

# 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

# ANNUAL PLAN 2022-2023

## CENTRAL COAST COUNCIL

---

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.

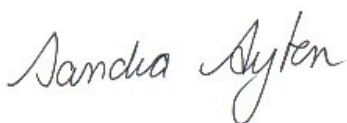
This year will also see Council elections happening with the Tasmanian Government determining that voting at Local Government elections will now be compulsory.

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

# ANNUAL PLAN 2022-2023

## CENTRAL COAST COUNCIL

### 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.

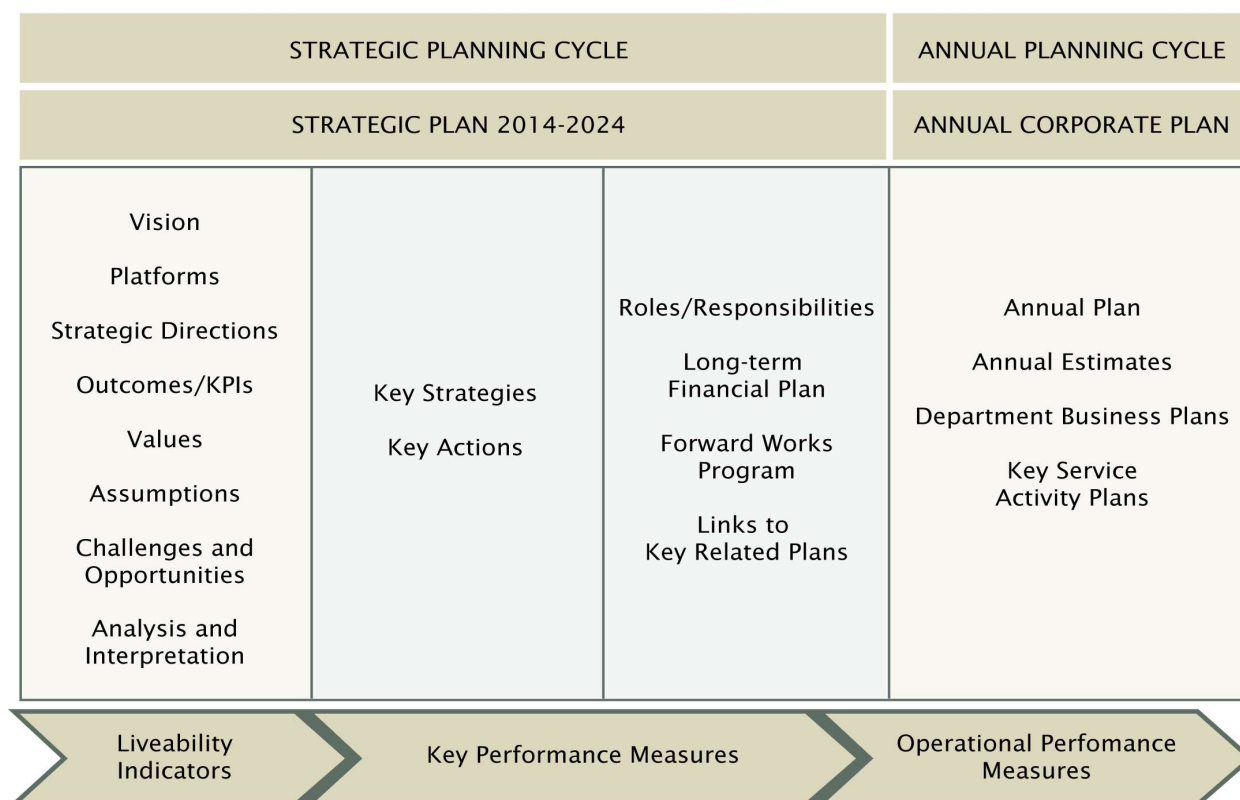
The Strategic Plan summarises the key objectives, strategies and actions that the Council plans to pursue over the coming 10-year period. The Annual Plan is an annual document that is framed within the Strategic Plan. It outlines the operating environment, key initiatives/ actions and resource requirements 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



# ANNUAL PLAN 2022-2023

## CENTRAL COAST COUNCIL

---

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**

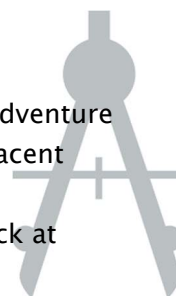
- Investigate opportunities for the development of a suite of adventure outdoor visitor/leisure experiences in Central Coast and adjacent hinterland
  - Investigate feasibility for development of trotting track at River Park
  - Consider opportunities for an annual Adventure Festival in Central Coast
  - 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

# ANNUAL PLAN 2022-2023

## CENTRAL COAST COUNCIL

---

- 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

---

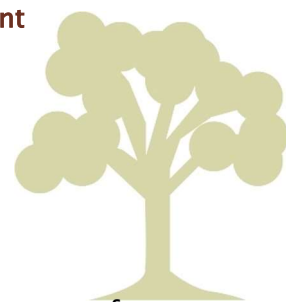
## STRATEGIC DIRECTION 4 – The Environment and Sustainable Infrastructure

### 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



# ANNUAL PLAN 2022-2023

## CENTRAL COAST COUNCIL

---

### **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**

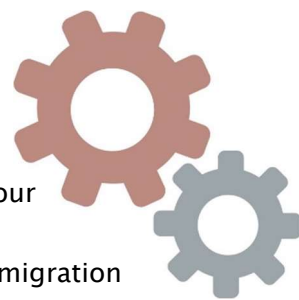
- Develop a strategy to mitigate the impacts of climate change on the Council's assets
  - Undertake a detailed climate change assessment on Council's assets
- Increase diversion of waste from landfill and increase waste stream recycling capacity
  - Develop and implement a plan for the upgrade of the 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

# ANNUAL PLAN 2022-2023

## CENTRAL COAST COUNCIL

---

- 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
-

# ANNUAL PLAN 2022-2023

## CENTRAL COAST COUNCIL

---

### 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%.

# ANNUAL PLAN 2022-2023

## CENTRAL COAST COUNCIL

---

### 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*.

# ANNUAL PLAN 2022-2023

## CENTRAL COAST COUNCIL

---

### **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.

# ANNUAL PLAN 2022-2023

## CENTRAL COAST COUNCIL

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

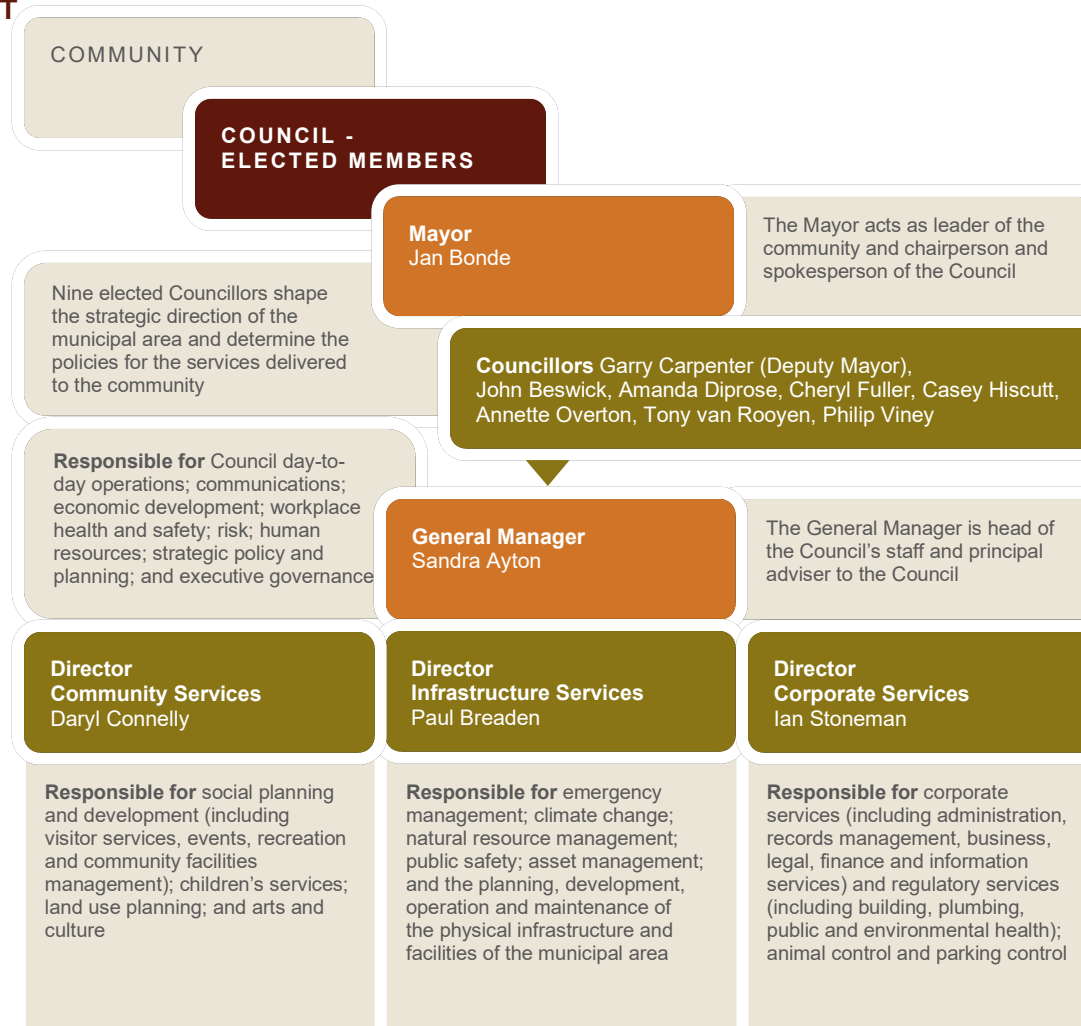
Table 2 – Rate changes between years

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		

# ANNUAL PLAN 2022-2023

## CENTRAL COAST COUNCIL

### ORGANISATIONAL CHART



# ANNUAL PLAN 2022-2023

## CENTRAL COAST COUNCIL

---

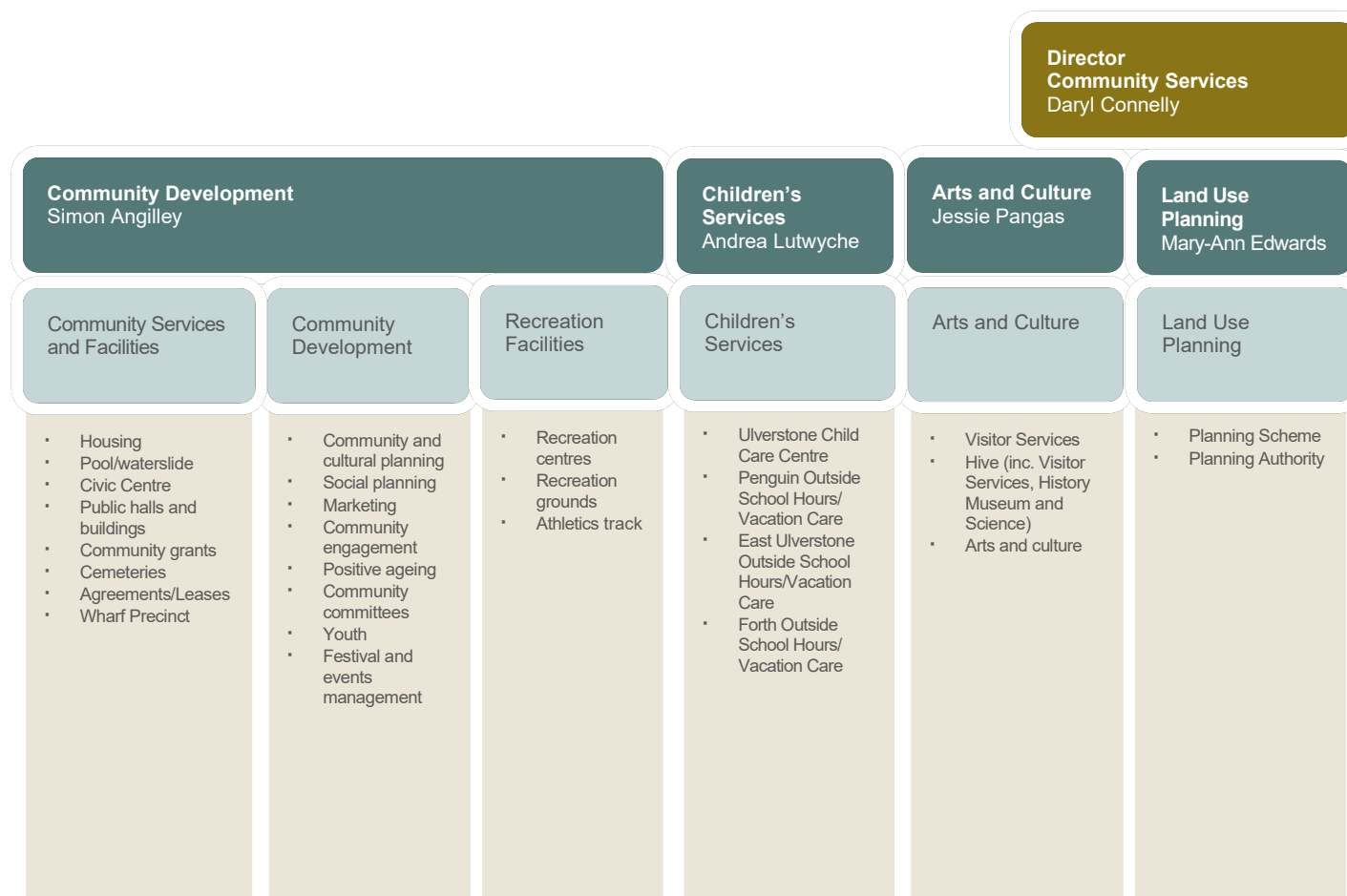
### ORGANISATIONAL CHART – General Management



# ANNUAL PLAN 2022-2023

CENTRAL COAST COUNCIL

## ORGANISATIONAL CHART – Community Services Department

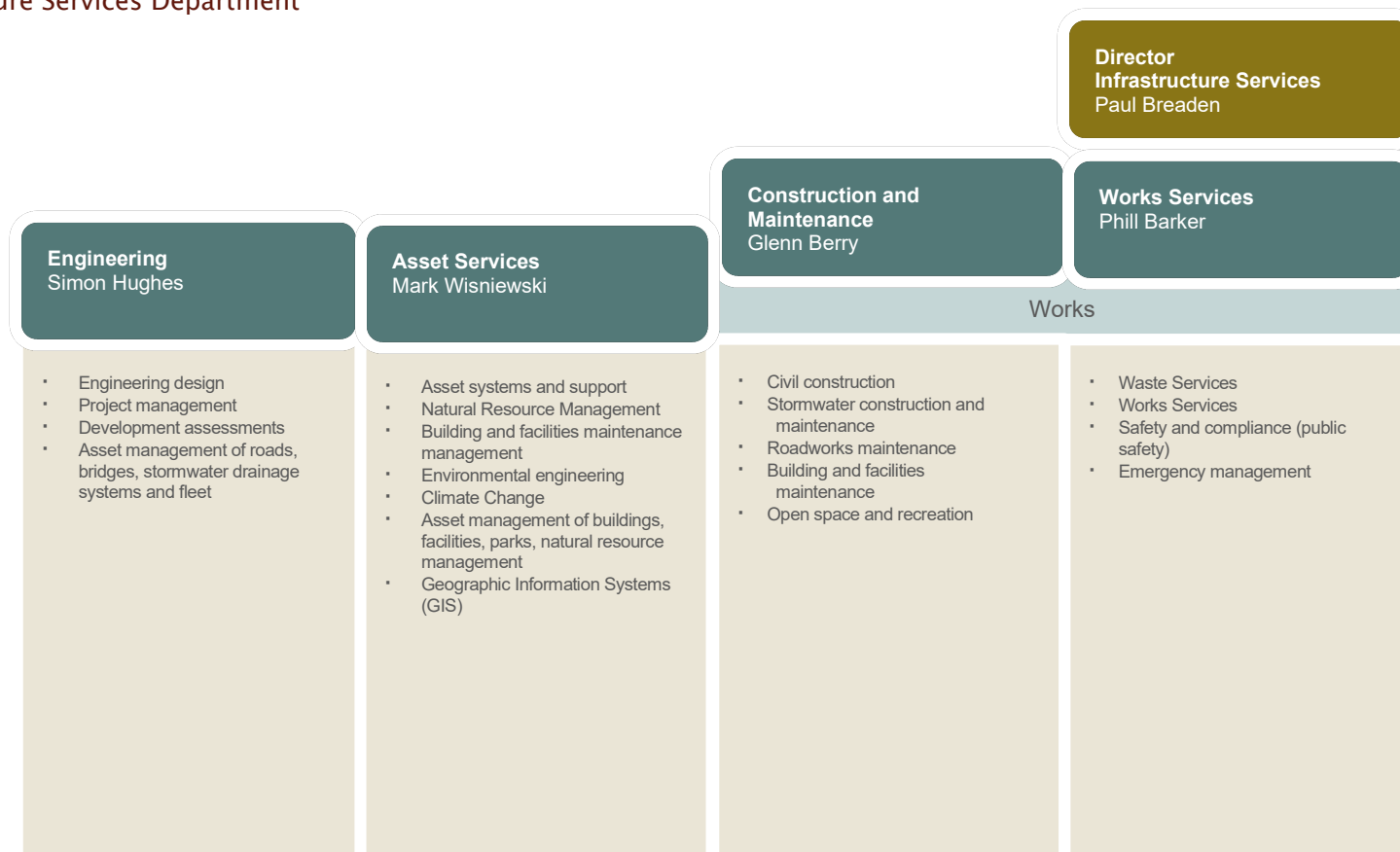


# ANNUAL PLAN 2022-2023

## CENTRAL COAST COUNCIL

---

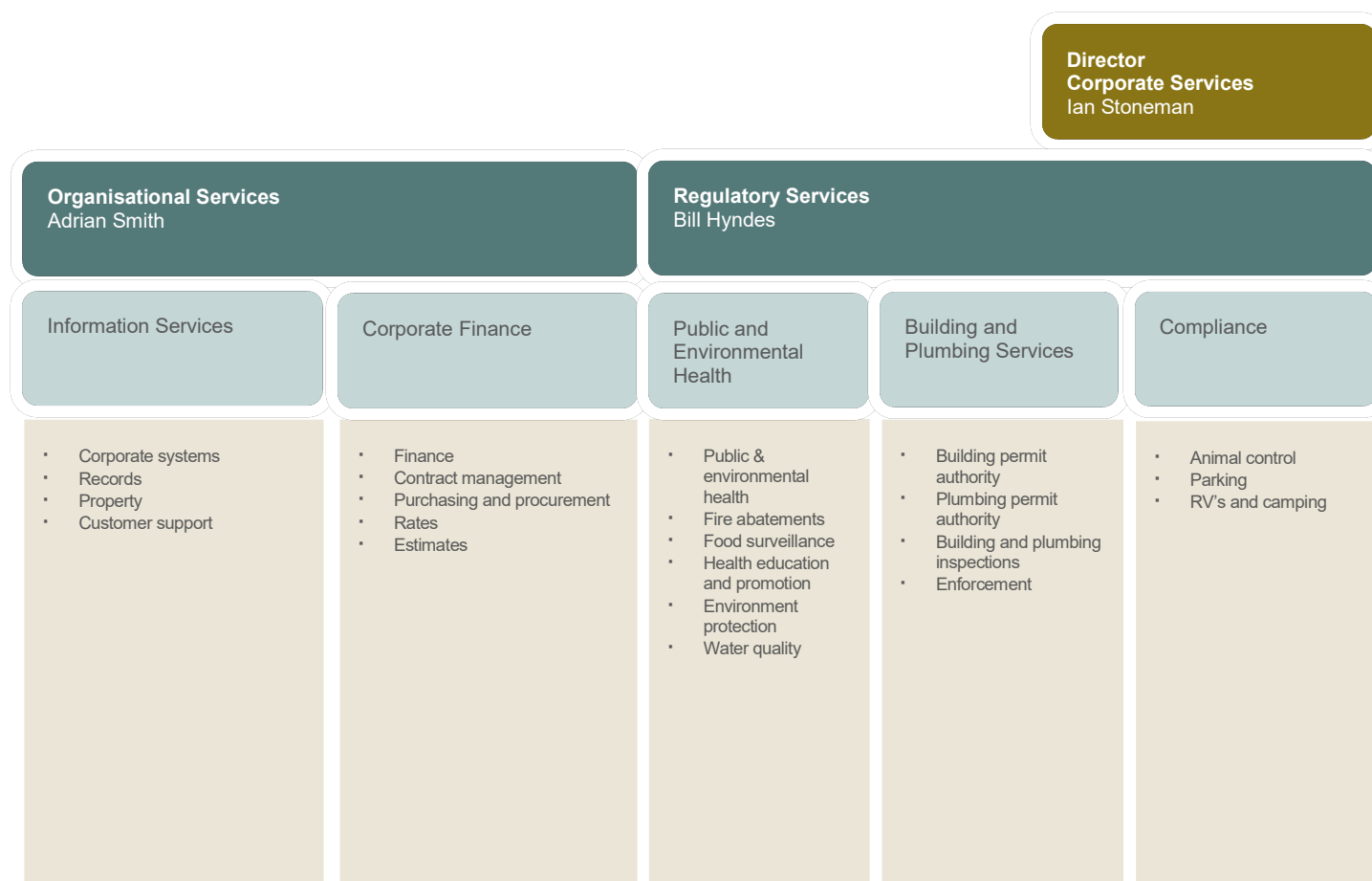
### ORGANISATIONAL CHART – Infrastructure Services Department



# ANNUAL PLAN 2022-2023

CENTRAL COAST COUNCIL

## ORGANISATIONAL CHART – Corporate Services Department



# ANNUAL PLAN 2022-2023

## CENTRAL COAST COUNCIL

---

### 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

# ANNUAL PLAN 2022-2023

## CENTRAL COAST COUNCIL

---

### 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)

# ANNUAL PLAN 2022-2023

## CENTRAL COAST COUNCIL

---

### 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
<b>Total</b>	<b>112</b>	<b>53</b>	<b>1</b>	<b>37</b>	<b>203</b>

# ANNUAL PLAN 2022-2023

## CENTRAL COAST COUNCIL

---

### 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%

# ANNUAL PLAN 2022-2023

## CENTRAL COAST COUNCIL

---

### 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