



## ORDINARY COUNCIL MEETING – 27 JULY 2021

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# Profit and Loss

Glamorgan Spring Bay Council  
For the year ended 30 June 2021

Account	YTD Actual	YTD Budget	Budget Var	Var %	2020/21 Budget	Notes
<b>Trading Income</b>						
Rate Revenue	8,733,953	8,653,463	80,490	1%	8,653,463	1
Statutory Charges	768,067	448,549	319,518	71%	448,549	2
User Charges	639,592	628,300	11,292	2%	628,300	
Grants	1,558,577	1,465,667	92,910	6%	1,465,667	
Interest & Investment Revenue	227,959	17,850	210,109	1177%	17,850	3
Contributions	144,906	30,000	114,906	383%	30,000	4
Other Revenue	1,731,557	1,507,278	224,279	15%	1,507,278	5
<b>Total Trading Income</b>	<b>13,804,612</b>	<b>12,751,107</b>	<b>1,053,505</b>	<b>8%</b>	<b>12,751,107</b>	
<b>Gross Profit</b>	<b>13,804,612</b>	<b>12,751,107</b>	<b>1,053,505</b>	<b>8%</b>	<b>12,751,107</b>	
<b>Capital Grants</b>						
Grants Commonwealth Capital - Other	3,532,179	4,644,337	(1,112,158)	-24%	4,644,337	
Grants Commonwealth Capital - Roads to Recovery	601,631	601,631	0	0%	601,631	
Grants State Capital - Other	681,180	600,000	81,180	14%	600,000	
<b>Total Capital Grants</b>	<b>4,814,990</b>	<b>5,845,968</b>	<b>(1,030,978)</b>	<b>-18%</b>	<b>5,845,968</b>	6
<b>Other Income</b>						
Net Gain (Loss) on Disposal of Assets	133,293	0	133,293	0%	0	7
Other Income - PPRWS Reimbursement of Principal Loan	0	99,690	(99,690)	-100%	99,690	
<b>Total Other Income</b>	<b>133,293</b>	<b>99,690</b>	<b>33,603</b>	<b>34%</b>	<b>99,690</b>	
<b>Operating Expenses</b>						
Employee Costs	5,287,309	5,487,953	(200,644)	-4%	5,487,953	8
Materials & Services	7,222,697	6,916,442	306,255	4%	6,916,442	9
Depreciation	2,605,162	2,357,337	247,825	11%	2,357,337	10
Interest	203,007	238,131	(35,124)	-15%	238,131	
Other Expenses	180,206	227,429	(47,223)	-21%	227,429	
Internal Plant used on Capital Jobs	(78,583)	(125,000)	46,417	-37%	(125,000)	
Employee Oncosts	90,945	63,299	27,646	44%	63,299	
<b>Total Operating Expenses</b>	<b>15,510,743</b>	<b>15,165,591</b>	<b>345,152</b>	<b>2%</b>	<b>15,165,591</b>	
<b>Net Profit</b>	<b>(1,706,131)</b>	<b>(2,414,484)</b>	<b>708,353</b>	<b>-29%</b>	<b>(2,414,484)</b>	
<b>Total Comprehensive Result (incl Capital Income)</b>	<b>3,242,153</b>	<b>3,531,174</b>	<b>(289,021)</b>	<b>-8%</b>	<b>3,531,174</b>	
<b>Capital Works Program (Current Year WIP)</b>						
Work in Progress Capital Works - Plant Internal	78,583	0	78,583	0%	0	
Work In Progress Payroll - Salaries and Wages	224,235	0	224,235	0%	0	
Work in Progress Capital Works - On Costs	108,077	0	108,077	0%	0	
Work in Progress Capital Works - Contractor Costs	2,414,056	0	2,414,056	0%	0	
Work in Progress Capital Works - Other Costs	49,850	0	49,850	0%	0	
Work in Progress Capital Works - Materials	1,297,904	0	1,297,904	0%	0	
Work in Progress Capital Works - Consultancy	207,156	0	207,156	0%	0	
Work in Progress Capital Works - Plant Hire External	71,872	0	71,872	0%	0	
<b>Total Capital Works Program (Current Year WIP)</b>	<b>4,451,734</b>	<b>0</b>	<b>4,451,734</b>	<b>0%</b>	<b>0</b>	

## Notes Commentary

- Rate Revenue is up 1% (\$80k) on budget YTD due to a higher than forecast level of supplementary valuations.
- Statutory Charges are up 71% (\$319k) on budget YTD due to a higher than forecast level of development applications.
- Interest & Investment Revenue is up \$210k on budget YTD due to the receipt of TasWater Dividends, which was not budgeted to be received this financial year.
- Contribution Revenue is up \$115k on budget YTD which is due to the higher level of development applications than originally forecast.
- Other Revenue is up \$224k on budget YTD due to a higher level of medical income received than originally forecast.
- Total Capital Grant Revenue is down 18% due to the timing of grant milestone payments which are likely to carry forward to the next financial year.
- Net Gain (Loss) on Disposal of Assets is up \$133k on budget YTD due to the sale and trade-in of a number of older vehicles and plant.
- Employee Costs are down \$200k (4%) on budget YTD primarily due to vacancies during the year.
- Materials and Services are up by \$306k (4%) budget YTD primarily due to increased contractor cost to cover staff vacancies earlier in the year.
- Depreciation is up 11% on budget YTD. Forecasting is based on actual depreciation for the prior financial year.

# Statement of Financial Position

Glamorgan Spring Bay Council

As at 30 June 2021

	30 JUN 2021	30 JUN 2020
<b>Assets</b>		
<b>Current Assets</b>		
Cash & Cash Equivalents	3,011,923	1,683,196
Trade & Other Receivables	812,642	658,232
Inventories	-	23,755
Other Assets	91,155	81,600
<b>Total Current Assets</b>	<b>3,915,720</b>	<b>2,446,782</b>
<b>Non-current Assets</b>		
Trade & Other Receivables	9,435	9,435
Investment in Water Corporation	28,139,885	28,139,885
Property, Infrastructure, Plant & Equipment	125,538,726	126,700,280
<b>Total Non-current Assets</b>	<b>153,688,047</b>	<b>154,849,601</b>
<b>Total Assets</b>	<b>157,603,767</b>	<b>157,296,383</b>
<b>Liabilities</b>		
<b>Current Liabilities</b>		
Trade & Other Payables	869,950	1,207,652
Trust Funds & Deposits	343,662	534,472
Provisions	685,353	614,714
Contract Liabilities	-	421,919
Interest bearing Loans & Borrowings	464,456	512,113
<b>Total Current Liabilities</b>	<b>2,363,420</b>	<b>3,290,870</b>
<b>Non-current Liabilities</b>		
Provisions	78,638	117,389
Interest Bearing Loans & Borrowings	7,844,169	6,723,587
<b>Total Non-current Liabilities</b>	<b>7,922,807</b>	<b>6,840,975</b>
<b>Total Liabilities</b>	<b>10,286,227</b>	<b>10,131,845</b>
<b>Net Assets</b>	<b>147,317,540</b>	<b>147,164,538</b>
<b>Equity</b>		
Current Year Earnings	153,001	1,214,901
Retained Earnings	78,352,191	77,152,601
Equity - Asset Revaluation Reserve	68,381,239	68,381,239
Equity - Restricted Reserves	431,109	415,797
<b>Total Equity</b>	<b>147,317,540</b>	<b>147,164,538</b>

# Statement of Cash Flows

## Glamorgan Spring Bay Council For the year ended 30 June 2021

	2021	2020
<b>Operating Activities</b>		
Receipts from customers	12,160,400	11,784,376
Payments to suppliers and employees	(13,547,990)	(12,601,575)
Receipts from operating grants	1,559,377	1,359,203
Dividends received	207,000	207,100
Interest received	20,959	41,210
Cash receipts from other operating activities	1,012,364	870,199
<b>Net Cash Flows from Operating Activities</b>	<b>1,412,110</b>	<b>1,660,514</b>
<b>Investing Activities</b>		
Proceeds from sale of property, plant and equipment	143,703	774,845
Payment for property, plant and equipment	(5,247,092)	(7,636,926)
Receipts from capital grants	4,559,810	2,345,631
Other cash items from investing activities	-	73,969
<b>Net Cash Flows from Investing Activities</b>	<b>(543,579)</b>	<b>(4,442,481)</b>
<b>Financing Activities</b>		
Trust funds & deposits	(190,810)	365,036
Net Proceeds/(Repayment) of Loans	1,072,925	197,089
Other cash items from financing activities	(421,919)	165,889
<b>Net Cash Flows from Financing Activities</b>	<b>460,196</b>	<b>728,014</b>
<b>Net Cash Flows</b>	<b>1,328,728</b>	<b>(2,053,953)</b>
<b>Cash and Cash Equivalents</b>		
Cash and cash equivalents at beginning of period	1,623,245	3,677,197
Cash and cash equivalents at end of period	2,951,973	1,623,245
<b>Net change in cash for period</b>	<b>1,328,728</b>	<b>(2,053,953)</b>

# Budget Capital Works Detail

Glamorgan Spring Bay Council  
as at 30 June 2021

New Capital	Actual YTD	2020/21 Revised Budget	Government Funding	Council Funding	Project Progress	
Roads, Footpaths, Kerbs						
Swanwick Rd, Swanwick - Swanwick Dv to Hazards View Dr - Concrete Footpath approx. 400m. Southern side.	118,273	95,000	95,000		complete	Drought Relief Grant
Wellington St, Swansea - Noyes St to Vistoria St - Concrete Footpath approx. 220m. Southern side.	64,802	60,000	60,000		Complete	Drought Relief Grant
Noyes St, Swansea - Franklin St to Wellington St - Concrete Footpath approx. 200m. Eastern side	59,558	65,000	65,000		Complete	Drought Relief Grant
Elizabeth St, Orford - Charles St to Gore St - Concrete Footpath approx. 220m Northern Side	35,500	54,000	54,000		Complete	Drought Relief Grant
Charles St, Triabunna - Rec Ground entrance - Concrete Footpath approx 400m. Western Side	104,350	103,000	103,000		Complete	Drought Relief Grant
Vicary St, Triabunna - Esplanade intersection - Realignment and paving RSL cenotaph	-	115,000	115,000		Detailed design progressing	Drought Relief Grant
Tasman Highway, Bicheno - Harvey's Farm Rd to Douglas St - Concrete footpath approx. 1200m. Eastern side.	59,211	403,000	403,000		Contract awarded	Drought Relief Grant
Friendly Beaches - Reconstruct & Seal 700m, incl Pullout Bay	105,580	100,000	100,000		Complete	Community Infrastructure Fund
Freycinet Drive - Kerb at Kayak Rental to stop flooding	-	30,000	30,000		Project planning progressing	Community Infrastructure Fund - Round 2
Strip Rd Little Swanport - concrete overlay to hardstand floodway	-	30,000	30,000		Design underway	Community Infrastructure Fund - Round 2
R2R - Nugent Rd Seal - Carry forward from 2019/20 + EMF	50,000	50,000	40,775	9,225	Complete	\$12,775,RTR + EMF \$28k
Dolphin Sands Share Pathway	354,607	374,608	374,608		Complete	Fed Grant Fund (\$1.0m commenced 19/20)
Swansea Main Street Upgrade	67,691	400,000	400,000		Community engagement to be progressed.	Fed Grant Funding in 21/22
Total Roads, Footpaths, Kerbs	1,019,572	1,879,608	1,870,383	9,225		
Parks, Reserves, Walking Tracks, Cemeteries						
Coles Bay Trailer Parking - c/fwd project	167,045	155,462	155,462		Complete	DPIPWE Funds
Swansea Boat Trailer Parking	246,109	500,000	500,000		Complete	DPIPWE Funds
Bicheno Triangle	42,304	600,000	600,000		Design progressing	Fed Grant Fund
Bicheno Gulch	79,345				Reviewing design	Fed Grant Fund
Coles Bay Foreshore	67,853	800,000	800,000		Concept design commenced on basis of TIA and consultation	Fed Grant Fund
Saltworks Boat Ramp Upgrade	877	100,000	100,000		Deferred to 2021 - 2022 finacial year	State Grant
Buckland Recreation Ground - Installation of cricket practice nets, pitch with synthetic surface	28,661	25,000	25,000		Complete	Drought Relief Grant
Triabunna Recreation Ground - Installation of cricket practice nets, pitch with synthetic surface	30,834	25,000	25,000		Complete	Drought Relief Grant
Jetty Rd Bicheno - Beach Access, timber walkway installation	-	10,500	10,500		Design progressing	Community Infrastructure Fund - Round 2
Buckland Walk - rehabilitation	-	60,000	-	60,000	Planning commenced for rehabilitation	
Total Parks, Reserves, Walking Tracks, Cemeteries	663,026	2,275,962	2,215,962	60,000		
Plant & Equipment						
Small plant	10,327	31,000		31,000	complete	
Skidsteer	41,500	41,000		41,000	Complete	
New Vehicle GM	44,568	45,000		45,000	Complete	
IT Computer Equipment	22,615	30,000		30,000		75%
Total Plant & Equipment	119,011	147,000	-	147,000		
Total New Capital	1,801,609	4,302,570	4,086,345	216,225		

Renewal of Assets	Actual YTD	2020/21 Revised Budget	Government Funding	Council Funding	Project Progress	Government Funding
<b>Roads, Footpaths, Kerbs</b>						
RTR - RSPG Rheban Rd Resheeting / realignment for bridge		100,000	50,000	50,000		RTR
Emergency Repairs - Old Coach Rd Resheet	276,929	210,000	157,500	52,500	Complete	75% funded by EMF
Emergency Repairs - McNiels Rd Resheet 3.1km	20,995	60,000	45,000	15,000	Complete	75% funded by EMF
Emergency Reparis - Wielangta Rd Resheet 7km	112,880	125,000	100,000	25,000	Complete	75% funded by EMF
Emergency Repairs - Springs & Crossins Rd Resheet	38,004	17,000	12,750	4,250	Complete	75% funded by EMF
Emergency Repairs - Rosedale Rd Resheet 4.4km	113,072	80,000	60,000	20,000	Complete	75% funded by EMF
Emergency Repairs - Nugent Rd Resheet	18,070	45,000	30,000	15,000	Complete	75% funded by EMF
Resheet - to be allocated	-	59,025		59,025		
R2R - Wielangta Road resheet southern end	89,377		75,000		Complete	R2R project reallocation, from RTR Charles St Triabunna below.
R2R - Charles St Orford 150m Reconstruction, Reseal, Kerb, Channel & Footpath (Henry St to Elizabeth St)	181,207	150,000	150,000		Complete	
R2R - Charles St Triabunna (Vicary to Espl. W. Waterfront Drive), reconstruct, Reseal & Streetscape		326,631	251,631			May need additional funds in 21/22 RTR allocation
<b>Total Roads, Footpaths, Kerbs</b>	<b>850,533</b>	<b>1,172,656</b>	<b>931,881</b>	<b>240,775</b>		
<b>Parks, Reserves, Walking Tracks, Cemeteries</b>						
Bicheno BMX track refurbishment		20,000	20,000		Planning commenced	Community Infrastructure Fund - Round 2
Bicheno Walk - Bridge replacement - carried forward from 2019/20	23,694	30,000	20,000	10,000	Complete	Community Infrastructure Fund
<b>Total Parks, Reserves, Walking Tracks, Cemeteries</b>	<b>23,694</b>	<b>50,000</b>	<b>40,000</b>	<b>10,000</b>		
<b>Stormwater, Drainage</b>						
Alma Rd and Fieldwick Lane - Rockline drain and culvert improvements	-	125,000	125,000		Planning commenced	Community Infrastructure Fund - Round 2
Mount St Orford - Kerb & channel	14,720	15,000		15,000	Complete	
Nailer Ave & Gamble St Bicheno - New culvert	32,347	30,000		30,000	complete	
Stormwater management planning, investigation & design	185,241	275,000		275,000	ongoing	
Orford Main upgrade & pit installation 39 West Shelley Beach	-	35,000		35,000	planning commenced	
Freycinet Drive Coles Bay Rock line drains and reform road falls	-	30,000		30,000	planning commenced	
Bicheno Esplanade - install new mains to 3 houses	-	15,000		15,000	works programmed	
Assess and design stormwater system upgrade - from 49 Rheban Rd to West Shelley Beach. Construct new pipe/overland flow linkages and expansion of Nautilus Drive detention basin	-	70,000		70,000	design commenced	
Triabunna Yacht Club - main	-	30,000		30,000	project planning for construction commenced	
<b>Total Stormwater, Drainage</b>	<b>232,308</b>	<b>625,000</b>	<b>125,000</b>	<b>500,000</b>		
<b>Council Buildings</b>						
Triabunna Depot - Dog Pound Upgrades - carried forward from 2019/20	6,196	11,000		11,000	Complete	
Swansea Depot - Dog Pound Upgrades - carried forward from 2019/20	9,871	7,000		7,000	Complete	
Bicheno Depot - Dog Pound Upgrades - carried forward from 2019/20	9,844	7,000		7,000	Complete	
RSL Cenotaph - new memorial and relocate plaques - c/fw project	15,878	35,000		35,000	40% Complete	Unable to complete until intersection done
Buckland Community Hall - replacement of steps to the entrance	3,770	55,000	55,000		Defer to 2021/22 budget	Drought Relief Grant
Swansea Museum - CCTV installation	8,940	11,000	11,000		Complete	Community Infrastructure Fund - Round 2
Swansea SES CCTV installation	1,718	3,000	3,000		Balance carry over to 2021/22 budget	Community Infrastructure Fund - Round 2
Install Solar Panels on the Swansea Community Hub building	6,364	7,000	7,000		90% complete	Men's Shed grant fund
Triabunna Medical Centre - Car Park reseal and line mark	-	45,000	45,000		Defer to 2021/22 budget	Community Infrastructure Fund - Round 2
Bicheno Medical Centre - Car Park reseal and line mark	-	55,000	55,000		Defer to 2021/22 budget	Community Infrastructure Fund - Round 2
Triabunna Wharf Public Toilet Block - instal hands free washing station	8,459	15,000	15,000		Complete	Community Infrastructure Fund - Round 2
Triabunna Marina - improve public facilities and shelters	-	40,863	40,863		Defer to 2021/22 budget	Community Infrastructure Fund - Round 2
Coles Bay Tennis Courts - Basketball hoop installation	-	3,000	3,000		Defer to 2021/22 budget	Community Infrastructure Fund - Round 2
Buckland Community Hall - ramp access	2,155	45,000	45,000		Defer to 2021/22 budget	Community Infrastructure Fund
Coles Bay Tennis Courts - Resurface/Reconstruct	65,827	65,000	65,000		Complete	Community Infrastructure Fund
Replace Fencing, paving & awning Swansea Child Care Centre	9,740	25,000	25,000		Balance carry over to 2021/22 budget	Community Infrastructure Fund
Bicheno Medical Centre - Refurb Treatment Room	-	25,000	25,000		Defer to 2021/22 budget	Community Infrastructure Fund
Swansea Courthouse Drainage Works	19,340	25,000	25,000		Complete	Community Infrastructure Fund
Swansea Community Hall - Toilet Refurbishment	21,337	40,000	40,000		Balance carry over to 2021/22 budget	Community Infrastructure Fund
<b>Total Council Buildings</b>	<b>189,440</b>	<b>519,863</b>	<b>459,863</b>	<b>60,000</b>		

<b>Bridges, Culverts</b>						
Orford Bridge Replacement	1,008,982	990,840	990,840	Contract Complete. Rehabilitation to finalise project	\$1.02m project started May 2019. Fully Federal Grant funded	
Holkham Crt Culvert	6,500	56,087	56,087	Design continued - design delays	Community Infrastructure Fund	
RTR - BRP Rheban Rd Griffith River Bridge	22,474	300,000	300,000	tender opening for pricing in July	RTR 25% EMF75%	
<b>Total Bridges, Culverts</b>	<b>1,037,956</b>	<b>1,346,927</b>	<b>1,346,927</b>	-		

Plant & Equipment	Actual YTD	2020/21 Revised Budget	Government Funding	Council Funding	Project Progress	Government Funding
Wheeloader (replace backhoe)	121,996	122,000		122,000	Complete	
Replace Animal Control Vehicle	31,634	35,000		35,000	Complete	
Plant replacement - replace 3 utes/works vehicles	155,850	159,230		109,230	Complete	
<b>Total Plant &amp; Equipment</b>	<b>309,481</b>	<b>316,230</b>	-	<b>266,230</b>		
<b>Total Renewal Capital</b>	<b>2,643,412</b>	<b>4,030,676</b>	<b>2,903,671</b>	<b>1,077,005</b>		
<b>Total Capital Works</b>	<b>4,445,021</b>	<b>8,333,246</b>	<b>6,990,016</b>	<b>1,293,230</b>		



# 2021-2031

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## FINANCIAL MANAGEMENT STRATEGY

Adopted: xxx

Minute No.: xxxx



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## Introduction

The Financial Management Strategy (FMS) provides the Glamorgan Spring Bay Council (Council) with a strategic framework to guide the development of annual budgets and preparation of long-term financial planning. The FMS has been prepared in accordance with section 70A of the *Local Government Act 1993* which states that a long-term financial management plan is to:

- be consistent with the strategic plan;
- refer to the long-term strategic asset management plan; and
- contain at least the matters required by Ministerial Order under section 70F.

Section 70F of the *Local Government Act 1993* has been reviewed and no additional requirements have been identified that need to be included in Council's FMS.

The key objective of the FMS is to ensure that Council can sustainably fund the ongoing delivery of services whilst implementing the objectives identified in the Strategic Plan. The Local Government and Planning Ministers' Council "Criteria for Assessing Financial Sustainability" defines financial sustainability as follows:

*'a Council's long-term financial performance and position is sustainable where planned long-term service and infrastructure levels and standards as prioritised through community engagement and consultation are met without unplanned increases in rates and charges or disruptive cuts to services.'*

Financial sustainability at Council means that:

*'Glamorgan Spring Bay Council plans and makes decisions so that appropriate services and infrastructure, as determined through community engagement and consultation, are provided at acceptable service levels – to current and future generations – without a need to unexpectedly increase rates and charges or reduce services.'*

In committing to a financially sustainable future, no policy or other decisions will be made without considering the long-term financial impact of those decisions. The FMS provides the framework from which Council will achieve the aims set out in its Long-Term Financial Management Plan (LTFMP). The key objective of the LTFMP is the achievement of financial sustainability in the medium to long term whilst achieving Council's strategic objectives and meeting community expectations.

The LTFMP provides a tool for Council to consider the financial impact of its decisions on Council's future financial sustainability. It includes consideration of cost increases: employee related costs, materials and services and other operating costs; and revenue increases: rates, user fees and charges, operating grants and other fees and charges.

The LTFMP is aimed at:

- moving away from an annual budget focus, towards a long-term financial planning process (and budgetary framework) where the future cost or lost opportunity that may arise from short-term decisions can be identified;
- adopting a 'whole of council' perspective to enable continuous improvement of our asset management and financial management practices, and to set targets for future longer-term improvement;
- maintaining stable and predictable rates increases in the medium to long term;
- maintaining effective financial governance through the setting of appropriate long-term financial targets that enable the assessment of emerging challenges or opportunities that impact the Council's long-term financial sustainability; and
- establishing accountability through the setting of long-term financial sustainability indicators, and the monitoring of their achievement.

The LTFMP includes a Statement of Profit or Loss and Other Comprehensive Income, a Statement of Financial Position and a Statement of Cash Flows for each year of the plan. Council refers to this model when considering financial decisions, for example new capital expenditure and borrowings.

## Integrated planning and reporting framework

Long term financial planning is a key element of the integrated planning and reporting framework. The LTFMP demonstrates Council's long term financial sustainability, allows early identification of financial issues, shows the linkages between specific plans and strategies and enhances the transparency and accountability of the Council to the community.

## Strategic Plan

Council's ten year Strategic Plan contains the objectives and strategies that Council will follow to achieve the community's vision and goals as expressed in the Community Plan. This is a key document for Council to track and report on progress to the community.

## Asset Management Strategy

The objective of the Strategic Asset Management Plan is to establish a framework to guide the planning, construction, maintenance and operation of the infrastructure essential for Council to provide services to the community.

The Strategic Asset Management Plan enables Council to:

- show how its asset portfolio will meet the service delivery needs of its community into the future;
- demonstrate how Council's asset management policies will be achieved; and
- ensure the integration of Council's asset management with its long-term strategic plan.

## Annual Plan and Budget

The strategies identified in the Strategic Plan shape the actions that Council undertakes each year through the Annual Plan. The Annual Plan is framed to ensure that Council resources are allocated to community priorities.

The annual budget includes the objectives and intent of the projected costings of the Annual Plan. This information is input to the LTFMP and projected at a summary level over 10-years using a range of assumptions. The data generated through this process is then utilised to update the LTFMP.

## Management and review

The FMS is a guiding document to consider when developing budget estimates, rather than a document that is dictating future decisions of Council. The long-term financial estimates generated by the FMS will be revisited and updated regularly to reflect any strategies that arise from the Council planning process.

Council will manage the FMS through the annual planning process, updating and maintaining the ten year LTFMP and indicators, and the budgeting process. This will ensure that planned long-term service and infrastructure levels and standards are met without a need to unexpectedly increase rates and charges or reduce services.

## Financial management principles

These principles serve to guide Council in setting the financial management strategies.

### Principle 1: The Community's finances will be managed responsibly to enhance the wellbeing of residents

Council will endeavour to only raise needed revenue and will do so in an efficient and equitable manner. Council will manage community funds according to best practice standards and ensure information regarding its financial management decisions is accessible to the community.

### Principle 2: Council will maintain a vision of ongoing sustainability so that the wealth enjoyed today may also be enjoyed by future generations

Council will endeavour to achieve equity across generations by recognising each generation must pay its way. Council will invest sustainably in community assets to maintain service levels.

### Principle 3: Council's financial position will be robust enough to recover from unanticipated events and absorb the volatility inherent in revenue and expense

Council will ensure it accumulates and maintains sufficient financial resource and has the borrowing capacity to deal with volatility and unexpected events. Council's operational budget will be flexible enough to ensure that volatility in revenues and expenses as a result of the changing economic environment can be absorbed.

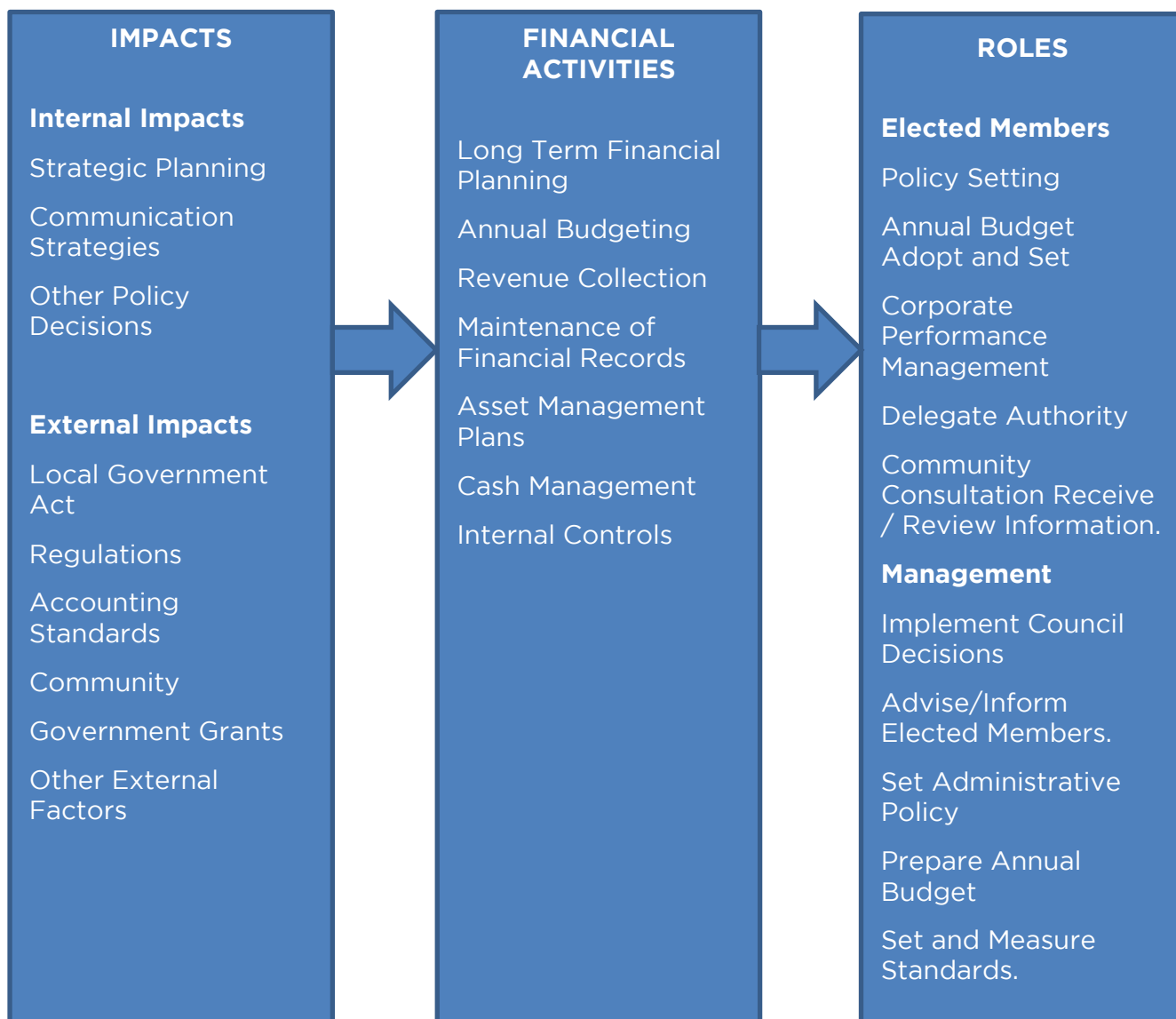
### Principle 4: Resources will be allocated in a transparent and equitable manner.

Council will ensure that robust and transparent processes are in place for the allocation and prioritisation of resources through budgetary decision-making, as well as for choosing the most effective methods for delivering specific services and projects. Strategies will include a vigorous cost-benefit analysis in preparing and assessing proposals.

## Financial management strategies

The FMS is an important part of the overall financial management activities of Council. The following Table 1 demonstrates the context within how this document fits into the overall financial management framework of Council.

Table 1.



The following financial strategies portray the strategic direction in which Council's financial decisions are based including borrowing, infrastructure, and service delivery. Specific financial strategies which should be noted include:

## Rating strategy

Rates revenue represents the largest share of total income that Council generates each year and therefore is an important component of the financial planning process.

Rates represent a property tax based on the property's valuation. Council have set a general rate with 2 components, a fixed rate and a component based of the Assessed Annual Value (AAV) as set by the Valuer-General. The fixed component applies equally to all rateable land, there is no minimum rate in addition to this. In addition to using AAV, Council has adopted an option that allows a variation to the cents-in-the dollar charge based on certain factors. The variation in the rates is known as Differential Rating. The differential rate applies to land used for commercial and industrial properties and vacant commercial land.

Rates Remission/Concession will be processed by The Council in accordance with the eligibility and value requirements provided annually by Tasmanian State Revenue Office.

Each year Council will take into account the following factors when setting the level of rates and charges:

- level of State and Commonwealth government funding;
- current economic climate;
- level of services to be delivered; and
- the capacity of the community to pay for those services.

### **At a Glance**

- ❖ Tax levied on basis of AAV
- ❖ A general rate in the \$/AAV and fixed rate to be applied
- ❖ Differential rating categories based on land use
- ❖ Concessions will be granted to eligible ratepayers

## Fees and charges strategy

Council maintains a register of fees and charges in accordance with section 206 of the *Local Government Act 1993*. The fees and charges contained in the register are reviewed each year as part of the annual budget deliberations. Fees and charges will be increased annually by a minimum of the Consumer Price Index (CPI) except those categorised as Legislated, Agency or Council which are set independent of this strategy.

When determining the level of fees and charges, Council will have regard to the user pays principle and where possible recover the full cost of operating or providing the goods and services in accordance with National Competition Policy guidelines.

#### **At a Glance**

- ❖ Minimum increase of CPI for fees and charges
- ❖ Exception for fees categorised as Legislated, Agency or Council which are subject to independent approval
- ❖ Full cost recovery to be adopted where possible

## Other revenue strategy

Other significant revenue streams include investment income from dividends and grant revenue. Council holds a 1.95% equity investment in Tasmanian Water Corporation (TasWater). As part owner of TasWater, Council aims to ensure that future entitlements are maintained.

Grant revenue represents around 10% of overall operating revenue. The main source of grant revenue is from the State Grants Commission (SGC) in the form of the Financial Assistance Grant (FAG). The FAG is distributed as Base and Road components with the methodology being reviewed every 3 years. Although Council has little control over how the FAG funding is distributed across Local Government, Council will continue to review all operational and capital funding opportunities and identify and apply for appropriate grant funding.

#### **At a Glance**

- ❖ Ensure TasWater future entitlements are maintained
- ❖ All operational and capital funding opportunities to be explored

## Expenditure and service delivery strategies

Council will consistently review service levels and delivery to ensure they are delivered as efficiently as possible and continue to meet the needs of the community. Council is focussed on developing a cost management culture across the organisation, encouraging all managers to be involved in minimising costs by accountability through the budget process and involvement with ongoing monitoring, reporting and forecasting processes.

At each budget cycle Council will consider the feedback received from the community through the various engagement opportunities to assess any potential changes to services. New strategies developed through the year and the corresponding additional expenditure required, will be considered through the budget process.

Council will comply with its Code for Tenders and Contracts to ensure that expenditure is subject to the appropriate controls and represents the best value available.

#### **At a Glance**

- ❖ Service levels to be delivered as efficiently as possible
- ❖ Costs to be minimised through accountability, reporting and monitoring
- ❖ Expenditure subject to Council's Code for Tenders and Contracts

## Investment strategy

Cash reserves will be managed to achieve optimum investment returns and to ensure that cash is available when needed for planned expenditures. Council will utilise the cash flow projections contained in the LTFMP to assist in the management of cash and investments.

Investment management is undertaken in a manner that seeks to ensure the security of the investment portfolio. Funds will only be placed with institutions which have a Standard and Poors short term rating of 'A1' or above, or a long term rating of 'A-' or above.

Not less than three quotations shall be obtained from authorised deposit-taking institutions whenever an investment is proposed.

#### **At a Glance**

- ❖ LTFMP cash flow projections to be used to manage cash
- ❖ Funds to be placed with institutions which have a Standard and Poors rating A1 or A-
- ❖ Three quotations required from institutions for investment

## Debt strategy

Council is dependent on a large investment in infrastructure assets to deliver its service objectives and is mindful of intergenerational equity in generating revenue to offset service costs.

Council will seek to achieve equity across generations by recognising that each generation must pay its way with respect to recurrent expenses being met from recurrent revenue (the full cost of the service it consumes).

Council aims to achieve an operating break-even position. This means that on average over time it will generate sufficient funds to offset consumption of existing assets (through its depreciation expense). On average over time, it will have sufficient capacity to accommodate asset renewal requirements without the need to raise additional borrowings.

Council will consider the use of debt facilities to fund major new capital expenditure which provides benefits to ratepayers into the future. Where possible, Council will assess the term of the debt in relation to the life of the asset. The use of debt in this manner attempts to address the issue of inter-generational equity.



When considering new debt, Council will evaluate the impact of borrowing costs on the sustainability of current and future budgets and its capacity to repay the debt. Thought will be given to the structure of the funding arrangement with the overall aim of minimising interest rate exposure and borrowing and administrative costs. When borrowing, Council will raise all external debt at the most competitive rates and from authorised borrowing institutions with a minimum long-term Standard and Poors credit rating of 'A'.

Council will utilise the cash flow projections contained in the LTFMP to assist in the management of debt and cash reserves. When surplus funds exist over and above the finances required to cover Council's normal operations, working capital needs, and cash funded reserves, the General Manager may make a recommendation to Council to redeem borrowings. The decision to redeem borrowings will be made based on the facts available at the time the surplus funds are available, giving due regard to minimising the overall cost to the Council.

No additional borrowings have been included in the Plan. Scheduled principal repayments have been funded over the life of the Plan.

#### **At a Glance**

- ❖ Debt to be considered to fund major new capital expenditure
- ❖ Term of debt to be assessed against the life of the asset
- ❖ Borrowing costs to be evaluated and the impact on LTFMP to be considered
- ❖ Debt to be sourced from borrowing institutions with a minimum long term Standard and Poors credit rating of A
- ❖ General Manager may make a recommendation to Council to redeem funds where surplus funds exist

## **Asset management**

To ensure the long-term financial sustainability of Council, it is essential to balance the community's expectations for services with their ability to pay for the infrastructure assets used to provide the services. Maintenance of service levels for infrastructure services requires appropriate investment over the whole of the asset life cycle. To assist in achieving this balance, Council aspires to develop and maintain asset management governance, skills, process, systems and data in order to provide the level of service the community need at present and into the future, in the most cost-effective and fit for purpose manner.

Broadly, asset management involves the development and delivery of an:

- Asset management strategy;
- Asset management policy; and
- Asset management plans.

## Asset management strategy

The strategy outlines an asset management improvement plan detailing a program of tasks to be completed and resources required so that Council has a minimum 'core' level of asset maturity and competence. The objectives of the asset management strategy are to:

- demonstrate how its asset portfolio will meet the service delivery needs of its community into the future;
- enable Council's asset management policies to be achieved; and
- ensure the integration of Council's asset management with its Long-Term Strategic Plan.

## Asset management policy

The purpose of Council's Asset Management Policy is to define the Council's vision and service delivery objectives for asset management in accordance with the Strategic Plan and applicable legislation. The Asset Management Policy was adopted by Council in October 2020. The policy enables Council to show:

- how its asset portfolio will meet the affordable service delivery needs of the community into the future;
- how Council's asset management policies will be achieved; and
- ensure the integration of Council's asset management with the strategic plan.

## Asset management plans

The asset management plans demonstrate responsive management of assets (and services provided from assets), compliance with regulatory requirements, and to communicate funding needed to provide the required levels of service.

Individual Asset Management Plans have been created for each asset class. Information from the individual asset management plans are integrated into the LTFMP.

To ensure compliance with relevant legislative requirements and contemporary asset management practices, the Asset Management Strategy along with the Asset Management Policy and Plans, will be reviewed regularly.

## LTFMP assumptions and methodology

The LTFMP reflects the projected financial position of the Council over the next ten years through the following financial statements:

- Statement of Profit or Loss and Other Comprehensive Income;
- Statement of Financial Position; and
- Statement of Cash Flows.

The LTFMP takes the current budget as a base and utilises various assumptions to forecast the following years of the plan.

The LTFMP reflects all current assumptions and decision making. The LTFMP does not include things that might change but have not yet been decided at the time of its formulation. The assumptions and variables used to underpin Council's LTFMP are reviewed annually. LTFMP assumptions are made in relation to:

- Consumer price index; and

- Interest rates.

Assumptions are applied to the following major revenue segments:

- Rates Revenue;
- Rates Growth;
- Statutory Charges;
- User Charges;
- Grant Revenue;
- Water Distribution.

Assumptions are applied to the following major expenditure segments:

- Employee Benefits;
- Salary Review;
- Contractors & Services;
- Materials.

The LTFMP is a tool to ensure that the Council achieves financial sustainability while delivering services to its ratepayers.

The plan provides projections of:

- Operating results over the forecast period. It is important that Council generates sufficient revenue to cover all of its cash and non-cash costs, with a small buffer;
- Cash balances over the projection period. It is important to ensure liquidity so that Council is able to meet its debt obligations as and when they fall due;
- Forecast asset renewal funding requirements which is a key financial sustainability indicator. Renewal forecasts are continually being refined and the funding level continually monitored.

These key outcomes ensure the financial sustainability of Council, thus ensuring the ability to deliver services, at their current levels, into the future.

## Measuring financial sustainability

Council's ability to remain financially sustainable and to satisfy the purposes of Section 84(2A) of the Act, can be measured using the Key Performance Indicators as outlined in the *Local Government (Management Indicators) Order 2014*.

The primary financial sustainability indicators are the long-term financial rules which guide Council in making financial decisions and the target and acceptable ranges may be varied by Council over time.

The seven measures adopted for the purposes of the LTFMP are:

- Underlying surplus or deficit
- Underlying surplus ratio
- Net financial liabilities
- Net financial liabilities ratio
- Asset consumption ratio
- Asset renewal funding ratio
- Asset sustainability ratio

The first two are measures of profitability, the next two are measures of indebtedness, and the last three are measures of asset management.

The ranges established for the primary financial sustainability indicators allow for some impact of future uncertainties and contingencies so that ongoing financial sustainability can be maintained. In addition, Council will prudently set aside reserves to fund future expenditure requirements. However, it is impossible to plan for every eventuality (e.g. natural disasters or major legislative changes impacting on local government), and Council may be required to undertake short-term corrective actions in the future to respond to unexpected events and immediate challenges to financial sustainability.

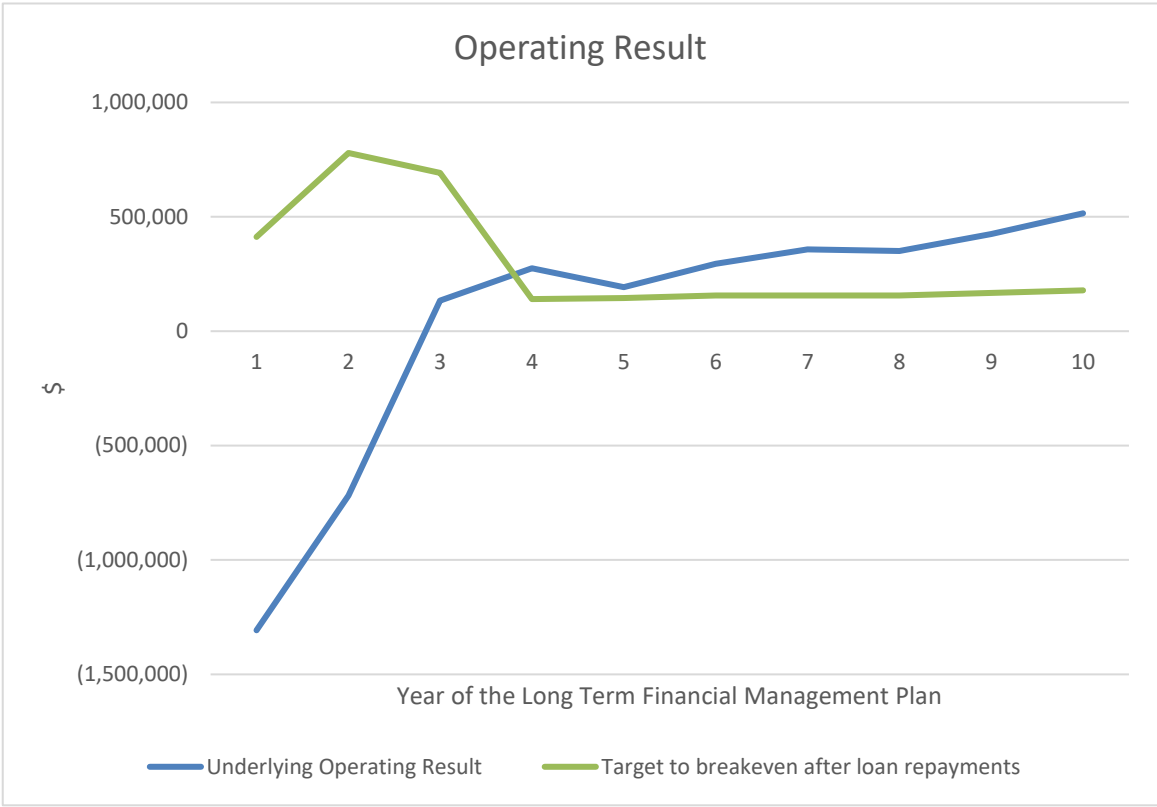
### Indicator 1 – Underlying surplus or (deficit)

The difference between day-to-day income and expenses for the period (excluding contributed assets, asset revaluations and capital grants). This indicator is seen as a better indicator of sustainable or recurring operations as it excludes capital grants which can be project specific and thus non-recurring, and other amounts which are recorded as income due to accounting standard requirements.

An operating surplus arises when operating revenue exceeds operating expenses for the period. An operating deficit arises when operating expenses exceed operating revenue for the period. Council's long term financial sustainability is dependent upon ensuring that on average, over time, its expenses are less than associated revenues. This ensures equality between generations of ratepayers in that each generation is responsible for the cost of resources they consume.

Research indicates that there is no clear agreement on what an appropriate target should be. For example, the Victorian Auditor-General recommends generating surpluses consistently, the Tasmanian report "Framework for Long Term Financial and Asset management Planning for all Tasmanian Councils" September 2009 recommends breakeven, or better, on average over medium term, and some state studies recommend sizeable surpluses.

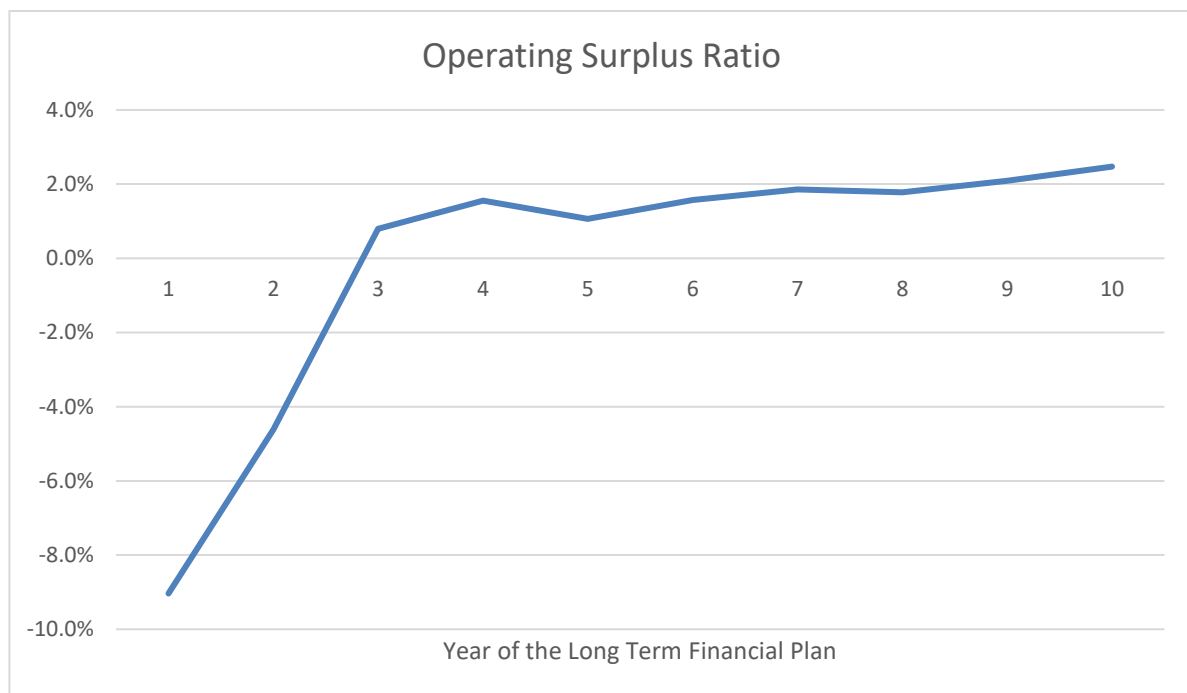
Shown in the following graph is the breakeven target including principal loan repayments. This provides for sufficient cash to fund operations, asset replacements on a consistent basis and provide sufficient funds to meet loan repayments as required. Without the funding of loan repayments over and above breakeven, there would be reduced funds available for asset replacements and place a burden on future ratepayers.



## Indicator 2 – Underlying surplus or (deficit) ratio

The operating surplus ratio is the operating surplus (deficit) expressed as a percentage of total revenue (adjusted by excluding capital grants, contributed property, plant and equipment and asset revaluation increments/decrements). It is a better indicator than the underlying operating result because it expresses that result relative to annual revenue.

Research indicates a wide range of views on appropriate targets. Reviews indicate targets of 0% to 15%, 2.5% to 7.5%, but within the range of 0% to 10% and greater than 0%. A target of greater than 2-3% has been selected which is in keeping with the Underlying surplus “Framework for Long Term Financial and Asset management Planning for all Tasmanian Councils” September 2009 recommendation.



Financial Management Indicators	Target
Underlying Surplus or Deficit	Greater than \$0 + principal loan repayments
Underlying Surplus Ratio	Greater than 2-3%

### Indicator 3 – Net financial liabilities

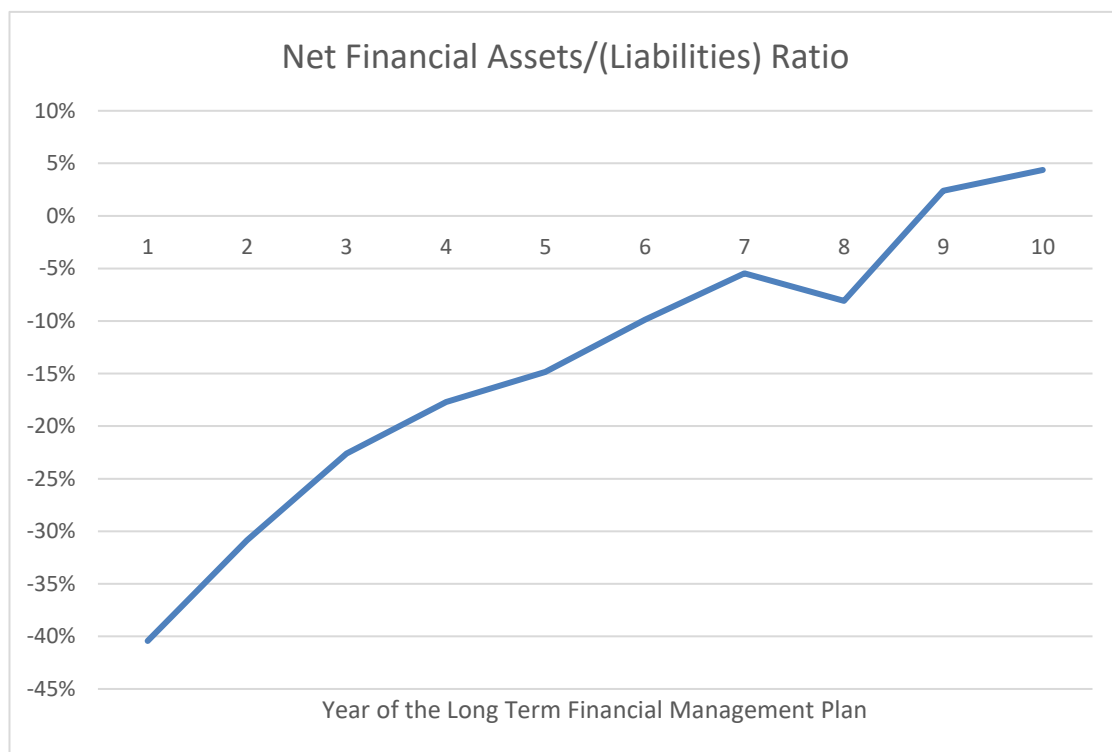
What is owed to others less cash held/invested and receivables and is thus a measure of net indebtedness. It is broader than just loan debt, as it includes amounts owed to creditors, employee provisions, amounts held in trust and all other liabilities.

The Tasmanian Auditor-General suggests a benchmark of greater than zero for this measure.

### Indicator 4 – Net financial liabilities ratio

This ratio is net financial liabilities expressed as a percentage of income. It indicates the extent to which net financial liabilities can be met by the Council's income. Where the ratio is increasing it indicates the Council's capacity to meet its financial obligations from income is strengthening.

The Tasmanian Auditor-General suggests a ratio of 0% to -50% represents low risk, -50% to -100% moderate risk, and greater than -100% high risk.



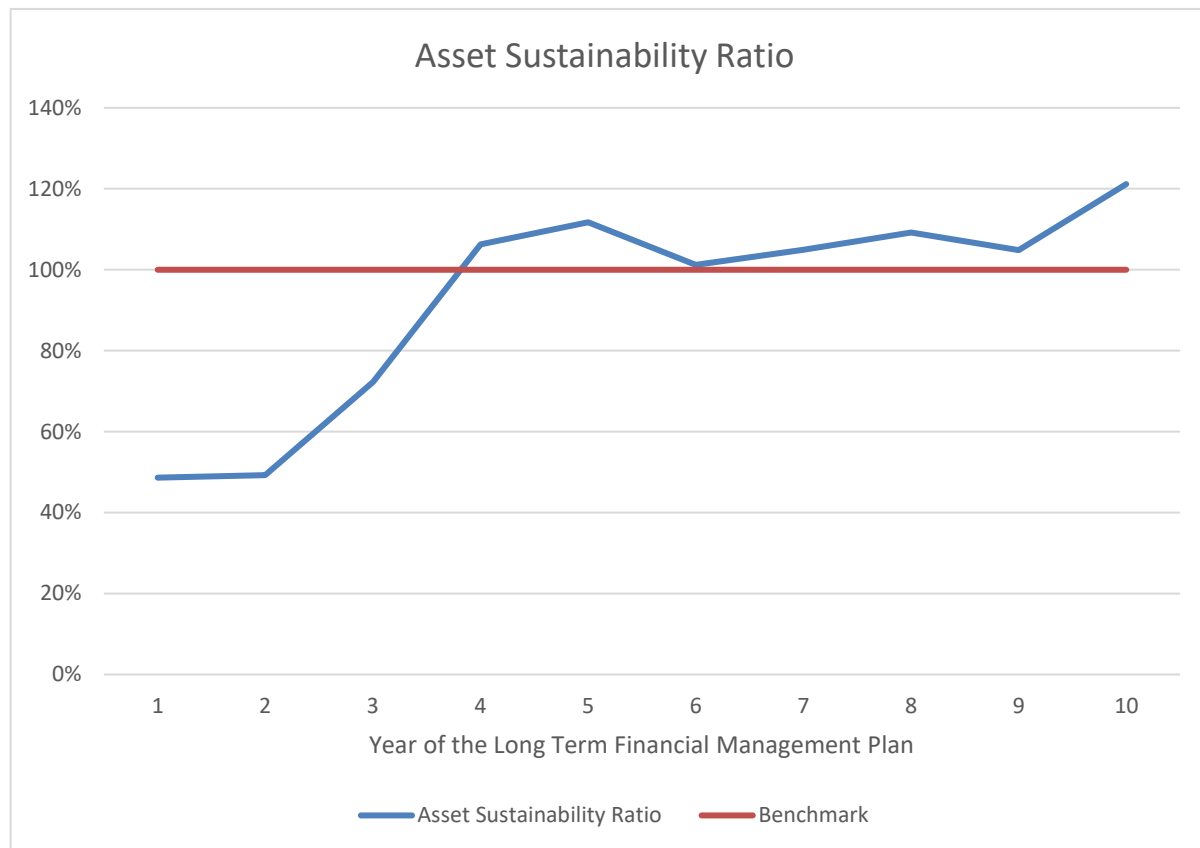
Financial Management Indicators	Target
Net Financial Liabilities	Greater than \$0
Net Financial Liabilities Ratio	At least 0%

## Indicator 5 – Asset sustainability ratio

This ratio is asset replacement capital expenditure expressed as a percentage of depreciation expense. It measures whether assets are being replaced at the rate at which they are wearing out. With a young asset portfolio, the target may be quite low. If old, it may be > 100%. Over time, if it averages at or near 100% the service of the asset portfolio is being maintained.

The Tasmanian Auditor-General suggests a benchmark of 100% for this measure.

The indicators are scrutinised by the Tasmanian Audit Office and are subject to commentary in the Report of the Auditor-General presented each year to State Parliament.



## Indicator 6 – Asset consumption ratio

This indicator expresses asset written down value as a percentage of replacement cost and therefore seeks to measure the proportion of life remaining in assets. A lower measure indicates an older, on average, portfolio of assets and could indicate the potential for large renewal expenditure. However, a low or declining ratio is not a concern provided assets are being maintained/replaced in accordance with well-prepared asset management plans and the organisation is operating sustainably. The cash generated by operating sustainably funds the renewal of assets when required.

An appropriate target is difficult to define and one source suggests a ratio between 40% and 80%. The Tasmanian Auditor-General considers the road asset class in isolation and suggests a ratio of >60% to represent low risk, 40 to 60% moderate risk and less than 40% high risk. Council's road assets are currently at 68% (2019/20).



## Indicator 7 – Asset renewal funding ratio

This indicator is the ratio of future asset replacement expenditure as per the LTFMP relative to the future asset replacement expenditure requirement sourced from asset management plans. It therefore measures the capacity to fund asset replacement requirements. An inability to fund future requirements will result in revenue or expense or debt consequences, or a reduction in service levels.

To maintain operating capacity, the Tasmanian Auditor-General expects a council to fund 90% of its planned asset requirements.

Asset Management Indicators	Target
Asset Consumption Ratio	At least 60%
Asset Renewal Funding Ratio	At least 90%
Asset Sustainability Ratio	Average of 100%

## Summary

Long-term financial planning provides for the optimum allocation of available resources to deliver Council's strategic and corporate objectives. Long-term financial planning supports the delivery of Council's community vision.

Long term financial sustainability can only be achieved when Council is providing expected services at defined levels to its community that is adequately funded, not only on an annual basis, but in the long term. This includes infrastructure asset renewal funding requirements.

The achievement of the outcomes in the Financial Management Strategy will ensure Council's financial sustainability, thus providing the ability to deliver services, at their current levels, into the future while sharing the cost between current and future generations of ratepayers.



# GLAMORGAN SPRING BAY COUNCIL **ANNUAL PLAN** 2021/22

**DRAFT**



**GLAMORGAN  
SPRING BAY  
COUNCIL**



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A large, stylized graphic of waves in various shades of teal and blue, flowing from the left side of the page towards the center. The waves are composed of smooth, curved shapes that overlap each other, creating a sense of movement and depth.

# GLAMORGAN SPRING BAY COUNCIL **ANNUAL PLAN** **2021/22**

# ABOUT OUR ANNUAL PLAN

The Annual Plan 2021-22 sets out the key actions that Council will undertake to meet community needs and to achieve the goals of the Strategic Plan 2020-2029.

The 2020-21 year has been a tough one and at the time of writing this Annual Plan, the COVID-19 pandemic remains a part of our lives. Many in our community have experienced anxiety, lost employment and continue to deal with other impacts such as restricted travel and challenges visiting loved ones.

The pandemic has also shown how resourceful and resilient our community can be. Community driven projects and initiatives continue in our small towns and local businesses are weathering the storm.

Glamorgan Spring Bay Council responded quickly to COVID-19, adapting the way we delivered services to ensure continuity, implementation of appropriate community and staff COVID-19 plans and even securing vaccination clinics for our communities.

This Annual Plan enables Council to work with the community to deliver important infrastructure. The reader will note an \$8.5 million capital program with a significant focus on infrastructure across the municipal area. Works include new and renewed roads, bridges, footpaths, stormwater, maritime facilities and parks and recreation areas.

During the last financial year, Council developed and adopted new Asset Management Plans (AMP's) and the Long Term Financial Management Plan (LTFMP). The AMP's have informed Council's budget and next year's Annual Plan with a strong focus on core business activities. Over \$3 million will be spent on infrastructure asset renewal supported by the AMP's. The LTFMP, also informed by the AMP's sets Council on a path to financial sustainability and growth.

The LTFMP, in the short term, has been shaped by the economic impacts of the pandemic and whilst it is difficult to estimate the financial impacts,



the LTFMP forecasts a recovery to a financial sustainable position over the next four years.

A revised organisation structure chart is included in this Annual Plan and reflects the change Council has gone through recently to build capable and relevant skills within the business. This new organisational structure is well positioned to provide the community with the services they expect into the future.

This plan outlines the key activities to be performed in order to achieve our objectives throughout the year. These are arranged to align with our five strategic pillars listed below.

1. Our Governance and Finance
2. Our Community's Health and Wellbeing
3. Our People
4. Our Infrastructure and Services
5. Our Environment

The budget estimates for the 2021/22 section of this Annual Plan includes the statement of Council's financial position, cash flow forecasts, capital works program and the loan summary.

We welcome additional funding from the Commonwealth and State Government in support of several significant projects across the municipal area.

This Annual Plan demonstrates Glamorgan Spring Bay Council's commitment to providing customer focused services that improve the community's wellbeing.

*Raspins Beach, Orford*





# OUR VISION, GUIDING PRINCIPLES & KEY FOUNDATIONS



## Our Vision

We want Glamorgan Spring Bay to be:

Prosperous, vibrant and inclusive. A place where people want to live, work and visit.

## Our Guiding Principles

We will seek to:

- Balance economic and tourism growth whilst preserving our lifestyle, celebrating our rich history and protecting the region's unique and precious characteristics.
- Reinforce and draw on the strengths of our communities at both a local and regional level.
- Attract and welcome people of all backgrounds, cultures and ages to live in our region.
- Take an East Coast perspective but also acknowledge the differing needs and priorities of each town or area.
- Ensure that our current expenditure and ongoing commitments fall within our means so that rates can be maintained at a manageable and affordable level.
- Draw on the knowledge and expertise of local people and communities in shaping and delivering our initiatives and plans – listening to and taking account of ideas and feedback from residents, businesses and ratepayers.
- Communicate and explain Council's decisions and reasons in an open and timely manner.

## Key Foundations

The key foundations underpinning our future success are:

- Sound governance and financial management.
- Cohesive, inclusive and resilient communities.
- The creation of a positive working environment.
- The delivering of high quality, cost-effective infrastructure and services.
- Collaboration with our communities to value, manage and improve our natural resources.

*Photo left: Bushland Gardens, Buckland*



# OUR COUNCILLORS



# Our Elected Representatives



*Mayor – Robert Young*



*Deputy Mayor – Jenny Woods*



*Councillor – Annie Browning*



*Councillor – Rob Churchill*



*Councillor – Cheryl Arnol*



*Councillor – Keith Breheny*



*Councillor – Grant Robinson*



*Councillor – Michael Symons*

*Photo left: Moulting Lagoon, Apslawn*



# OUR ORGANISATIONAL STRUCTURE







Photo left: Spring Beach



# Strategic Pillar 1 | OUR GOVERNANCE AND FINANCE





FOCUS AREA	2021/22 ANNUAL PLAN ACTION/s	DEPARTMENT
Planned asset renewal expenditure based on agreed asset management plans.	<ul style="list-style-type: none"> <li>• Deliver Capital Works Program for the 2021/22 financial year.</li> <li>• Develop the Capital Works Program for the 2022/23 financial year.</li> </ul>	Works & Infrastructure Buildings & Marine
Implement a dedicated process to ensure rates and other fees are collected in a timely manner.	<ul style="list-style-type: none"> <li>• Review the debt collection policy to ensure fit-for-purpose.</li> </ul>	Corporate & Community
Manage cash flow tightly to ensure current liabilities can be paid from unrestricted (available) cash.	<ul style="list-style-type: none"> <li>• Review cash position at regular intervals to ensure adequate actions are taken to manage variations to budget.</li> </ul>	Corporate & Community
Set realistic budgets and monitor income and expenditure closely.	<ul style="list-style-type: none"> <li>• Set realistic budgets and monitor income and expenditure to ensure adequate actions are taken to manage variations to budget.</li> </ul>	All Departments
Advocate and lobby effectively on behalf of the community.	<ul style="list-style-type: none"> <li>• Represent community interests to State and Federal Governments and Agencies.</li> </ul>	Governance
Develop and foster a strong, supportive and respectful organisational culture.	<ul style="list-style-type: none"> <li>• Ensure Council's WHS system delivers continuous improvement.</li> <li>• Develop a set of shared organisational values</li> </ul>	Governance



## Strategic Pillar 2 | OUR COMMUNITIES HEALTH AND WELLBEING

FOCUS AREA	2021/22 ANNUAL PLAN ACTION/s	DEPARTMENT
Support and facilitate social and community events that promote community health and wellbeing.	<ul style="list-style-type: none"> <li>Develop a program of community events for 2021/22.</li> </ul>	Corporate & Community
Work with health professionals to enhance the physical and mental health of ageing people.	<ul style="list-style-type: none"> <li>Consult with any health professionals to identify initiatives to enhance the physical and mental health of ageing people.</li> </ul>	Planning & Development
Advocate for reasonable access to primary, secondary and tertiary education.	<ul style="list-style-type: none"> <li>Represent community interests to State and Federal Governments and Agencies.</li> </ul>	Planning & Development
Advocate for adequate healthcare professionals/ providers.	<ul style="list-style-type: none"> <li>Undertake an Expression of Interest (EOI) process for the management of the Triabunna, Swansea and Bicheno Medical Practices.</li> </ul>	Planning & Development Governance
Advocate for access and coordination of reasonable transport services.	<ul style="list-style-type: none"> <li>Represent community interests to State Governments and Agencies.</li> </ul>	Corporate & Community
Encourage and support the arts, cultural activities, programs and events.	<ul style="list-style-type: none"> <li>Develop a program of community events for 2021/22.</li> </ul>	Corporate & Community
Create an informed and involved community by developing relevant and accessible communication channels.	<ul style="list-style-type: none"> <li>Develop a Communication Strategy for Council.</li> </ul>	All Departments



## Strategic Pillar 3 | OUR PEOPLE



FOCUS AREA	2021/22 ANNUAL PLAN ACTION/s	DEPARTMENT
Show personal appreciation for good performance and/or positive behaviours.	<ul style="list-style-type: none"> <li>Create opportunities for staff recognition.</li> <li>Ensure annual performance reviews are undertaken with staff.</li> </ul>	All Departments
Define and embed a clear set of organisational Values and Behaviours.	<ul style="list-style-type: none"> <li>Develop a set of shared organisational values.</li> </ul>	Governance
Create a psychologically safe environment where people feel they can share ideas and raise and resolve issues or concerns.	<ul style="list-style-type: none"> <li>Implement a recognisable and transparent system for continuous improvement initiatives from staff.</li> </ul>	All Departments
Invest in relevant training or professional development to equip managers and staff to perform their roles.	<ul style="list-style-type: none"> <li>Develop training plans for all staff which consider WHS compliance, professional development, vocational and trade development and accreditation.</li> </ul>	All Departments
Ensure that regular performance reviews and plans are in place for all staff and that managers are supported to conduct them.	<ul style="list-style-type: none"> <li>Program and deliver performance reviews for all staff.</li> </ul>	All Departments
Carry out annual staff engagement survey and address key findings.	<ul style="list-style-type: none"> <li>Carry out annual staff engagement survey and address key findings.</li> </ul>	Governance



## Strategic Pillar 4 | OUR INFRASTRUCTURE AND SERVICES



Triabunna Gatehouse

FOCUS AREA	2021/22 ANNUAL PLAN ACTION/s	DEPARTMENT
Complete all asset management plans and policies for Council infrastructure (including assessment of condition) in 2020.	<ul style="list-style-type: none"> <li>Implement Asset Improvement Plans for all asset classes.</li> </ul>	Works & Infrastructure
Sustain a safe and well-maintained road network across the municipality.	<ul style="list-style-type: none"> <li>Consult Asset Management Plans including data sets for development of asset maintenance and renewal programs.</li> <li>Maintain Hydraulic Infrastructure.</li> </ul>	Works & Infrastructure

Maintain public amenities and recreational facilities.	<ul style="list-style-type: none"> <li>Establish a program for parks maintenance works.</li> <li>Establish a program for town maintenance activities.</li> <li>Develop a Walking and Cycling Strategy.</li> <li>Develop Bicheno skate park.</li> </ul>	Works & Infrastructure Planning & Development Corporate & Community
Advocate for improved access and speeds of telecommunications services.	<ul style="list-style-type: none"> <li>Engage with relevant stakeholders.</li> <li>Continue to advocate for improved telecommunication services.</li> </ul>	Works & Infrastructure
Address and update complaints management system in 2020.	<ul style="list-style-type: none"> <li>Upgrade Council's management platform and complaints management system to ensure that complaints are actioned in accordance with Council's Customer Service Charter.</li> </ul>	Corporate & Community Planning & Development
Set clear annual budget priorities to meet needs and community expectations in consultation with the community.	<ul style="list-style-type: none"> <li>Conduct biennial community survey.</li> </ul>	All Departments
Apply for relevant grant applications and aim to achieve at least 50% success rate.	<ul style="list-style-type: none"> <li>Make relevant grant applications to secure and deliver key projects for the community.</li> </ul>	All Departments
Inspect all Council owned buildings annually.	<ul style="list-style-type: none"> <li>Complete regular inspections of Council's buildings &amp; facilities</li> </ul>	Buildings & Marine
Develop plans, policies and guidelines for built assets.	<ul style="list-style-type: none"> <li>Review existing plans guidelines and policies for built assets.</li> </ul>	All Departments



## Strategic Pillar 5 | OUR ENVIRONMENT

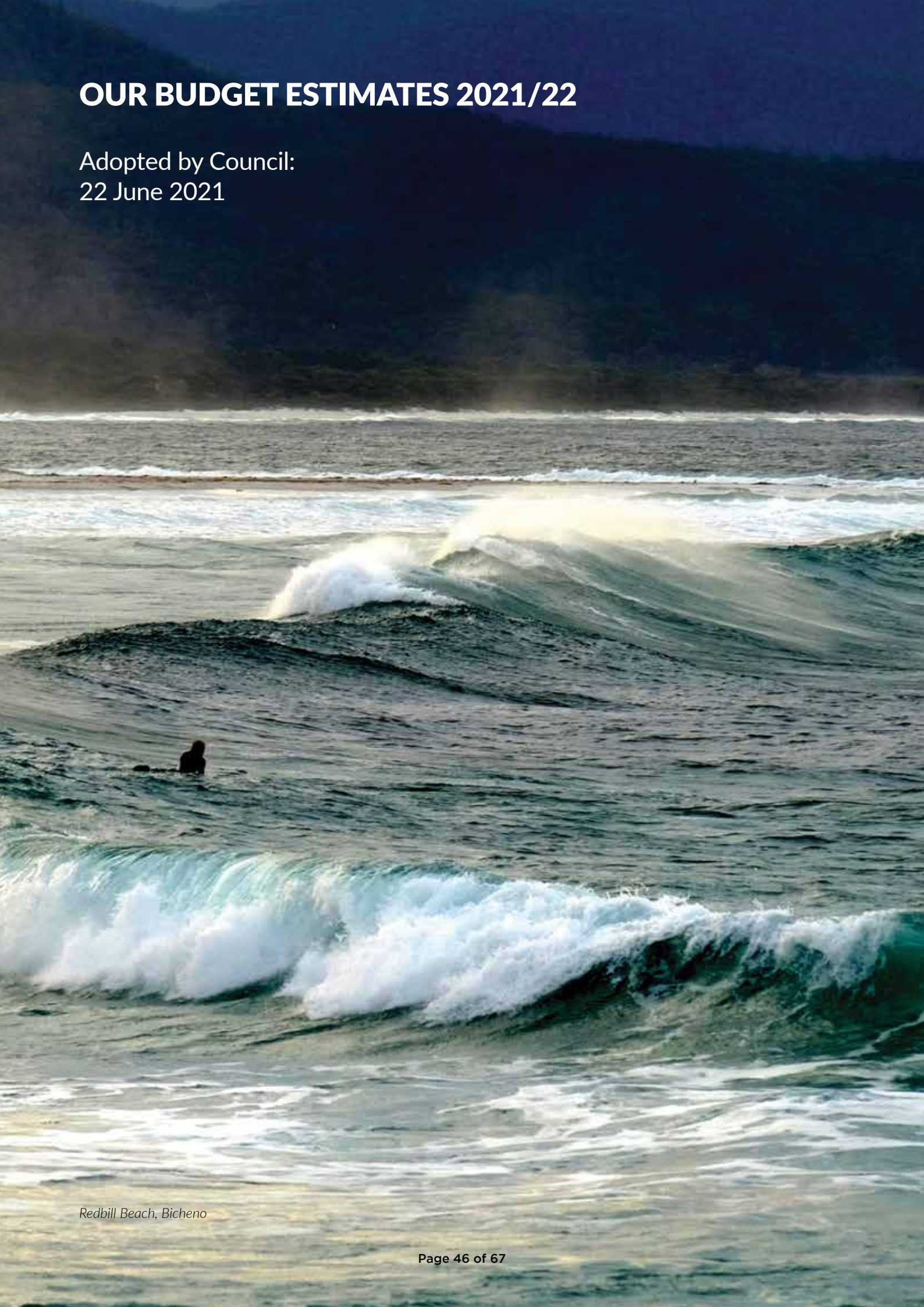


FOCUS AREA	2021/22 ANNUAL PLAN ACTION/s	DEPARTMENT
Review and update existing Council strategies and plans.	<ul style="list-style-type: none"> <li>• Update the Dog Management Policy.</li> <li>• Review GSBC Weed Management Plan.</li> <li>• Support the Southern Tasmania Regional Cat Management Strategy</li> </ul>	All Departments
Involve, engage and equip groups and individuals in Natural Resource Management.	<ul style="list-style-type: none"> <li>• Encourage access to and appreciation of natural areas through the engagement of community groups in our municipal area.</li> <li>• Support community groups and other stakeholders in rewilding initiatives in the municipal area</li> </ul>	Planning & Development Works & Infrastructure
Invest in external expertise and capacity to complement GSBC resources.	<ul style="list-style-type: none"> <li>• Work with Parks and Wildlife Services to develop a Masterplan for the Prosser River Estuary and associated foreshore.</li> </ul>	Governance



# OUR BUDGET ESTIMATES 2021/22

Adopted by Council:  
22 June 2021



*Redbill Beach, Bicheno*

## Profit & Loss Budget 2021/22

Account	31/03/2021 Actual	YTD Budget	Budget Var	Var %	30/06/2021 Forecast	2021/22 Budget	2020/21 Budget	2019/20 Actual
<b>Trading Income</b>								
Rate Revenue	8,729,533	8,663,463	66,070	1%	8,731,482	9,867,631	8,663,463	8,547,420
Statutory Charges	533,705	346,180	187,525	54%	710,460	724,013	448,549	600,199
User Charges	484,926	447,500	37,426	8%	556,576	656,156	618,300	807,190
Grants	756,602	644,588	112,014	17%	1,443,518	1,465,416	1,465,667	1,352,703
Interest & Investment Revenue	119,050	9,350	109,700	1173%	227,127	229,642	17,850	248,310
Contributions	101,860	24,000	77,860	324%	130,200	140,000	30,000	111,239
Other Revenue	1,284,702	1,232,209	52,493	4%	1,668,687	2,275,056	1,507,278	1,721,962
Total Trading Income	12,010,378	11,367,290	643,088	6%	<b>13,468,049</b>	<b>15,357,913</b>	12,751,107	13,389,023
<b>Gross Profit</b>	<b>12,010,378</b>	<b>11,367,290</b>	<b>643,088</b>	<b>6%</b>	<b>13,468,049</b>	<b>15,357,913</b>	<b>12,751,107</b>	<b>13,389,023</b>
<b>Capital Grants</b>								
Grants Commonwealth Capital - Other	2,890,543	2,900,000	(9,457)	0%	2,969,543	5,462,080	4,644,337	1,450,000
Grants Commonwealth Capital - Roads to Recovery	483,690	601,631	(117,941)	-20%	496,631	506,087	601,631	601,631
Grants State Capital - Other	631,180	600,000	31,180	5%	50,000	775,000	600,000	254,000
<b>Total Capital Grants</b>	<b>4,005,413</b>	<b>4,101,631</b>	<b>(96,218)</b>	<b>-2%</b>	<b>3,516,174</b>	<b>6,743,167</b>	<b>5,845,968</b>	<b>2,305,631</b>
<b>Other Income</b>								
Net Gain (Loss) on Disposal of Assets	91,938	0	91,938	0%	91,938	-	0	88,441
Other Income - PPRWS Reimbursement of Principal Loan	0	0	0	0%	99,690	102,609	99,690	30,936
<b>Total Other Income</b>	<b>91,938</b>	<b>0</b>	<b>91,938</b>	<b>0%</b>	<b>191,628</b>	<b>102,609</b>	<b>99,690</b>	<b>119,377</b>
<b>Operating Expenses</b>								
Employee Costs	3,914,302	4,252,934	(338,632)	-8%	5,009,249	4,975,840	5,487,953	4,707,510
Materials & Services	5,340,381	5,165,884	174,497	3%	7,113,317	7,952,266	6,791,442	7,252,045
Depreciation	870,589	1,768,005	(897,416)	-51%	2,686,330	2,764,692	2,357,337	2,605,162
Interest	75,105	145,904	(70,799)	-49%	240,667	227,106	238,131	230,460
Other Expenses	139,040	151,825	(12,785)	-8%	206,325	225,505	227,429	160,584
<b>Total Operating Expenses</b>	<b>10,339,416</b>	<b>11,484,552</b>	<b>(1,145,136)</b>	<b>-10%</b>	<b>15,255,888</b>	<b>16,145,409</b>	<b>15,102,292</b>	<b>14,955,760</b>
<b>Net Profit</b>	<b>1,670,962</b>	<b>(117,262)</b>	<b>1,788,224</b>	<b>-1525%</b>	<b>(1,787,839)</b>	<b>(787,496)</b>	<b>(2,351,185)</b>	<b>(1,566,737)</b>
<b>Total Comprehen- sive Result (incl Capital Income)</b>	<b>5,768,313</b>	<b>3,984,369</b>	<b>1,783,944</b>	<b>45%</b>	<b>1,919,963</b>	<b>6,058,280</b>	<b>3,594,473</b>	<b>858,271</b>



# Statement of Financial Position

## Budget 2021/22

Account	31 March 2021	Forecast 30/06/2021	Budget 30/06/2022	Budget 30/06/2021	30/06/2020
<b>Assets</b>					
<b>Current Assets</b>					
Cash & Cash Equivalents	3,571,063	3,054,371	3,054,371	1,401,680	1,683,196
Trade & Other Receivables	1,846,400	700,000	725,000	1,400,000	658,232
Inventories	22,402	0	0	27,000	23,755
Other Assets	91,155	61,200	30,600	10,000	81,600
<b>Total Current Assets</b>	<b>5,531,020</b>	<b>3,815,571</b>	<b>3,809,971</b>	<b>2,838,680</b>	<b>2,446,782</b>
<b>Non-current Assets</b>					
Trade & Other Receivables	9,435	0	0	0	9,435
Investment in Water Corporation	28,139,885	28,139,885	28,139,885	36,627,343	28,139,885
Property, Infrastructure, Plant & Equipment	125,877,466	130,117,833	135,855,679	130,493,245	126,700,280
<b>Total Non-current Assets</b>	<b>154,026,786</b>	<b>158,257,719</b>	<b>163,995,564</b>	<b>167,120,588</b>	<b>154,849,601</b>
<b>Total Assets</b>	<b>159,557,807</b>	<b>162,073,289</b>	<b>167,805,535</b>	<b>169,959,268</b>	<b>157,296,383</b>
<b>Liabilities</b>					
<b>Current Liabilities</b>					
Trade & Other Payables	499,891	500,000	500,000	500,000	1,207,652
Trust Funds & Deposits	343,662	343,662	343,662	400,000	534,472
Provisions	636,254	450,000	450,000	450,000	614,714
Contract Liabilities	0	959,885	0	0	421,919
Interest bearing Loans & Borrowings	293,455	458,263	697,774	1,124,930	512,113
<b>Total Current Liabilities</b>	<b>1,773,261</b>	<b>2,711,810</b>	<b>1,991,436</b>	<b>2,474,930</b>	<b>3,290,870</b>
<b>Non-current Liabilities</b>					
Provisions	117,389	120,000	145,000	150,000	117,389
Interest Bearing Loans & Borrowings	8,106,937	7,844,169	7,146,395	7,344,169	6,723,587
<b>Total Non-current Liabilities</b>	<b>8,224,326</b>	<b>7,964,169</b>	<b>7,291,395</b>	<b>7,494,169</b>	<b>6,840,975</b>
<b>Total Liabilities</b>	<b>9,997,587</b>	<b>10,675,979</b>	<b>9,282,831</b>	<b>9,969,099</b>	<b>10,131,845</b>
<b>Net Assets</b>	<b>149,560,219</b>	<b>151,397,310</b>	<b>158,522,703</b>	<b>159,990,170</b>	<b>147,164,538</b>
<b>Equity</b>					
Current Year Earnings	2,395,681	1,919,963	6,058,280	3,594,473	1,214,901
Retained Earnings	78,352,191	80,599,799	83,526,875	81,026,489	77,152,601
Equity – Asset Revaluation Reserve	68,381,239	68,381,239	68,381,239	75,432,507	68,381,239
Equity – Restricted Reserves	431,109	496,309	556,309		415,797
<b>Total Equity</b>	<b>149,560,219</b>	<b>151,397,310</b>	<b>158,522,703</b>	<b>160,053,469</b>	<b>147,164,538</b>

# Statement of Cash Flows

## Budget 2021/22

Account	31 March 2021	Forecast 30/06/2021	Budget 2021/22	Budget 2020/21	2019/20 Actual
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<b>Operating Activities</b>					
Receipts from customers	9,918,745	11,625,435	13,497,856	10,161,046	11,784,376
Payments to suppliers and employees	(10,277,717)	(13,277,210)	(13,380,717)	(13,525,389)	(12,601,575)
Receipts from operating grants	757,402	1,443,518	1,465,416	1,428,162	1,359,203
Cash receipts from other operating activities	816,215	1,079,948	822,609	720,000	870,199
Interest received	15,321	20,127	22,642	17,850	41,210
Dividend received	103,500	207,000	207,000	0	207,100
<b>Net Cash Flows from Operating Activities</b>	<b>1,333,466</b>	<b>1,098,819</b>	<b>2,634,805</b>	<b>(1,198,331)</b>	<b>1,660,514</b>

<b>Investing Activities</b>					
Proceeds from sale of property, plant and equipment	59,346	71,706	0	0	774,845
Payment for property, plant and equipment	(4,096,307)	(4,934,604)	(9,202,537)	(6,786,300)	(7,636,926)
Receipts from capital grants	4,000,233	4,293,515	6,743,167	5,905,968	2,345,631
Other cash items from investing activities	0	0	0	0	73,969
<b>Net Cash Flows from Investing Activities</b>	<b>(36,728)</b>	<b>(569,383)</b>	<b>(2,459,370)</b>	<b>(880,332)</b>	<b>(4,442,481)</b>

<b>Financing Activities</b>					
Trust funds & deposits	(190,810)	(190,810)	0	0	365,036
Proceeds from/ (repayment) of loans	1,204,366	1,092,500	(455,492)	1,822,922	197,089
Other cash items from financing activities	(421,919)	0	0	0	165,889
<b>Net Cash Flows from Financing Activities</b>	<b>591,637</b>	<b>901,690</b>	<b>(455,492)</b>	<b>1,822,922</b>	<b>728,014</b>

<b>Net Cash Flows</b>	<b>1,888,375</b>	<b>1,431,126</b>	<b>(280,057)</b>	<b>(255,741)</b>	<b>(2,053,953)</b>
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<b>Cash and Cash Equivalents</b>					
Cash and cash equivalents at beginning of period	1,623,245	1,623,245	3,054,371	1,657,421	3,677,197
Cash and cash equivalents at end of period	3,511,620	3,054,371	2,774,314	1,401,680	1,623,245
<b>Net change in cash for period</b>	<b>1,888,375</b>	<b>1,431,126</b>	<b>(280,057)</b>	<b>(255,741)</b>	<b>(2,053,953)</b>

## Capital Works Summary

### Budget 2021/22

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New Capital	
Roads, Footpaths, Kerbs	1,578,000
Stormwater & Drainage	265,000
Parks, Reserves, Walking Tracks, Cemeteries	3,540,500
Buildings & Facilities	-
Plant & Equipment	20,000
<b>Total New Capital</b>	<b>5,403,500</b>

Renewal of Assets	
Roads, Footpaths, Kerbs	1,058,174
Parks, Reserves, Walking Tracks, Cemeteries	20,000
Stormwater, Drainage	302,000
Marine Infrastructure	445,000
Buildings & Facilities	593,863
Bridges, Culverts	330,000
Plant & Equipment	300,000
Medical Equipment	20,000
IT Equipment	30,000
<b>Total Renewal Capital</b>	<b>3,099,037</b>

<b>Total Capital Works</b>	<b>8,502,537</b>
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## Capital Works Detail

### Budget 2021/22

New Capital	2021/22 Budget	Government Funding	Council Funding	Details	Government Funding
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Roads, Footpaths, Kerbs					
Freycinet Drive - Kerb at Kayak Rental to stop flooding	30,000	30,000		Carried Forward from 2020/21	Community Infrastructure Fund - Round 2
Strip Rd Little Swanport - concrete overlay to hardstand floodway	30,000	30,000		Carried Forward from 2020/21	Community Infrastructure Fund - Round 2
Bicheno walkway	403,000	403,000		Carried Forward from 2020/21	Drought Relief
Triabunna Road Realignment re Cenotaph/RSL corner	115,000	115,000		Carried Forward from 2020/21	Drought Relief
Swansea Main Street Paving	1,000,000	1,000,000			Fed Grant Funding
<b>Total Roads, Footpaths, Kerbs</b>	<b>1,578,000</b>	<b>1,578,000</b>	<b>-</b>		

Parks, Reserves, Walking Tracks, Cemeteries					
Swansea Boat Trailer Parking	450,000	500,000		Carried Forward from 2020/21	DPIPWE Funds
Bicheno Triangle	580,000	600,000			Fed Grant Fund
Bicheno Gulch	1,490,000	1,500,000			Fed Grant Fund
Coles Bay Foreshore	950,000	1,000,000			Fed Grant Fund
Jetty Rd Bicheno - Beach Access, timber walkway installation	10,500	10,500		Carried Forward from 2020/21	Community Infrastructure Fund - Round 2
Buckland Walk - rehabilitation	60,000	-	60,000	Carried Forward from 2020/21	
<b>Total Parks, Reserves, Walking Tracks, Cemeteries</b>	<b>3,540,500</b>	<b>3,610,500</b>	<b>60,000</b>		

Stormwater & Drainage					
Holkham Court	265,000		265,000		
<b>Total Plant &amp; Equipment</b>	<b>265,000</b>	<b>-</b>	<b>265,000</b>		

Plant & Equipment					
Crane Gantry Swansea - safe water tank removal	20,000		20,000		
<b>Total Plant &amp; Equipment</b>	<b>20,000</b>	<b>-</b>	<b>20,000</b>		

<b>Total New Capital</b>	<b>5,403,500</b>	<b>5,188,500</b>	<b>345,000</b>		
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## Capital Works Detail continued...

### Budget 2021/22

Renewal of Assets	2021/22 Budget	Government Funding	Council Funding	Details	Government Funding
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Roads, Footpaths, Kerbs					
RTR – RSPG Rheban Rd Resheeting / realignment for bridge	100,000	50,000	50,000	Carried Forward from 2020/21	RTR
Resheet – Old Coach Rd 3km	50,000		50,000		
Resheet – Sally Peak Rd 1km	17,000		17,000		
Resheet – Sand River Rd 1km	17,000		17,000		
Resheet – Seaford Rd 2km	34,000		34,000		
Resheet – Strip Rd 3km	50,000		50,000		
Resheet – Bresnehans Rd 0.5km	8,500		8,500		
Resheet – Elizabeth St Pontypool 1km	17,000		17,000		
Reseal	443,300		443,300		
Community Infrastructure Fund – Round 3 to be allocate	221,174	221,174			Community Infrastructure Fund – Round 3
Redesign and relocation of the Triabunna School crossing	31,000	31,000			Community Infrastructure Fund – Round 3
Design	29,200		29,200		
Contingency	40,000		40,000		
<b>Total Roads, Footpaths, Kerbs</b>	<b>1,058,174</b>	<b>302,174</b>	<b>756,000</b>		

Parks, Reserves, Walking Tracks, Cemeteries					
Bicheno BMX track refurbishment	20,000	20,000		Carried Forward from 2020/21	Community Infrastructure Fund – Round 2
<b>Total Parks, Reserves, Walking Tracks, Cemeteries</b>	<b>20,000</b>	<b>20,000</b>	<b>-</b>		

Stormwater, Drainage					
Alma Rd and Fieldwick Land – Rockline drain and culvert improvements	125,000	125,000		Carried Forward from 2020/21	Community Infrastructure Fund – Round 2
Stormwater management planning, investigation & design	100,000		100,000	Carried Forward from 2020/21	
Stormwater and drainage to be allocated	77,000		77,000		
<b>Total Stormwater, Drainage</b>	<b>302,000</b>	<b>125,000</b>	<b>177,000</b>		

## Capital Works Detail continued...

### Budget 2021/22

Renewal of Assets	2021/22 Budget	Government Funding	Council Funding	Details	Government Funding
<b>Buildings &amp; Facilities</b>					
RSL Cenotaph – new memorial c/fw project	10,000		10,000	Carried Forward from 2020/21	
Triabunna Medical Centre – Car Park reseal and line mark	45,000	45,000		Carried Forward from 2020/21	Community Infrastructure Fund – Round 2
Bicheno Medical Centre – Car Park reseal and line mark	55,000	55,000		Carried Forward from 2020/21	Community Infrastructure Fund – Round 2
Triabunna Marina – improve public facilities and shelters	40,863	40,863		Carried Forward from 2020/21	Community Infrastructure Fund – Round 2
Coles Bay Tennis Courts – Basketball hoop installation	3,000	3,000		Carried Forward from 2020/21	Community Infrastructure Fund – Round 2
Buckland Community Hall – ramp access	45,000	45,000		Carried Forward from 2020/21	Community Infrastructure Fund
Buckland Community Hall – stairs	55,000	55,000		Carried Forward from 2020/21	Drought Relief
Bicheno Medical Centre – Refurb Treatment Room	25,000	25,000		Carried Forward from 2020/21	Community Infrastructure Fund
Swansea Courthouse Drainage Works	10,000	25,000		Carried Forward from 2020/21	Community Infrastructure Fund
Online Access Centre/Swansea Courthouse – refurbish toilet and install disabled/unisex toilet	60,000	60,000			Community Infrastructure Fund – Round 3
Coles Bay Community Hall – Replacement of Annexe, Medical Room, Kitchen and Library	180,000	180,000			Community Infrastructure Fund – Round 3
Spring Beach Toilet Refurbishment	65,000	65,000			Community Infrastructure Fund – Round 3
<b>Total Buildings &amp; Facilities</b>	<b>593,863</b>	<b>598,863</b>	<b>10,000</b>		

## Capital Works Detail continued...

### Budget 2021/22

Renewal of Assets	2021/22 Budget	Government Funding	Council Funding	Details	Government Funding
<b>Marine Infrastructure</b>					
Pylon Replacement – Marina	100,000		100,000		
Saltworks Toilet & Car park	245,000	245,000			Community Infrastructure Fund – Round 3
Saltworks Boat Ramp Upgrade	100,000	100,000		Carried Forward from 2020/21	State Grant
<b>Total Marine Infrastructure</b>	<b>445,000</b>	<b>345,000</b>	<b>100,000</b>		
<b>Bridges, Culverts</b>					
Holkham Crt Culvert	50,000	56,087		Carried Forward from 2020/21	Community Infrastructure Fund
RTR – EMF Rheban Rd Griffith River Bridge	280,000	300,000		Carried Forward from 2020/21	RTR 25% EMF75%
<b>Total Bridges, Culverts</b>	<b>330,000</b>	<b>356,087</b>	<b>-</b>		
<b>Plant &amp; Equipment</b>					
IT Computer Equipment	30,000		30,000		
Medical Equipment	20,000		20,000		
Replace Ute x 2 (2007/2008)	57,000		57,000		
Replace Mayor Vehicle (2016)	37,000		37,000		
Replace Tipper Truck (2014)	80,000		80,000		
Replace Medium Truck (2014)	80,000		80,000		
Replace Toro Groundmaster (2014)	40,000		40,000		
Replace Tandem Trailer	6,000		6,000		
<b>Total Renewal Capital</b>	<b>3,099,037</b>	<b>1,747,124</b>	<b>1,393,000</b>		
<b>Total Capital Works</b>	<b>8,502,537</b>	<b>6,935,624</b>	<b>1,738,000</b>		

## Budget Loan Summary

### For the year ended 30 June 2022

Purpose	Opening Balance 1/07/2021	Principal Repayment	Interest Repayment	Closing Balance 30/06/2022	Maturity Date
Orford Bowls Club	3,243	3,243	497	0	29/09/2021
Triabunna Marina	2,183,779	175,917	87,435	2,007,862	22/08/2022
Plant	176,494	176,494	3,416	0	28/02/2022
Prosser Plains Raw Water Scheme	4,438,916	102,609	128,634	4,336,307	29/04/2049
General - Interest Free*	1,500,000	0	7,800	1,500,000	31/3/2023
<b>Balance at 30 June</b>	<b>8,302,432</b>	<b>458,263</b>	<b>227,782</b>	<b>7,844,169</b>	

\*State Government Interest Free Support Loan, interest to be reimbursed from Treasury

# OUR PUBLIC HEALTH STATEMENT 2021/22

Section 72(1)(ab) of the *Local Government Act 1993* requires Council to prepare a statement that describes the extent to which Council has carried out its functions under the *Public Health Act 1997* and the *Food Act 2003*. This statement is also to outline the resources allocated to public health and the extent to which its goals, objectives, policies and programs in relation to public health met the needs of persons within its municipal area.

Council's Public and Environmental Health program is administered by the Environmental Health section as part of the Planning and Development Directorate. The Environmental Health section is resourced with a Director Planning & Development (qualified Environmental Health Officer) and a part-time contract Environmental Health Officer.

The Environmental Health section administers the following key pieces of legislation – *Local Government Act 1993*, *Public Health Act 1997*, *Food Act 2003*, *Litter Act 2007*, *Environmental Management and Pollution Control Act 1994* and the associated regulations. The key functions of these Acts include:

- Notifiable diseases (food borne illness)
- Public health education and promotion
- Immunisation
- Water quality monitoring
- Places of assembly
- Food safety
- Public health risk activities
- On site waste water management
- Unhealthy premises
- Private burials/exhumations
- Public health & environmental nuisances
- Cooling towers and warm water systems
- Disease prevention and control

- Pollution (air, liquid and solid)

As part of the Glamorgan Spring Bay Council's public health goals and objectives, in 2021/22 the Planning and Development Directorate will seek to:

- Conduct annual school immunisations clinics and promote the importance of immunisation to the community.
- Ensure onsite wastewater disposal complies with the provisions of relevant legislation.
- Undertake routine inspections of food premises, public health risk activities, water carters, primary recreational waters, and private water supplies to ensure compliance with relevant legislation.
- Promptly investigate public and environmental health complaints.
- Maintain an effective analysis program for food, recreational waters and general complaints.
- Undertake an Expression of Interest (EOI) process for the management of the Triabunna, Swansea and Bicheno Medical Practices.





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Glamorgan Spring Bay Council

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## **WASTE MANAGEMENT 2.2**

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Version 5

Adopted:  
**Minute No.:**

## Document Control

<b>Policy Name</b>	
<b>First issued/approved</b>	20/07/2016
<b>Source of approval/authority</b>	Council Adoption
<b>Last reviewed</b>	April 2020
<b>Next review date</b>	April 2024
<b>Version number</b>	5
<b>Responsible Officer</b>	Director Works & Infrastructure
<b>Department responsible for policy development</b>	Works & Infrastructure
<b>Related policies</b>	<ul style="list-style-type: none"><li>• Rates and Charges Policy</li><li>• Financial Hardship Assistance Model Policy 3.14</li></ul>
<b>Publication of policy</b>	Website

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# 1 Introduction

## 1.1 Purpose

The purpose of this policy is to provide guidance for the application of kerbside waste and recycle bins, vouchers or a waiver system, in relation to waste management within the municipal area.

## 1.2 Scope

This policy relates to all properties within the Glamorgan Spring Bay municipal area.

## 1.3 Definitions

Genuine Hardship: See Financial Hardship Assistance Model Policy 3.14

Genuine Disability: Genuine disability for the purposes of this policy would be established where the applicant:

Has a disability that in the opinion of a professional health worker prevents the person from accessing normal Council waste services including domestic collection or the use of vouchers at a transfer station and independent assessment by the Community Development officer ascertains that there is no likelihood of family, neighborhood or other alternative methods of accessing Council waste management services.

The consideration of assistance applies to normal household waste and recyclables but does not include green waste. The General Manager will document all applications for relief in line with the criteria, indicating reasons for reaching a decision of the applicant for relief.

The “Base Levy”: is an annually adopted fee of Council that covers the overall compliance / operational costs of the four Waste Transfer Stations and includes ‘skip bin’ waste transportation, levies and disposal costs to the Copping landfill.

The ‘Service Charge’: is an annually adopted fee of Council that covers residential and commercial waste and recycling street kerbside collections.

## 1.4 Related Policies and Legislation

This policy relates to and depends on other Council policies, as well as legislation, including:

- *Local Government Act 1993*, Part 9 – Rates and Charges
- Rates and Charges Policy
- Financial Hardship Assistance Model Policy 3.14
- Council Annual Plan and Budget Estimates (Fees and Charges)

## 1.5 Policy Review and Update Cycle

This policy is to be reviewed in April 2024 or when circumstances require, and thereafter, every four years.

## 2 Policy

Council has resolved that the municipal wide waste and recycle collection programme is to be borne by all ratepayers in the municipal area by way of charges that have been levied.

In the interest of maintaining a cohesive system, Council has determined to maintain the adopted “Base Levy” without reduction, except through the qualification of hardship or disability.

To maintain a workable, flexible programme Council has included the Genuine Hardship definitions from the Financial Hardship Assistance Model Policy and introduced “Genuine - Disability” guidelines with an objective process to ascertain whether a ratepayer qualifies for consideration of relief to some or all waste management charges and / or the provision of a non- standard service.

### 2.1 Waste Management Voucher

Vouchers are issued under certain criteria where property owners can be entitled to convert their domestic waste and recycling bin collection entitlements to equivalent entitlements in the form of a weekly, non-redeemable waste management voucher.

Vouchers are issued to all entitled property owners at the beginning of each financial year. The following is the process of conversion:

### 2.2 CONVERSION – kerbside collection to waste transfer station voucher

A residential property owner may apply to the General Manager, via the relevant application form (Application for Conversion) to replace issued “mobile bins” with a waste transfer station voucher provided the following criteria is met:

- Disabled / Invalid Pensioner
- Temporary Resident ie Shack Owner
- House located more than 100 metres from road frontage.

A voucher entitles the recipient to gain access to any Glamorgan Spring Bay Council Waste Transfer Station free of charge, on the following basis:

- Disposal of residential rubbish on a weekly basis up to an equivalent volume of a standard 140 litre bin.
- Dispose of residential recycling on a fortnightly basis up to an equivalent volume of a standard 140 litre bin.

Standard Base Levy and Service Charges still apply.

### 2.3 WAIVER – Annual kerbside collection service charge

Where a residential property owner lives in an area of the municipal area where Council does not provide a kerbside collection service, then the property owner may apply to the General Manager, via the (Application for Conversion) form for a “waiver” of the current kerbside collection service charge.

If an application is approved, the property owner must arrange, via the Works & Infrastructure Department, for the return of the previously issued kerbside collection bins or vouchers. Once returned, a reimbursement is applicable in the following format:

- If a waiver is approved during July to December then a 6 month reimbursement of the current service charge is applicable.
- If a waiver is approved during January to June no reimbursement is payable.



## 2.4 ISSUE OF NEW / ADDITIONAL COLLECTION BINS

Following the issue of new or additional bin sets to a property, the following cost structure will apply:

- 100% “Base Levy” (for new service)
- Bins delivered to a property during July to December – 100% “Service Charge” or
- Bins delivered to a property during January to June – a pro rata “Service Charge” of 50% applies.

Where a new dwelling has been constructed and a Service Charge has not previously been applied, the charge will apply from the date of occupancy for that property.

Vacant land attracts the compulsory Base Levy but is exempt from the Service Charge.

Vacant land with a caravan(s) onsite attracts the compulsory Base Levy and one Service Charge. Lost or stolen bins should be reported to Council.

## 2.5 BIN OWNERSHIP

All residential and commercial mobile bins issued by Council, or on behalf of Council, remain the property of Council. Allocated residential and commercial bins issued to a property remain attached with the property following the sale of the said property or relocation of a tenant.

# 3 Implementation

Implementation of this Policy rests with the General Manager.

# 4 Attachments

- Application for Conversion



## WASTE MANAGEMENT CONVERSION FROM BIN COLLECTION TO VOUCHER

A property based kerbside collection and recycling charge of \$102.00 has been levied per Residential user in respect of which a kerbside collection service is available for each premises, tenement, flat, apartment, single stratum section, or portion of tenement set aside for separate occupation.

Council has identified certain criteria under which property owners will be eligible to convert their domestic waste and recycling bin entitlements to the equivalent entitlements in the form of a weekly, non redeemable waste management facility voucher.

Property owners who believe they meet any one of the eligibility criteria shown below may make application to Council.

Please nominate the relevant criteria claimed in support of your application and sign the declaration below before returning it to Council for assessment.

### CONVERSION - kerbside collection to facility voucher

- ☐ Disabled / Invalid pensioner.
- ☐ Temporary resident i.e. shack owner
- ☐ House is located more than 100 metres from road frontage
- ☐ Other, please state reason for conversion:

.....  
.....  
.....

I certify that the above stated details are true and correct-

Site Address: .....

Postal Address: .....

Name: ..... Phone No: .....

Signed: ..... Date: .....

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### OFFICE USE ONLY

Property File No: ..... PID No: .....

- ☐ Approved
- ☐ Declined

.....  
**Manager Works**

## COMMUNITY SMALL GRANTS PROGRAM

2020/2021

Name of Applicant: Swansea Primary School Association

Postal Address: [REDACTED]

Contact Person: Melissa Quinn

Position: Secretary

Contact Telephone Number [REDACTED]

Email Address [REDACTED]

Fax Number: [REDACTED]

Is your organisation an incorporated body? Yes/No

Project title and brief description: (If insufficient space, please attach additional sheet)

Returning to Nature Play

We are seeking to return a portion of our school grounds back to its original habitat. We are in consultation with the environmental officer at Glamorgan Spring Bay Council, who is currently conducting research on the native plants which would have formed part of the original landscape at Swansea Primary School. One of the main focuses is being able to attract wildlife back into natural habitats. Students, families and community members will be part of the process from designing the area to creating the space and upkeeping the area.

We will be working with relevant stakeholders which consist of the Environmental Officer at Glamorgan Spring Bay Council also with the Play Space Architect to create a design and purchase plants for this area.

The School Association is seeking funds to purchase the native plants for this area.

**Other Comments** (for example, benefits of the project to the community, support from any other groups or organisations).

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The school Association is working in conjunction with

- The School
- The Student Representative Council
- The Salvation Army
- The Anglican Parish

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Total Cost of Project

\$ 3000.00

Amount sought from Council:  
(Maximum of \$1,000)

\$ 1000.00

What amount will be contributed  
by your organisation?

\$ 2000.00

Will any other organisations be providing funding?  
(Provide details below of any confirmed or anticipated contributions from other sources

\$ .....

Signed: Melisa Quinn

Name: (please print) Melisa Quinn

Position in Organisation: Secretary

Date: 4/6/2021

## COMMUNITY SMALL GRANTS PROGRAM

**2020/2021**

Name of Applicant: **Freycinet Volunteer Marine Rescue Association Inc**

Postal Address: **[REDACTED]**

Contact Person: **Col BARNEY**

Position: **Unit Commander**

Contact Telephone Number **[REDACTED]**

Email Address: **[REDACTED]**

Fax Number: **N/A**

Is your organisation an incorporated body? **Yes/No YES**

Project title and brief description: (If insufficient space, please attach additional sheet)

### Compliance Standards & Safety Enhancement

Freycinet Volunteer Marine Rescue is an entirely volunteer organisation providing boating safety services to the northern part of the GSB municipality from Little Swanport to Bicheno. Our vessels operate as commercial vessels in compliance with Australian Maritime Safety Authority regulations. The project is twofold: servicing of inflatable lifejackets and purchase of a handheld anemometer.

1. Stormy Lifejackets in commercial operation are required to be returned to the manufacturer each for service. We maintain ten inflatable lifejackets. The minimum cost of service is a total of \$400.
2. VMR vessels operate under documented Safety Management Systems (SMS) approved by AMSA. Each vessel has operating limits specified in it's individual SMS with wind strength being the a primary consideration. Purchase of a handheld anemometer will eliminate guesswork and minimise the risk of volunteers unintentionally operating beyond the specified limits.



**Other Comments** (for example, benefits of the project to the community, support from any other groups or organisations).

\$40 is the cost of a lifejacket inspection. Freycinet VMR will cover the cost of transporting the jackets to and from Stormy at Mornington. We will also cover the cost of any required service items. Four of the lifejackets are available for public use during rescues or boat safety training.

In addition to the ability to provide objective assessments of wind speed the Kestrel 5500 model has a number of features that are particularly use for marine rescue volunteers:

- pocket sized, waterproof, floats, large display (no need for reading glasses)
- fitted with fluxgate compass to provide both wind speed and direction
- accurate on-site data can be provided to search authorities for drift calculations
- time-stamped data logging that can be subsequently downloaded and linked to GPS tracking data.

**Total Cost of Project**

\$ 1,170 plus any service parts

**Amount sought from Council:**  
(Maximum of \$1,000)

\$ 1,000

**What amount will be contributed by your organisation?**

Cost of delivering lifejackets to Mornington and return after servicing + Cost of postage for anemometer. Total known cost: approx \$100. Unknown cost: any parts required during lifejacket service

**Will any other organisations be providing funding?**  
(Provide details below of any confirmed or anticipated contributions from other sources

\$ NO

**Signed:**



**Name: (please print)** Col Barney

**Position in Organisation:** Unit Commander

**Date:** 10 June 2021