North												35,000
Amy Street - 3 Upper Maud Street to Cheryl Court												60,000
Amy Street - 4 No. 9												25,000
Amy Street - 5												45,000
Beach Road		160,000										
Bishop Street												25,000
Boon Street												35,000
Braddon Street												
Braddon Street - Moore Street to Maud Street												85,000
Braddon Street - Alice Street to Maud Street												65,000
Chamberlain Street - East												90,000
Clara Street - Alice Street to South Road												80,000
Clara Street - River Road to South Road			80,000									
Clarke Street												100,000
Dial Street												90,000
Eastland Drive												70,000
Gawler Road (Gawler)												150,000
Gawler Road (Ulverstone)					270,000							
Hearps Road												120,000
Helen Street												100,000
Henslowes Road									140,000			
Locket Street												95,000
Main Street - 1 Eastland Drive to Heathcote Street												90,000
Main Street - 2 Heathcote Street/Whitelaw Street												90,000
Main Street - 3 Whitelaw Street to Production Drive (North)												160,000
Main Street - 4 Parsons Street to Production Drive (South)												115,000
Marion Street												45,000
Mason Street												80,000
Maud Street												80,000

CENTRAL COAST COUNCIL
TEN YEAR FORWARD PLAN
FOOTPATHS

	0	1	2	3	4	5	6	7	8	9	10	
	PY Estimates	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	
Penguin Road - 43 to Westland Drive												30,000
Queen Street - Bertha Street to Moore Street												105,000
Queen Street - Moore Street to Maud Street												85,000
River Road - 1 Maxwell Street to Jesamel Place		165,000										
River Road - 2 Clara Street to Margaret Place		165,000										
River Road - 3 Jesamel Place to Clara Street			50,000									
River Road - 4 Amherst Street to Queen Street			76,000									
Riverside Avenue												45,000
Short Street												35,000
Trevor Street												170,000
Upper Maud Street - Hearps Road to Westfield Court												90,000
Upper Maud Street - Vista Court to Amy Street												110,000
Walker Street												70,000
Whitelaw Street												180,000
<i>Penguin</i>												
Cann Street - 2												30,000
Deviation Road - 1												500,000
Deviation Road - 2												550,000
Dial Road - 1												110,000
Hampson Street												20,000
Kyema Court												20,000
Main Road - 2												130,000
Mission Hill Road - 1												70,000
Mission Hill Road - 2												80,000
Mission Hill Road - 3												160,000
Pine Road												
Pine Road - Bass Highway to Browns Lane												200,000
Pine Road - Browns Lane to end of kerb												230,000
South Road - 1												70,000
South Road - 2												110,000
South Road - 3												45,000
South Road - 4												70,000
Walton Street												60,000
<i>Turners Beach</i>												
Boyes Street - South			60,000									
Boyes Street - North				180,000								
Albert Street												50,000
Albert Street - North 2												20,000
Lukin Street - South												110,000
Manley Street												100,000
Stubbs Road						220,000						
Susan Street - 1					270,000							
Susan Street - 2												60,000
Turners Avenue												
Westella Drive - Turners Beach Road to Forth Road							260,000					
Westella Drive - Forth Road to Stubbs Road						140,000						
<i>Forth</i>												
Forth Road												90,000
George Street												100,000
Grove Street												30,000
Leith Road												40,000
William Street - 2												140,000
Wilmot Road												150,000
<i>Preservation Bay</i>												
Hogarth Road												80,000
Overall Street												30,000
Lyle Street - Glenburn Crescent												115,000
<i>Heybridge</i>												

**CENTRAL COAST COUNCIL
TEN YEAR FORWARD PLAN
FOOTPATHS**

	0	1	2	3	4	5	6	7	8	9	10	
	PY Estimates	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	
River Avenue												
River Avenue - 2 Anne Street to 12 River Avenue												120,000
River Avenue - 3 Cuprona Road to Anne Street												80,000
River Avenue - 4												170,000
<i>Recreational Pathways</i>												
Blackburn Drive												600,000
Esplanade to Blackburn Drive												160,000
Forth Recreation Ground												15,000
Forth Shop to recreation area												20,000
Haywoods Reserve												45,000
Hiscutt Park - 1												25,000
Hiscutt Park - 2												70,000
River Park development												160,000
STRATEGIC PROJECTS												
<i>Coastal Pathway Plan</i>												
Beach Road, Ulverstone												700,000
Esplanade, Turners Beach												90,000
Forth River to Leith underpass												700,000
Forth to Turners Beach Shared Pathway												1,700,000
Gables Park												110,000
Robertsons Road to Queen Street												2,800,000
Leith underpass to railway underpass												400,000
Penguin Road, Lonah												20,000,000
Penguin to Lonah												1,000,000
Preservation Drive - 1 Lyle Street to Hogarth Road												100,000
Preservation Drive - 2 Hogarth to Overall (3m wide+K&C&D)												720,000
Preservation Drive - 3 Overall Street to Creamery Road (3m wide)												400,000
Preservation Drive - 4 Creamery Road to Midway Point (3m wide)												310,000
Preservation Drive - Midway Point to Surf Club (3m wide)												1,000,000
Preservation Drive - Surf Club to Main Road, Penguin (3m wide)												1,200,000
Shared Pathway Turners Beach to Leith (incl bridge)	196,000											
10 Year TOTALS	\$ 426,327	\$ 594,000	\$ 516,000	\$ 430,000	\$ 790,000	\$ 610,000	\$ 510,000	\$ 550,000	\$ 390,000	\$ 250,000	\$ 250,000	\$ 44,560,000

**CENTRAL COAST COUNCIL
TEN YEAR FORWARD PLAN**

BRIDGES

			0	1	2	3	4	5	6	7	8	9	10	
			PY Estimates	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description			21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	
	Bridge Approaches	Castra Main Road												
	Bridge Delineation & Flags	Leven River Bridge	30,000											
	Decorative Lighting	Leven River Bridge		40,000										
253	Forth River	Forth Road		140,000										
1517	Redwater Creek	Loyetee Road												
4310	Sulphur Creek	Nine Mile Road (ALGCP *)												
4310	Sulphur Creek	Nine Mile Road (ALGCP Repayment*)												
3630	Buttons Creek	Edinborough Road												
	Gawler River	Preston Road	2,500,000	294,000										
656	Gawler River	Isandula Road												
2969	Clayton Rivulet	Rodmans Road												
1718	Clayton Rivulet	Douglas Road												
1726	Laurel Creek	Loyetee Road		330,000										
2522	Adams Creek	Stotts Road	450,000											
5411	Preston Creek	McPhersons Road			270,000									
5410	Preston Creek	Raymond Road					250,000							
292	Leven River	South Riana Road						920,000						
2965	Pine Creek	South Riana Road								400,000				
2340	Jean Brook River	Loongana Road									540,000			
2130	Adams Creek	Camena Road										300,000		
2559	Sulphur Creek	West Pine Road										150,000		
2987	Buttons Creek	Picketts Road												150,000
4085	McBrides Creek	Ironcliffe Road												150,000
3200	Buttons Creek	Castra Main Road												370,000
91	Leven River flood o'flow	South Riana Road												270,000
1291	Leven River	Loongana Road												1,200,000
1533	Buttons Creek	Castra Road												400,000
3519	Leven River tributary	Lobster Creek Road												180,000
10 Year TOTALS			\$ 2,980,000	\$ 804,000	\$ 270,000	\$ -	\$ -	\$ 250,000	\$ 920,000	\$ -	\$ 400,000	\$ 540,000	\$ 450,000	\$ 2,720,000

**CENTRAL COAST COUNCIL
TEN YEAR FORWARD PLAN**

CAR PARKS

	0	1	2	3	4	5	6	7	8	9	10	
	PY Estimates	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	
RENEW/RESEALING												
Athletic Track car park				40,000								
Beach Road Lookout car park				35,000								
Bicentennial Park car park				55,000								
Forth Community car park												
Haywoods Reserve car park			100,000									
Hiscutt Park			50,000									
Leven Canyon Lookout car park						50,000						
Other reseals				150,000	95,000	205,000	250,000	250,000	250,000	250,000	250,000	2,500,000
Penguin Recreation Ground car park												
Quadrant car park North						160,000						
Ulverstone Recreation Ground (North)			30,000									
Ulverstone Showground South				170,000								
Ulverstone Showground West												
Yacht Club car park						40,000						
UPGRADE												
Anglican Church car park												
Church of England - lighting						80,000						
Leith Road						80,000						
North Reibey Street	10,000			200,000								
Parking Plan - strategic implementation												
NEW												
Alternating Current Electrical Vehicle Charge Station		15,000										
Main Road, Penguin				160,000								
STRATEGIC PROJECTS - FUTURE												
Commuter parking												60,000
Multi-storey car park												3,000,000
North Motton Recreation Ground												40,000
Off street car parking, Penguin												300,000
Paid parking systems												500,000
River Park												100,000
Strategic purchases												600,000
Sulphur Creek												100,000
Upgrades/rearrangements						100,000						300,000
10 Year TOTALS	\$ 10,000	\$ 15,000	\$ 180,000	\$ 810,000	\$ 95,000	\$ 715,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 5,000,000

**CENTRAL COAST COUNCIL
TEN YEAR FORWARD PLAN**

DRAINAGE

	0	1	2	3	4	5	6	7	8	9	10	
	PY Estimates	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	
RENEW												
Manhole/side entry pit replacements	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
Capacity Upgrades			50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
UPGRADE - INCLUDING FLOOD/RISK RELATED												
Ashwater Crescent, Penguin			60,000									
Bass Highway - Preservation Bay & Sulphur Creek			40,000	40,000	40,000	40,000	40,000	40,000	40,000			
Bertha Street Outfall, Ulverstone	40,000	120,000										100,000
Eastland Drive, Ulverstone												150,000
Ellis Creek Outfall, Sulphur Creek			50,000									
Esplanade, Turners Beach (OC Ling caravan park flooding)	10,000	20,000										
Fenton Street		40,000										
Ironcliffe Road - contribution	14,585											
Leith drainage												150,000
Mason Street	40,000											
Miscellaneous drainage	20,000	20,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
Mission Hill Road/Deviation Road, Penguin				50,000								
Mortimer Road, Penguin												
Outfall Improvements					40,000	40,000	40,000	40,000	40,000	40,000	40,000	
Penguin Creek relocation												250,000
Preservation Drive (No322)			100,000									
Queen Street (Alice Street to South Road), Ulverstone												100,000
River Avenue, Heybridge												50,000
Sice Avenue Outfall		10,000										
South Road-Ellis Street, West Ulverstone												
Stormwater Management Plan outcomes, inc. climate change impact			100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
Trevor Street, Ulverstone (East of Laurel Place)				80,000								
Victoria Street Outfall		80,000										
264 Westella Drive, Turners Beach												
NEW CONSTRUCTION												
Buttons Creek Wetlands Investigation	5,000											60,000
Bass Highway (300 Bass Highway), Sulphur Creek			30,000									
Bridge Street (No. 17) , Leith				20,000								
Browns Lane, Penguin				20,000								
Creamery Road (East), Sulphur Creek												30,000
Creamery Road (West), Sulphur Creek												30,000
Forth Road, Forth					30,000							150,000
Heybridge drainage - South side												100,000
Hull Street, Leith - Stage 1												40,000
Hull Street, Leith - Stage 2												50,000
James Street (No. 8) , Forth												30,000
Josephine Street/South Road, Ulverstone					50,000							
Jowett Street/Richardson Street, Ulverstone			40,000									
Jowett Street, Ulverstone					30,000							
Knights Road, Ulverstone												20,000
Main Road/Cann Street, Penguin			30,000									30,000
Olivers Road extension, Ulverstone					50,000							
Parsons Street Wetland Investigation												
Penguin Road, Ulverstone												200,000
Penstone drainage, Ulverstone												50,000
Stanley/Vincent Streets, Ulverstone				60,000								
Sulphur Creek												400,000
Trevor Street, Ulverstone (128 - 140)				60,000								
Trevor Street (side entry pit near No. 170)				30,000								
Trevor Street, Ulverstone - Morton subdivision			30,000									
West Ulverstone extension												150,000
Westridge Road, Penguin contribution												50,000
10 Year TOTALS	\$ 159,585	\$ 320,000	\$ 590,000	\$ 570,000	\$ 450,000	\$ 290,000	\$ 290,000	\$ 290,000	\$ 290,000	\$ 250,000	\$ 250,000	\$ 4,290,000

CENTRAL COAST COUNCIL TEN YEAR FORWARD PLAN WASTE MANAGEMENT												
	0	1	2	3	4	5	6	7	8	9	10	
Description	PY Estimates 21/22	Budget 22/23	Planned 23/24	Planned 24/25	Planned 25/26	Planned 26/27	Planned 27/28	Planned 28/29	Planned 29/30	Planned 30/31	Planned 31/32	Future
GENERAL												
- Public Area Bin Upgrade		90,000	90,000									
- Public Place Recycling	16,975											
- Waste Levy Compliance and Site Design	1,701	80,000										
PENGUIN RDS												
- Site rehabilitation	24,000		40,000									400,000
CENTRAL COAST RESOURCE RECOVERY CENTRE												
- Access Road Reseal				30,000								
- Boom Gates												
- Carpark Seal			30,000									
- Drainage												100,000
- Entrance roofing				50,000								
- Landscaping			30,000			30,000	30,000					
- Leachate improvements			50,000		50,000		50,000					250,000
- Rehabilitation			50,000		70,000	50,000						1,500,000
- Security		25,000										
- Signage	4,000	5,000										
- Site development	18,728	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	250,000
- Stormwater Lagoon												
- Tip Shop building												100,000
- Waste bins roofing			50,000	50,000								
- Wetlands		270,000										
- Weighbridge			200,000									
COUNTRY WASTE FACILITIES												
General												
- Audit		15,000										
- Recycling		30,000										
Castra Transfer Station												
- Site development and rehabilitation			20,000		20,000			20,000			20,000	
Preston Transfer Station												
- Site development and rehabilitation			20,000			20,000			20,000			
South Riana Transfer Station												
- Site development and rehabilitation				20,000			20,000			20,000		
RIVER ROAD												
- Site rehabilitation			20,000		30,000							
10 Year TOTALS	\$ 65,404	\$ 535,000	\$ 620,000	\$ 170,000	\$ 190,000	\$ 120,000	\$ 120,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 2,600,000

**CENTRAL COAST COUNCIL
TEN YEAR FORWARD PLAN**

PARKS (incl. Playgrounds)

	0	1	2	3	4	5	6	7	8	9	10	
	PY Estimates	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	
Beach access upgrades	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000		
Beach Road (East) - Access/gate/weed control	2,474											
Beach Road (coastline expansion)	10,000	10,000										
Park asset renewals	35,000	40,000	80,000	50,000	40,000	465,000	20,000	35,000	40,000	50,000	50,000	1,000,000
Penguin Road - West Ulverstone beach access												
Penguin Skate Park												300,000
Playground renewals - identified	30,000	60,000	80,000	60,000	70,000	90,000	75,000	80,000	110,000	40,000	40,000	500,000
Robins Roost - Playground upgrade												100,000
Tobruk Park BBQ (Fig Tree) - refit			20,000									
Hiscutt Park Pond - siltation investigation/cleanout												100,000
Perry-Ling Gardens	40,000	165,000										
Penguin Foreshore shared pathway (LRCI 3)		130,000										
Penguin Foreshore Playground and landscape (LRCI 3)		400,000										
Watcombe Beach Pedestrian Rail Crossingss (LRCI 3)		500,000										
GENERAL												
Physical activity equipment			20,000	20,000	50,000			50,000		10,000	10,000	
Hiscutt Park BBQ - refit							20,000					
Fairway Park - Beach Road				20,000		30,000						
Fairway Park - Master Plan	5,000	15,000										
Park signage upgrade		10,000	10,000				15,000			12,000	12,000	
Amy/Josephine Street beach steps												25,000
Anzac Park slide - shade sail			30,000		30,000	30,000		30,000				
Anzac Park step refurbishment												
Anzac Park - Pathway to playground			20,000									
Beach Road coastal expansion/treeline				10,000		10,000		10,000				
Beach Road limited mobility viewing platform			35,000	35,000								30,000
Public Showers	60,000											
Beach/Camp shower												
Bicentennial Park - Services (Power and Water)												
Braddons Lookout - solar light & security camera	15,000											
Dial Park - rubber soft fall												
Fishpond coast restoration	5,000		5,000	5,000								
Industrial Estate Greenbelt	10,000		5,000									
Leven Canyon Track handrails (steep sections) + track to toilets			30,000									
Leven Canyon - path track resurfacing												
Leven River Foreshore - Reid Street Reserve Wildlife Corridor	2,000	2,000										
Penguin foreshore - shade sail												
Penguin Skate Park - fence renewal							10,000					
Penguin Skate Park - hotmix renewal (concrete)				35,000								
Penguin Skate Park - shade sail												
Preston Falls - view platforms and track development												
Robins Roost footpath												
Shade sail program			15,000	15,000	15,000							60,000
Shropshire/Yacht Club fence renewal							10,000					
Ulverstone Skate Park upgrade	559,000		0									
Upper Preston Falls track				35,000								
Buttons Creek - Caravan Park - Foreshore rehabilitation												
Hiscutt Park - bridge refurbishment	30,000											
Dial Park - Revegetation												
Tobruk Park Pond rectification												
Anzac Park - bank re-planting							100,000					
River Park Closeout			15,000									
Hiscutt Park Wall Repair		40,000	20,000									1,300,000
Turners Beach Boardwalk	100,000											
Develop Natural Resource Management Strategy	30,000											
Lethborg Avenue Encroachment Restoration		30,000	20,000	10,000								
Lighting Pathways				40,000	40,000	20,000						200,000
Picnic Point Shared Pathway	37,000											
Tobruk Park Shared Pathway	13,000											
Beach Road Shared Pathway	291,000											
West Ulverstone Fish Cleaning Station	13,380											
Country Park Track Upgrades		10,000										
Greening Central Coast Strategy	14,075	30,000										
LOCAL OPEN SPACE												
Hall Point - Rehabilitation	2,000	2,000										

CENTRAL COAST COUNCIL TEN YEAR FORWARD PLAN												
PARKS (incl. Playgrounds)												
	0	1	2	3	4	5	6	7	8	9	10	
Description	PY Estimates	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	
NEW LOCAL OPEN SPACE												
Ironcliff Road												
Markm Court					60,000							
Mission Hill Road/Deviation Road/Crisling Place						60,000						50,000
Seabreeze Avenue/Creamery Road												50,000
Southwood Avenue												50,000
EQUESTRIAN CENTRE/BATTEN PARK												
Batten Park Master Plan and site development						100,000						5,000,000
Investigate relocation of North Motton Equestrian Centre to Batten Park												
BIKE DIRT AND PUMP TRACK												
Bike dirt jump and pump track - seating etc.												100,000
OPEN SPACE AND RECREATION PLAN												
Review of Open Space and Recreation Plan												
Completion of Wharf to Buttons Creek Master Plan			20,000									
Johnsons Beach BBQ and hut	35,000	30,000										
ULVERSTONE URBAN DESIGN GUIDELINES												
Anzac Park Master Plan												500,000
FORTH URBAN DESIGN GUIDELINES												
Forth Recreation Ground entry gates				20,000			20,000					
Forth Recreation Ground play/fitness facilities - climbing net				30,000				30,000				
Forth Recreation Ground riverbank fencing					50,000							
Forth Recreation Ground tree planting			10,000									
River bank regeneration						50,000						
TURNERS BEACH URBAN DESIGN GUIDELINES												
Turners Beach Recreation Precinct - park shelter												
Turners Beach Recreation Precinct - playground and seating								30,000				
Turners Beach Recreation Precinct - beach vegetation plan												
Turners Beach Urban Design Guidelines - Boardwalk												
Turners Beach Pathway - Land Purchase East Ulverstone												
10 Year TOTALS	\$ 1,378,929	\$ 1,514,000	\$ 475,000	\$ 425,000	\$ 395,000	\$ 895,000	\$ 310,000	\$ 305,000	\$ 190,000	\$ 152,000	\$ 112,000	\$ 9,365,000

**CENTRAL COAST COUNCIL
TEN YEAR FORWARD PLAN**

PUBLIC AMENITIES

	0	1	2	3	4	5	6	7	8	9	10	
	PY Estimates	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	
Bus shelters - renewals			10,000	10,000	10,000	15,000	10,000	10,000	10,000	10,000	10,000	100,000
Bus stop upgrade and removals												
Central Coast Memorial Park - toilet renewal				90,000								
Coles toilet renewal								15,000				
General public toilet refurbishment	20,000	20,000	20,000	20,000	20,000	15,000	20,000	20,000	20,000	20,000	20,000	300,000
Nicholson's Point Boat Ramp												
Anzac Park toilet renewal								10,000				
Picnic Point toilets renewal							100,000					
Blythe Heads Toilet renewal						120,000						
Apex Park Shelter												
Apex Park - Electronic sign upgrade												100,000
"Big Penguin" refurbishment					30,000							10,000
Drinking water stations	10,000	10,000	6,000	6,000		6,000	6,000	6,000	4,000	4,000	4,000	50,000
Apex Park shelter - refurbishment												
Bus shelters - new			15,000		15,000			15,000				100,000
Flagpole Review	20,000		20,000									
Gunns Plains Hall - toilets					100,000							
Leven River walls - refurbishment				50,000								100,000
Leven River walls assessment												
Location signage improvements							50,000					
Merv Wright Memorial Fountain refurbishment			50,000			100,000						
Montgomery Road ECO Toilet Facility (Grant)		431,000										
Preservation Drive Bus Stop												
Public toilet - minor works			5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	
Public toilet lighting upgrade								15,000				
Security Cameras		4,000										
Toilet furniture upgrade								15,000				
Ulverstone Shrine of Remembrance - refurbishment					150,000							
Ulverstone Wharf - pontoon												1,000,000
Wharf replacement												2,000,000
West Ulverstone Pontoon - upgrade								150,000				
Ulverstone Surf club - Steps					150,000							
10 Year TOTALS	\$ 50,000	\$ 465,000	\$ 126,000	\$ 181,000	\$ 480,000	\$ 261,000	\$ 191,000	\$ 111,000	\$ 189,000	\$ 39,000	\$ 39,000	\$ 3,760,000

CENTRAL COAST COUNCIL TEN YEAR FORWARD PLAN												
CEMETERIES												
	0	1	2	3	4	5	6	7	8	9	10	
Description	PY Estimates 21/22	Budget 22/23	Planned 23/24	Planned 24/25	Planned 25/26	Planned 26/27	Planned 27/28	Planned 28/29	Planned 29/30	Planned 30/31	Planned 31/32	Future
Cemetery renewals												
Grave shorting equipment												
CENTRAL COAST MEMORIAL PARK												
Memorial Park - Plinth existing section			35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	
Memorial Park - Tree planting program	10,000		10,000		10,000		10,000		10,000			
Memorial Park - Allen Road relocation				10,000								200,000
Memorial Park - Amenities No. 2					150,000							
Memorial Park - Area D development												200,000
Memorial Park - Area F pre-development			10,000	10,000		10,000						10,000
Memorial Park - Area G pre-development						10,000						10,000
Memorial Park - Area H pre-development							10,000					
Memorial Park - Area I pre-development							10,000					
Memorial Park - Area J pre-development								10,000	10,000			
Memorial Park - Area K pre-development								10,000	10,000			
Memorial Park - Ash Garden	25,000	10,000										
Memorial Park - car park No. 2 redevelopment - Area F						100,000		50,000				50,000
Memorial Park - car park No. 3 - Area F												
Memorial Park - car park No. 4												20,000
Memorial Park - drainage	35,000											
Memorial Park - entry refurbishment												
Memorial Park - grave location system		10,000	10,000									
Memorial Park - grave shoring equipment												
Memorial Park - Water storage tank and irrigation		60,000										
Memorial Park - master Plan	5,000											
Memorial Park - memorial gardens			25,000	25,000	25,000							150,000
Memorial Park - pathways - Area F/G												
Memorial Park - pathways - Area G/H												
Memorial Park - plinths		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000
Memorial Park - road extension - Area G					50,000	100,000						150,000
Memorial Park - road extension - Area H												50,000
Memorial Park - road extension - Area I												
Memorial Park - road extension - Area J												
Memorial Park - road extension - Area K												
Memorial Park - seating	5,000	5,000	5,000		5,000							
Memorial Park - utility shed												
Memorial Park - watering system	10,000		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
Memorial Park - work site/storage development												
Memorial Park - Path System E/F			10,000	10,000		10,000	10,000	10,000	10,000	10,000	10,000	50,000
Lowering Device					10,000							
PENGUIN GENERAL CEMETERY												
Penguin General Cemetery - frontage upgrade				35,000								20,000
Penguin General Cemetery - garden reconstruction												
Penguin General Cemetery - road reseal												
Penguin General Cemetery - signage upgrade												
Penguin General Cemetery - settlement rectification												
ULVERSTONE GENERAL CEMETERY												
Ulverstone General Cemetery - car barriers												
Ulverstone General Cemetery - hut installation												
Ulverstone General Cemetery - seating												
Ulverstone General Cemetery - Trevor Street entrance and fencing												20,000
Ulverstone General Cemetery - Signage												
10 Year TOTALS	\$ 90,000	\$ 100,000	\$ 130,000	\$ 150,000	\$ 310,000	\$ 290,000	\$ 100,000	\$ 140,000	\$ 100,000	\$ 70,000	\$ 70,000	\$ 1,180,000

**CENTRAL COAST COUNCIL
TEN YEAR FORWARD PLAN**

ADMINISTRATION CENTRE

	0	1	2	3	4	5	6	7	8	9	10	
	PY Estimates	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	
Administration Building - carpet replacement	5,000	16,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
Administration Building - painting	15,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
Administration Building - security upgrade								25,000				
Administration Building - first floor refurbishment	20,000											
Administration Building - Heat pump renewals	7,000	10,000	15,000	15,000	25,000	15,000		15,000	15,000	15,000	15,000	
Administration Building - Chair renewals (Chambers)												
Administration Building - Sit to stand workstations		20,000										
Administration Building - GM office acoustics												
Administration Building - electrical upgrade				50,000								100,000
Administration Building - Engineering office												
Administration Building - office furniture												
Administration Building - ground floor customer service counter												
Administration Building - lighting upgrade			10,000	10,000		10,000	10,000			10,000	10,000	
Administration Building - master plan				50,000								2,000,000
Administration Building - Gutting replacement		14,000										
Administration Building - roof renewal					50,000							
Administration Building - Switchboard and Wiring Upgrade	50,000											
10 Year TOTALS	\$ 97,000	\$ 70,000	\$ 45,000	\$ 145,000	\$ 95,000	\$ 45,000	\$ 30,000	\$ 60,000	\$ 35,000	\$ 45,000	\$ 45,000	\$ 2,300,000

CENTRAL COAST COUNCIL TEN YEAR FORWARD PLAN												
CARAVAN PARKS												
	0	1	2	3	4	5	6	7	8	9	10	
	PY Estimates	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	
Amenities painting		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
Ulverstone Caravan Park Toilet Block		142,000										
Electrical upgrade - Stage 3	7,000	10,000										
Sewerage reticulation renewals												
Water reticulation renewals												
10 Year TOTALS	\$ 7,000	\$ 162,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 100,000

CENTRAL COAST COUNCIL TEN YEAR FORWARD PLAN	0	1	2	3	4	5	6	7	8	9	10
	PY Estimates	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned
	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32
Corporate Support											
Computer Replacement Program	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Enterprise Management (Payroll)											
Enterprise Management (Finance Module)	20,000	50,000									
Desktop to laptop replacement											
Infringements New module	22,000										
Website Upgrade		85,000									
Regulatory Services											
Dog Park Facilities		5,000									
10 Year TOTALS	\$ 142,000	\$ 240,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000

**CENTRAL COAST COUNCIL
TEN YEAR FORWARD PLAN**

CHILD CARE

	0	1	2	3	4	5	6	7	8	9	10	
	PY Estimates	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	
Penguin Play Centre - internal painting	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000
Ulverstone Child Care - internal/external painting	15,000	5,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	50,000
Ulverstone Child Care - refurbishment	10,000											
ULVERSTONE CHILD CARE CENTRE												
Ulverstone Child Care - Fence Renewal												
Ulverstone Child Care - gutter upgrade		15,000										
Ulverstone Child Care - heating upgrade												
Ulverstone Child Care - installation of shade sail								10,000	10,000			
Ulverstone Child Care - large sandpit												
Ulverstone Child Care - pantry shelf												
Ulverstone Child Care - roof replacement and asbestos removal												
Ulverstone Child Care - sliding door						30,000						
Ulverstone Child Care - toddler area food preparation												
Ulverstone Child Care - water main replacement												
Ulverstone Child Care - Young Endeavour's fence												
Ulverstone Child Care - Car Park			50,000					20,000	20,000			
Ulverstone Child Care - Play Structure					20,000		30,000					
PENGUIN PLAY CENTRE												
Penguin Play Centre - roof renewal				20,000								20,000
Penguin Play Centre - spouting renewal				20,000								20,000
10 Year TOTALS	\$ 30,000	\$ 25,000	\$ 65,000	\$ 55,000	\$ 35,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 15,000	\$ 15,000	\$ 140,000

CENTRAL COAST COUNCIL TEN YEAR FORWARD PLAN CULTURAL ACTIVITIES												
	0	1	2	3	4	5	6	7	8	9	10	
Description	PY Estimates 21/22	Budget 22/23	Planned 23/24	Planned 24/25	Planned 25/26	Planned 26/27	Planned 27/28	Planned 28/29	Planned 29/30	Planned 30/31	Planned 31/32	Future
Art Gallery - acquisition			5,000	5000	5000	5000	5000	5000	50,000	50,000	50,000	50,000
Ulverstone Band – instrument acquisition fund	12,288	57,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	130,000
Mobile Stage												
Maskells Road mini-precinct (relocated museum structures)	4,207	250,000										60,000
Community shed - upgrade												
Reibey Street - curation												
Garage replacement												
Festive Decorations		10,000		10,000		10,000		10000			10,000	
Revolving stage storage												
Local History Building refurbishment (LRCI 3)		98,000										
10 Year TOTALS	\$ 16,495	\$ 415,000	\$ 18,000	\$ 28,000	\$ 18,000	\$ 28,000	\$ 18,000	\$ 28,000	\$ 63,000	\$ 63,000	\$ 73,000	\$ 240,000

CENTRAL COAST COUNCIL TEN YEAR FORWARD PLAN HOUSING												
	0	1	2	3	4	5	6	7	8	9	10	
	PY Estimates	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	
Aged Persons Units - electrical replacement	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	
Aged Persons Units - hot water cylinder renewals	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	
Aged Persons Units - fencing/surrounds renewal	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	
Ganesway Trade Waste compliance												
Aged Persons Units - external rehabilitation	63,000	63,000	63,000	63,000	63,000	63,000	63,000	63,000	63,000	63,000	63,000	
Aged Persons Units - internal rehabilitation	60,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	
Ganesway - internal rehabilitation		20,000	20,000	21,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	
10 Year TOTALS	\$ 173,000	\$ 173,000	\$ 173,000	\$ 174,000	\$ 173,000	\$ 173,000	\$ 173,000	\$ 173,000	\$ 173,000	\$ 173,000	\$ 173,000	\$ -

CENTRAL COAST COUNCIL TEN YEAR FORWARD PLAN CULTURAL AMENITIES												
	0	1	2	3	4	5	6	7	8	9	10	
	PY Estimates	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	
Civic Centre - carpet replacement			30,000	30,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	150,000
Civic Centre - painting program			10,000			10,000	10,000					50,000
Civic Centre - replace oven/refurbishment												
Civic Centre - seating renewal												
Civic Centre - stage/dancefloor refurbishment								20,000	20,000			
Civic Centre - Theatre curtain replacement								40,000	40,000			
Civic Centre - whiteboard upgrade												
Wharf Building - paving renewal		40,000										
Wharf Building - audio/visual reconfiguration												
Civic Centre - Isandula room refurbishment												
Civic Centre/Wharf - audiovisual												
Civic Centre - Lock entry control system		8,500										
Civic Centre - electrical upgrade							30,000					
Civic Centre - Gawler Room - plaster/paint		40,000										
Civic Centre - kitchen upgrade												
Civic Centre - Theatre lighting												
Civic Centre - lighting upgrade												300,000
Civic Centre - portable screen												
Civic Centre - shelving (cleaners room)												
Civic Centre - entrance/internal design												
Civic Centre - winches												
Civic Centre - airlock												
Wharf safety - bollards				20,000		20,000						
Wharf Precinct - Lock entry control system		8,000										
Montgomery Room - Lock/Entry Control System		1,500										
Wharf Precinct - Farmers market signage												
Wharf storage building												
Wharf Building - deck ballustrading												
Wharf Precinct - directinal signage												
Wharf Precinct - electronic signage												
Wharf Building - tables and chairs		20,000										
Wharf Building - renewals					50,000	50,000						
Wharf Building - Storage door												
Wharf Building - deck refurbishment												
Wharf Building - operable door repairs							10,000					
Wharf Building - roof recladding	30,000											
Wharf Building - western wall blinds												
Wharf Building - waste fence												
Wharf Building - Precinct Master Plan												
Wharf Building - deck seating			6,000									
HIVE - Solar PV Installation			60,000									
HIVE - EV Charge Station Installation												
Sustainability assessment (Climate Action Plan)			2,000									
10 Year TOTALS	\$ 30,000	\$ 118,000	\$ 108,000	\$ 50,000	\$ 60,000	\$ 90,000	\$ 60,000	\$ 70,000	\$ 70,000	\$ 10,000	\$ 10,000	\$ 500,000

**CENTRAL COAST COUNCIL
TEN YEAR FORWARD PLAN**

PUBLIC HALLS AND BUILDINGS

	0	1	2	3	4	5	6	7	8	9	10	
	PY Estimates	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	
Municipal Tea Rooms - Trade Waste compliance			15,000									50,000
Outdoor Entertainment Centre - internal roof painting			15,000									20,000
Penguin Memorial Library - roof replacement												
Penguin Railway Station - external painting			30,000									
Penguin Railway Station - gaol painting			7,500									
Public Halls and Buildings - surrounds/fencing renewals			10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
Riana Recreation Ground Grandstand - assessment												
Sprent Community Centre - Electrical upgrades												
Sulphur Creek Hall - external refurbishment												
Sulphur Creek Hall - roof												35,000
Turners Beach Hall - roof												
Ulverstone Surf Club - external paint			55,000									55,000
Ulverstone Surf Club - roof replacement								50,000	50,000			
Ulverstone Surf Club - hot water cylinder												
Ulverstone Surf Club - lift												
Penguin Meals on Wheels refurbishment				10,000			10,000					
Penguin Railway Station - Container												
Penguin Surf Club - Amenities (Prelims)		20,000		1,500,000	1,500,000							35,000
Riana Community Centre - Toilet/Changeroom Refurbishment	350,000	208,000										
Ulverstone Wharf - refurbish kitchen	10,902											
Forth Hall - refurbishment	10,000	5,000										
Maskells land development - Historical Machinery Club												500,000
North Motton Hall - internal refurbishment	10,000					15,000						
Penguin Medical Centre - lift												100,000
Penguin Memorial Library - external refurbishment				30,000			10,000					30,000
Penguin Railway Station - development												1,000,000
Penguin Senior Citizens - refurbishment					30,000							
Penguin Senior Citizens - servery												
Riana Community Centre - security system incl. WiFi		15,000										
Riana Recreation Ground Grandstand - improvements			50,000									
Turners Beach Hall - external refurbishment						20,000						
Ulverstone Surf Club - balcony structure	5,000				125,000							
Ulverstone Senior Citizens - Atrium replacement												
Sustainability assessment (Climate Action Plan)				10,000								
10 Year TOTALS	\$ 385,902	\$ 248,000	\$ 182,500	\$ 1,560,000	\$ 1,665,000	\$ 45,000	\$ 30,000	\$ 60,000	\$ 60,000	\$ 10,000	\$ 10,000	\$ 1,925,000

**CENTRAL COAST COUNCIL
TEN YEAR FORWARD PLAN
SWIMMING POOL AND WATERSLIDE**

	0	1	2	3	4	5	6	7	8	9	10	
	PY Estimates	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	
Waterslide - pump renewal				25,000								25,000
Waterslide - heat pump renewal								15,000				
Painting Program	9,173											
Chlorinator upgrade	11,809			10,000			10,000			10,000		10,000
Fencing/surrounds			25,000									30,000
Slide repairs	50,873	67,000				10,000				10,000		
Slide replacement												100,000
10 Year TOTALS	\$ 71,855	\$ 67,000	\$ 25,000	\$ 35,000	\$ -	\$ 10,000	\$ 10,000	\$ 15,000	\$ -	\$ 20,000	\$ -	\$ 140,000

**CENTRAL COAST COUNCIL
TEN YEAR FORWARD PLAN**

ACTIVE RECREATION

	0	1	2	3	4	5	6	7	8	9	10	
	PY Estimates	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	
Netball court upgrade (Plexipave and two new courts)				10,000								365,000
Recreation asset renewals												
Recreation facilities - cricket wicket renewals	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
Recreation facilities - goal post replacements				15,000		15,000		15,000	15,000			75,000
Soccer goal replacements												10,000
Sports ground surface - refurbishment		50,000	50,000		150,000							
Forth Recreation Ground - refurbishment												
Poultry pavillion - renewal												
River Park Recreation Ground - ground refurbishment		10,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	100,000
Recreation facilities - changeroom upgrades			20,000	20,000	20,000	20,000	30,000	30,000	30,000	30,000	30,000	
Turners Beach Recreation Ground - change room upgrade												
Ulverstone Surf Club Steps								1,500,000				
Penguin Recreation Ground -- relocate ball fence												
Penguin Sports Centre - Seating/ Stair Compliance												
Heybridge Recreation Ground Clubrooms		1,113,000										
DIAL REGIONAL SPORTS COMPLEX												
Dial Park - fertigation System												
Dial Park - Kitchen												
Dial Park - Changeroom Seating	8,000											
Dial Park cricket net security gates		10,000										
Dial Park Landscaping			10,000									
Dial Park Perimeter seating												500,000
Dial Park land purchase adjoining bowls club						150,000						
Dial Park Solar energy	50,000											50,000
Dial Park Additional Water Tank		35,000										
Dial Park Carpark and overflow design		20,000										
PENGUIN URBAN DESIGN GUIDELINES												
Penguin Recreation Ground Master Plan												
Relocation of Cuprona Football Club												
ULVERSTONE SHOWGROUND, SPORTS AND LEISURE CENTRE												
Alice Street car park												
Alice Street signage			20,000									
Cattle pavilion refurbishment - floor												270,000
Changeroom/toilet facility female players												
Showgrounds - old sectreary's office												40,000
Community Precinct car park												
Grey water collection												
Ground lighting - Stage 4												150,000
Mens Shed - water/sewer connection												
Netball court upgrade - seating and fencing												
Overflow car parking and motorhomes												250,000
Perimeter fencing at dog precinct												
Poultry pavilion review												
Relocation/upgrade underground power - Sideshow Alley				25,000								100,000
Soccer pitch - all weather pitch												150,000
Works storage												
Overflow parking access												
Fencing railway perimeter			40,000									
Solar Panels												
Ulverstone Showground Precinct Changerooms and Amenities	499,000											
Ulverstone Showground Social Room - Heating & Lighting	15,763	15,000										
Showgrounds - Cattle ramp/water												
Showgrounds - automated irrigation system				180,000								250,000
Showgrounds - Universal Toilet Facility (near community shed)												50,000
OTHER RECREATION FACILITIES												
Batten Park - Fencing Upgrade		26,000										
Batten Park - Fire Abatement		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000		
Electrical upgrades					30,000	30,000	50,000					20,000

**CENTRAL COAST COUNCIL
TEN YEAR FORWARD PLAN**

ACTIVE RECREATION

	0	1	2	3	4	5	6	7	8	9	10	
	PY Estimates	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	
Forth Recreation Ground - lighting Stage 2		40,000										200,000
Forth Recreation Ground - Irrigation System												
Forth Recreation Ground - social room upgrade			80,000									
Forth Recreation Ground - female changeroom upgrade			60,000									
Forth Recreation Ground - Box Gutter												
Haywoods Reserve - visitor changerooms extensions												4,000,000
Haywoods Reserve - ground lighting upgrade												100,000
Haywoods Reserve - Irrigation system							150,000					
Haywoods Reserve - carpark upgrade						100,000						
Haywoods Reserve -social room upgrade												80,000
Haywoods Reserve - cricket wicket upgrade	17,000											
Heybridge Recreation Ground - electrical safety	30,000											
Heybridge Recreation Ground - lighting upgrade					130,000							
Penguin Athletic Track - "Place of Assembly" Disabled Toilet												50,000
Penguin Athletic Track - Carpark				100,000								
Penguin Athletic Track - line marking and equipment	25,000											50,000
Penguin Athletic Track - 5 Bay Storage Shed Contribution			150,000									
Penguin Athletic Track - Hammer Cage Renewal												150,000
Penguin Athletic Track - Security and Access Control Upgrade			15,000									
Penguin Athletic Track - Lighting Upgrades			20,000									
Penguin Athletic Track renewal												1,000,000
Penguin Athletic Track - Social room extension												300,000
Penguin Athletic Track - Shower/Changeroom upgrade					80,000							
Penguin Athletic Track - power upgrade				30,000								
Penguin Recreation Ground - disabled toilets												
Recreation grounds - lighting upgrades	25,000		25,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	200,000
Riana Community Centre - lighting/changerooms												
River Park Recreation Ground - multi-purpose facility investigations												750,000
River Park Recreation Ground - Ground re-shape	10,000											100,000
River Park Recreation Ground - upgrade changerooms/toilets												
Turners Beach Recreation Ground - lighting upgrade					50,000							
Turners Beach Recreation Ground - upgrade changerooms/toilets	12,000		40,000									
Turners Beach Recreation Ground - Irrigation System						180,000						
Turners Beach Recreation Ground - kitchen & social room upgrade								60,000				
Turners Beach Recreation Ground - repainting interior & exterior			35,000									
Turners Beach Recreation Ground - seating	5,224											
Ulverstone Recreation Ground - changeroom redevelopment												
Ulverstone Recreation Ground - lighting upgrade							40,000					70,000
Ulverstone Recreation Ground - playing surface fencing upgrade		15,000				75,000						
Ulverstone Recreation Ground - boundary fencing renewal					40,000							
Ulverstone Recreation Ground - Social Room & Kitchen Upgrade												80,000
West Ulverstone Recreation Ground - disabled toilet			40,000		50,000							
West Ulverstone Recreation Ground - upgrade changeroom/toilets			50,000									80,000
West Ulverstone Recreation Ground - Irrigation System								150,000				
West Ulverstone Recreation Ground - scoreboard upgrade												
West Ulverstone Recreation Ground - outdoor and BBQ area												25,000
West Ulverstone Recreation Ground - social room upgrade							50,000					
West Ulverstone Recreation Ground - lighting upgrade					120,000							150,000
Penguin Chopping Arena - Toilets and Amenities	35,000	50,000										
Ulverstone Tennis Club - Crown Land rehabilitation												
Recreation Ground Water Connections	20,000	40,000	20,000									
Heybridge Recreation Ground - lighting upgrade												
Heybridge Recreation Ground - Ball Fence												
Trade Waste compliance	10,000	10,000	10,000									
Ulverstone Recreation Ground - underground irrigation												
Penguin Miniature Railway - Track Upgrade		23,000										
Goal Post Replacements			10,000	10,000	10,000							30,000
STRATEGIC												
Batten Park Master Plan and site development												1,500,000
10 Year TOTALS	\$ 771,987	\$ 1,477,000	\$ 730,000	\$ 475,000	\$ 765,000	\$ 655,000	\$ 405,000	\$ 1,840,000	\$ 130,000	\$ 115,000	\$ 105,000	\$ 11,395,000

CENTRAL COAST COUNCIL TEN YEAR FORWARD PLAN RECREATION CENTRES												
	0	1	2	3	4	5	6	7	8	9	10	
	PY Estimates	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	
ULVERSTONE SPORTS AND LEISURE CENTRE												
Audiovisual equipment			15,000			20,000						
Community Precinct - upgrade kitchen for softball accomodation		20,000	5,000									
Plant and Equipment Upgrade			20,000	20,000					20,000	10,000		
Electronic backboard winch		100,000						5,000				
Lion Nathan contract - beer equipment								15,000				
External painting			20,000	10,000							30,000	
Equipment replacement												
Roof Upgrade		35,000										
Social Room Carpet Renewal												
Office upgrade			70,000									
Community Rooms	457,000											
Security upgrade			30,000					15,000				
Squash court lighting upgrade												30,000
Judo relocation to training facility with existing squash courts												1,000,000
Upstairs social facility												500,000
Solar Energy Conversion												
Security/WiFi Review			20,000			25,000						
Stadium 3 - Roof Replacement					100,000							
Stadium 2 - Roof Replacement											100,000	200,000
Stadium No. 1 - Lighting upgrade												
Stadium No. 2 - Lighting upgrade		30,000										
Stadium No. 3 - Lighting upgrade			35,000									
Stadium No. 2 - guttering and external renewal				30,000								75,000
PENGUIN SPORTS CENTRE												
Alteration to squash court doors												
Electrical upgrade												
Floor scrubber replacement							18,000					
Installation of wall linings						30,000						
Lighting upgrade to LED			20,000									
Roof replacement					100,000	25,000	25,000				50,000	
Security upgrade and access door control			10,000					20,000				
Upgrade fire hose water supply												
Upgrade to scoreboard												
Window replacement and external refurbishment	35,000	20,000										
Penguin Stadium - PA upgrade												
Penguin Stadium - Switchboard upgrade												
Seating and stair compliance study	10,000	10,000										
Seating upgrade compliance				150,000								
Squash court lighting upgrade						10,000						
Penguin Stadium - backboards												
Solar Energy Conversion											100,000	
Penguin Sports Centre - Stadium floor - complete replacement program			50,000					60,000				
Penguin Sports Centre - external refurbishment							30,000					
GENERAL												
Sustainability Assessment												
Sports and Leisure Centre - Risk Outcomes												
10 Year TOTALS	\$ 502,000	\$ 215,000	\$ 295,000	\$ 210,000	\$ 200,000	\$ 110,000	\$ 73,000	\$ 55,000	\$ 80,000	\$ 10,000	\$ 280,000	\$ 1,805,000

**CENTRAL COAST COUNCIL
TEN YEAR FORWARD PLAN**

ARTS & CULTURE

	0	1	2	3	4	5	6	7	8	9	10	
	PY Estimates	Budget	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Planned	Future
Description	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	
Penguin Visitor Information Centre - Carpet												
Ulevrstone Visitor Information Centre - roof replacement												
Penguin Digital Sign												
HIVE: Offices and circulation spaces		15,000						15,000				
HIVE: Outdoor furniture - café and main entrance		20,000				25,000						
HIVE: Signage		15,000							15,000			
HIVE: equipment to support room hire		10,000										
HIVE: Solar PV Installation			60,000									
HIVE: Reibey Street Wall Art		10,000										
Ulverstone Visitor Centre - Front entrance												
Ulverstone Visitor Centre - Panels												
Penguin Visitor Information Centre \admin new reception		38,000										
Penguin Visitor Information Centre - Upgrade						500,000						
Ulverstone Visitor Information Centre relocation												
Ulverstone Visitor Information Centre - window glazing film												
10 Year TOTALS	\$ -	\$ 108,000	\$ 60,000	\$ -	\$ -	\$ 525,000	\$ -	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -

**CENTRAL COAST COUNCIL
TEN YEAR FORWARD PLAN
PLANT REPLACEMENT PROGRAM**

			0	1	2	3	4	5	6	7	8	9	10
Fleet Number	Vehicle	Department	PY Estimates 21/22	Budget 22/23	Planned 23/24	Planned 24/25	Planned 25/26	Planned 26/27	Planned 27/28	Planned 28/29	Planned 29/30	Planned 30/31	Planned 31/32
100	Small SUV	Community		21,000				21,000				21,000	
101	Sedan	Planning	24,971				15,000				15,000		
102	Wagon SUV	Environmental Health	10,486				18,000				18,000		
103	Wagon SUV	Works Depot		18,000				18,000				18,000	
104	Hatch	Environmental Health	-8,101				13,000				13,000		
105	Dualcab 4x4	Plumbing		18,000				18,000				18,000	
106	Wagon SUV	Engineering		17,000			17,000				17,000		
107	Sedan	General Management	19,954			20,000			20,000			20,000	
108	Sedan	Building		18,000				18,000				18,000	
109	Wagon/AWD	Works Depot			18,000				18,000				18,000
110	Dualcab 4x4	Engineering		18,500			18,000				18,000		
111	Dualcab 4x4	Engineering	10,467				18,000				18,000		
112	Sedan	Planning	40,495										
113	Sedan	Building		17,000				17,000				17,000	
114	Wagon/AWD	Environmental Health	9,182				18,000				18,000		
115	SUV	Community		17,000				17,000				17,000	
116	No Asset												
117	Sedan	Community	17,865				18,000				18,000		
118	Wagon/AWD	Engineering	16,267				19,000				19,000		
119	Sedan	Mayor		18,000				18,000				18,000	
120	Wagon	Engineering	20,680				18,000				18,000		
121	Wagon/AWD	Engineering	9,981			16,000				16,000			
122	Wagon/AWD	Works Depot	11,292				18,000				18,000		
Sub Total (Cars)			\$183,539	\$162,500	\$18,000	\$36,000	\$190,000	\$127,000	\$38,000	\$16,000	\$190,000	\$147,000	\$18,000
200	No Asset												
201	Utility	Works Depot					17,000					17,000	
202	Utility FT	Active Recreation	26,695					17,000					17,000
203	Utility FT	Drainage	19,666				21,000					21,000	
204	Utility FT	Roads - Urban				21,000					21,000		
205	No asset												
206	Utility	Animal Control	10,968						20,000				
207	Van	Works Depot	16,472				18,000					18,000	
208	Van	Public Conveniences				19,000					19,000		
209	Van	Works Depot	9,475				18,000					18,000	
210	No asset												
211	No asset												
212	Utility	Animal Control					18,000					18,000	
213	Utility FT 4WD	Roads - Rural				19,000					19,000		
214	Utility SES 4WD	Emergency Services											
215	No asset												
216	Van	Passive Recreation				18,000					18,000		
217	No asset												
218	Utility FT	Works Depot	12,606					18,000					18,000
219	No asset												
220	No asset												
221	Utility FT	Passive Recreation			18,000					18,000			
222	Light Truck SES	Emergency Services											
223	No Asset												
224	Utility	Animal Control			20,000					20,000			
225	Utility FT 4WD	Memorial Park			18,000						18,000		
226	Utility	Active Recreation				20,000					20,000		
227	Utility	Works Depot	16,430						17,000				
228	Commuter bus	Community											
230	Van	Child Care											
231	Ute		24,101										
Sub Total (vans and utilities)			\$136,413	\$0	\$56,000	\$97,000	\$92,000	\$35,000	\$37,000	\$38,000	\$115,000	\$92,000	\$35,000

**CENTRAL COAST COUNCIL
TEN YEAR FORWARD PLAN
PLANT REPLACEMENT PROGRAM**

			0	1	2	3	4	5	6	7	8	9	10
Fleet Number	Vehicle	Department	PY Estimates 21/22	Budget 22/23	Planned 23/24	Planned 24/25	Planned 25/26	Planned 26/27	Planned 27/28	Planned 28/29	Planned 29/30	Planned 30/31	Planned 31/32
300	Light Truck	Waste Management						50,000					
301	Light Truck	Passive Recreation	29,474							55,000			
302	No asset												
303	No asset												
304	Light Truck	Waste Management		55,000							55,000		
305	Light Truck	Passive Recreation						55,000					
306	Light Truck	Roads - Urban							65,000				
307	Light Truck	Roads - Rural							65,000				
308	Light Truck	Roads - Rural		65,000							65,000		
309	Light Truck	Passive Recreation						55,000					
400	Medium Truck	Roads - Rural					110,000						
401	No asset												
402	Medium Truck	Roads - Urban							100,000				
403	Medium Truck	Roads - Rural Unsealed		100,000						100,000			
410	Medium Truck	Roads - Rural						100,000					
405	Medium Truck	Roads - Urban		100,000							100,000		
406	Medium Truck	Roads - Rural					110,000						
407	No asset												
408	Medium Truck	Drainage								100,000			
409	Medium Truck	Roads - Rural				100,000							
500	No asset												
501	No asset												
502	Heavy Truck	Roads - Rural			120,000								120,000
Sub Total (trucks)			\$ 29,474	\$ 320,000	\$ 120,000	\$ 100,000	\$ 220,000	\$ 260,000	\$ 230,000	\$ 255,000	\$ 220,000	\$ -	\$ 120,000
601	Sweeper	Waste Management											275,000
602	No asset												
603	Flocon	Roads - Rural											
Sub Total (sweeper)			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$275,000
700	Tractor	Roads - Rural	121,410							100,000			
702	Tractor	Active Recreation				85,000							85,000
703	Tractor	Passive Recreation	97,993								100,000		
704	Wide Area Mower	Passive Recreation		110,000						95,000			
706	Cemetery Mower	Passive Recreation				14,000						14,000	
800	Out Mower	Passive Recreation		30,000				30,000					30,000
801	Sweeper	Roads-Urban											
803	No asset												
804	Out Mower	Passive Recreation					58,000					58,000	
805	Small Tractor	Memorial Park		20,000						20,000			
806	No asset												
807	Trim Mower	Active Recreation						61,000					
808	5 Gang Mower	Passive Recreation				58,000						58,000	
Sub Total (tractors/mowers)			\$219,403	\$160,000	\$0	\$157,000	\$58,000	\$91,000	\$0	\$215,000	\$100,000	\$130,000	\$115,000
900	Backhoe	Roads - Urban		140,000								140,000	
901	Backhoe	Drainage				140,000							
902	Backhoe	Roads - Urban								140,000			
903	Grader	Roads - Rural Unsealed			270,000								
904	No asset												
905	Small Roller	Roads - Urban			52,000								
906	Excavator	Waste Management							175,000				
907	Excavator	Roads - Rural	44,240									135,000	
908	Backhoe	Roads - Rural					140,000						
909	Excavator (3ton)	Waste Management		85,000					100,000				
910	No asset												
912	No asset	Roads - Rural	53,400										

**CENTRAL COAST COUNCIL
TEN YEAR FORWARD PLAN
PLANT REPLACEMENT PROGRAM**

			0	1	2	3	4	5	6	7	8	9	10
Fleet Number	Vehicle	Department	PY Estimates 21/22	Budget 22/23	Planned 23/24	Planned 24/25	Planned 25/26	Planned 26/27	Planned 27/28	Planned 28/29	Planned 29/30	Planned 30/31	Planned 31/32
Sub Total (backhoes etc)			\$97,640	\$225,000	\$322,000	\$140,000	\$140,000	\$0	\$275,000	\$140,000	\$0	\$275,000	\$0
1000	No Asset												
1001	Kerbmaker	Roads - Urban										50,000	
1002	No Asset												
1003	Chipper	Roads - Rural		75,000									
1004	No Asset												
1005	UTV	Memorial Park		20,000									
1007	Kerbmaker	Roads - Urban				50,000							50,000
1008	ATV	Emergency Services											
1009	ATV	Roads - Urban						15,000					
Sub Total (various)			\$0	\$95,000	\$0	\$50,000	\$0	\$15,000	\$0	\$0	\$0	\$50,000	\$50,000
1101	Pig Trailer	Roads - Rural			40,000								
1102	Float Trailer	Roads - Rural											40,000
1121	VMS Ttrailer	Urban Roads								30,000			
1200	Isuzu NPR400 Crew	SES											
1201	Isuzu NPR400 Crew	SES											
1105	DC-6 TR-59- Drain Cleaners	- Cadia			18,000							18,000	
1106	TR-52 - Trailer - Goldacres 200LT XL Traymate				5,000								
1107	TR-54 - Trailer - Rapid Spray Southern Fire Tank Model 26				9,000								
1108	TR-57 - Trailer - Water Cart 1200LT			16,000									
1109	TR-58 - Trailer - O-Frame Gardeners Mower				12,000							12,000	
1110	BR-01 - Road Broom - Sewell TB1800					42,000							
1111	WJ-01 Water Jet					19,000							19,000
1115	Tandem 10x6 Trailer with Checker Plate Sides	Y17BA										5,000	
1112	Victorian 10x5 Box Heavy Duty Trailer Y28BJ											5,000	
1113	Victorian 10x5 Box Heavy Duty Trailer Y48AM			4,000								4,000	
2693	TR-43 - Trailer Austins - YT 2313												
2694	TR-48 - Trailer - IT 4	SES											
2701	TR-46 - Trailer Tandem Kings - QT4029 Roller									12,000			
2703	TR-45 King 10x6				3,000							3,000	
2713	TR-32 - Trailer Catering - WT 7086 SES												
2716	TR-31 - Trailer Single - KT 4475 SES												
1118	TR-42 - Trailer Kings 8x5 - YT0510			7,000								7,000	
1119	TR-44 - Trailer S&B - ZT 8892				4,000								
1125	Trailer 2200kg Gardeners Mower									12,000			
	Trailer Auswide Plant Trailer 4000kg							7,000					
1123	Trailer Briggs Welding								11,000				
	Slide-on Water Tank												
Sub Total (various)			0	\$27,000	\$91,000	\$61,000	\$0	\$7,000	\$11,000	\$54,000	\$0	\$54,000	\$59,000
Total 10 Year Plant Replacement			\$666,469	\$989,500	\$607,000	\$641,000	\$700,000	\$535,000	\$591,000	\$718,000	\$625,000	\$748,000	\$672,000
Total Plant Trade-ins			\$600,758	\$356,500	\$214,000	\$258,000	\$241,000	\$355,500	\$235,000	\$247,000	\$216,000	\$355,500	\$273,000
Total Plant Gross replacement cost			\$1,267,227	\$1,346,000	\$821,000	\$899,000	\$941,000	\$890,500	\$826,000	\$965,000	\$841,000	\$1,103,500	\$945,000