



**GLAMORGAN
SPRING BAY
COUNCIL**



Image Courtesy: R Dunk 2018

DRAFT Annual Plan & Budget Estimates 2018-2019

Adopted by Council:

Annual Plan 2018 – 2019
Last Updated: 22/08/18

Contents

| | |
|--|-----------|
| EXECUTIVE SUMMARY AND LEGISLATIVE REQUIREMENT | 2 |
| VISION, VALUES AND DIRECTIONS FOR OUR COMMUNITY | 4 |
| OUR PRIORITIES FOR 2018-2019..... | 5 |
| ELECTED MEMBER OVERVIEW..... | 6 |
| FOREWORD FROM THE MAYOR | 7 |
| STATEMENT BY THE GENERAL MANAGER | 8 |
| STATEMENT OF PUBLIC HEALTH GOALS | 10 |
| MEETING THE GOALS AND OBJECTIVES OF THE STRATEGIC PLAN..... | 10 |
| RATING STRATEGY..... | 14 |
| COUNCIL WORKPLAN – CORPORATE CALENDAR | 14 |
| SIGNIFICANT SERVICES | 16 |
| OVERVIEW FINANCIAL PERFORMANCE - NOTES..... | 17 |
| STATEMENT OF COMPREHENSIVE INCOME AS AT 30TH JUNE 2019 | 18 |
| STATEMENT OF FINANCIAL POSITION AS AT 30TH JUNE 2019 | 19 |
| CASH FLOW FORECAST AS AT 30TH JUNE 2019 | 21 |
| CAPITAL EXPENDITURE ESTIMATE 2018-2019..... | 23 |

Executive summary and Legislative Requirement

Welcome to Council's Annual Plan and Budget Estimates for the 2018-2019 financial year. Glamorgan Spring Bay Council produces this document in accordance with the provisions of the *Local Government Act 1993*.

The *Annual Plan* is one of Council's main reporting documents and provides specific information about the services and projects Council will undertake during the financial year in order to achieve the objectives and goals outlined in the *Glamorgan Spring Bay Community Strategic Plan, July 2013 (Vision to 2020)*. The *Budget Estimates* provide information about how Council will fund those services and projects during the financial year.

Funding the operations of Council requires careful financial planning. Under the *Local Government Act 1993* it is necessary for Council to continue developing the full funding of depreciation obligations, which will assist in ensuring that the financial viability of Council can be strategically managed in the future. This Annual Plan is consistent in the objectives.

The format of the *Annual Plan* and *Budget* provides a breakdown of the services Council provides and how it funds those services. Performance indicators are provided as a means of measuring whether Council achieves the tasks it has set itself for the forthcoming year. A report on Council's success in meeting these outcomes will be provided in the Annual Report that is produced each year.

As with all businesses, Council finds from time to time that it has to revise its spending and annual plans in order to deal with unexpected incidents, such as asset failures due to accident or storm damage, and to take advantage of opportunities that may arise. The *Annual Plan and Budget Estimates* should therefore be considered as a guide to Council's intention over the next 12 months. Anyone wanting further information in relation to specific activities or projects is encouraged to contact the Council on (03) 6256 4777, where an officer will be pleased to assist.

The annual plan this year is presented in a different form and is in line with the CPA recommended Annual Plan and Estimates template and the ***Local Government Act 1993***:

71. Annual plan

- (1) *A council is to prepare an annual plan for the municipal area for each financial year.*
- (2) *An annual plan is to –*
 - (a) *be consistent with the strategic plan; and*
 - (b) *include a statement of the manner in which the council is to meet the goals and objectives of the strategic plan; and*
 - (c) *include a summary of the estimates adopted under section 82 ; and*
 - (d) *include a summary of the major strategies to be used in relation to the council's public health goals and objectives.*
- (3) *As soon as practicable after a council adopts an annual plan, the general manager is to –*
 - (a) *make a copy of the annual plan available for public inspection at the public office during ordinary business hours; and*
 - (b) *provide the Director and the Director of Public Health with a copy of the annual plan.*

82. Estimates

- (1) The general manager must prepare estimates of the council's revenue and expenditure for each financial year.*
- (2) Estimates are to contain details of the following:
 - (a) the estimated revenue of the council;*
 - (b) the estimated expenditure of the council;*
 - (c) the estimated borrowings by the council;*
 - (d) the estimated capital works of the council;*
 - (e) any other detail required by the Minister.**
- (3) Estimates for a financial year must –
 - (a) be adopted by the council, with or without alteration, by absolute majority; and*
 - (b) be adopted before 31 August in that financial year; and*
 - (c) not be adopted more than one month before the start of that financial year.**
- (4) A council may alter by absolute majority any estimate referred to in subsection (2) during the financial year.*
- (5) A council may make adjustments to individual items within any estimate referred to in subsection (2) by a simple majority so long as the total amount of the estimate is not altered.*
- (6) A council, by absolute majority, may authorise the general manager to make minor adjustments up to specified amounts to individual items within any estimate referred to in subsection (2) so long as the total amount of the estimate is not altered.*
- (7) The general manager is to report any adjustment and an explanation of the adjustment at the first ordinary meeting of the council following the adjustment.*

Vision, values and directions for our community

Our vision for Glamorgan Spring Bay

In 2020 Glamorgan Spring Bay will:

- Be proud of our inclusive community.
- Be responsible for our environment, health, education, heritage and the arts, with a diverse progressive and prosperous economy.
- Offer an attractive lifestyle, in a beautiful place.

Communities retain their heritage and individual character. The people of Glamorgan Spring Bay are proudly united, working together in an inclusive way. Everyone accepts responsibility for the present and future.

The natural and built environment is responsibly managed and education and health are essential elements of the Glamorgan Spring Bay competitive advantage and lifestyle. The arts flourish in creative communities.

The economy makes use of our rich natural advantages but does not jeopardise the beauty in which we live.

Values to guide future choices

In all that we do, across Glamorgan Spring Bay, we will:

- Work together and take an East Coast view
- Be honest and self-reliant
- Take the initiative and be creative
- Build community spirit and pride
- Move forward but retain what is good from the past

Future directions

The directions we will follow to achieve our vision are:

1. Build our community infrastructure
2. Age well in our communities
3. Grow our economy and employment opportunities
4. Protect and promote our natural beauty, environment and heritage
5. Be visitor friendly
6. Foster health and well being

Our priorities for 2018-2019

In adopting priorities for the upcoming financial year it is important to consider Glamorgan Spring Bay Council's philosophy in relation to the core business of this Council.

The core business of Glamorgan Spring Bay Council is to develop and deliver essential facilities and services on behalf of residents and visitors to our municipal area through sound community governance and management that will ensure we work towards and deliver on the six (6) future directions outlined in the Glamorgan Spring Bay Community Strategic Plan, July 2013.

In 2018-2019, Council has continued to focus attention on ensuring our existing assets are maintained to a reasonable standard by ensuring that significant funding is provided to achieve this. Along with this funding allocation, there will also be some major capital works facilitated throughout the municipal area. Please refer to our new capital works and renewal works at the end of the plan.

There are many other priorities for the upcoming year which have been addressed individually throughout this Annual Plan. These objectives and their progress will be reported to Council on a continual basis and will be available for public perusal on Council's website.

Elected member overview

Members of the Glamorgan Spring Bay Council as at 30 June 2018 are:

| | | Term Expires |
|-----------------------------|----------------------------|------------------------------|
| Mayor Michael Kent AM | Mayor Councillor | October 2018 October 2018 |
| Deputy Mayor Cheryl Arrol | Deputy Mayor Councillor | October 2018 October 2018 |
| Councillor Michael Fama | Councillor | October 2018 |
| Councillor Jenifer Crawford | Councillor | October 2018 |
| Councillor Richard Parker | Councillor | October 2018 |
| Councillor Britt Steiner | Councillor | October 2018 |
| Councillor Debbie Wisby | Councillor | October 2018 |
| Councillor Jenny Woods | Councillor | October 2018 |

Foreword from the Mayor

I present the 2018-2019 Annual Budget to the ratepayers of Glamorgan Spring Bay. The budget shows approximately \$6 million in new and renewal works expenditure within the Glamorgan Spring Bay community. Historically Council has been unable to complete all of these works in any given year and projects that are either not started or in progress will generally be completed the following year.

I encourage all ratepayers of the Glamorgan Spring Bay municipal area to read this budget to better understand where and how their rates funds and future planned borrowings will be spent.

Our rates income for 2018/2019 will see a conservative 4.3 % overall increase, which includes growth of around 1.8%. Flat rating has been maintained for all residential properties.

Ratepayers will note that in this budget there is:

- Continuation of funding for Natural Resource Management.
- A plan that has been developed and led by Council's General Manager to borrow additional funds for projects should they proceed such as:
 - Solis golf course development at Louisville Point; and the
 - Prosser Plains Raw Water Scheme
- A plan to continue to sell identified Council property assets that are showing negative returns and/or are unused.
 - The sales revenue received from Council property assets, when sold will be used to enable some funding of the planned and proposed 2018/2019 capital works.

I am pleased to announce that three properties have now have contracts of sale. The old Council offices in Triabunna and the former SES building in Swansea have been sold and the land in Harveys Farm Road, Bicheno will be transferred to the State for market value.

I present to the community a budget that shows a surplus of nearly \$3.31 million, after allowing for depreciation of our infrastructure and other assets to the amount of \$2.22 million. The budget includes committed and expected dividends from TasWater of \$621,000 that remains unchanged.

Council's commitment to providing benefits to all ratepayers of Glamorgan Spring Bay continues to evolve.

The community also needs to be advised that Council elections are occurring in October this year and I urge you to vote in this election to set the course for the next four years of Local Government in the Glamorgan Spring Bay area. I believe the new Council will be coming into an exciting period of growth for our municipal area and our families can certainly begin to rely on a future in our area with more jobs and brighter prospects.

In my capacity as Mayor, I thank all our volunteers, Councillors, the General Manager and his staff for their contributions and commitment to their local community, whom without their hard work and dedication we could not achieve what we do as a small regional Council.

Clr Michael Kent AM
MAYOR

Statement by the General Manager

It is with pleasure that I present to the Glamorgan Spring Bay community a budget that is both aggressive, strategic, and continues to work on many of the obvious issues confronting the Glamorgan Spring Bay area.

The benefits of our investments are now reaping rewards for our municipal area with unprecedented growth in property, property values, and economic growth in the area. This growth is expected to accelerate during this budget year with the likely commencement of many major projects.

The annual plan and budget as presented, endeavours to satisfy the requirements of the Local Government Act 1993.

This budget is a full accrual-based document, which provides the community with a mechanism to assess the financial stewardship by Council of funds entrusted to it.

Council will continue to develop plans to assist in prioritising its capital expenditure and demonstrate the long term sustainability of the Glamorgan Spring Bay Council.

I look forward to working with the Mayor and Councillors, the management and workforce of the Council, and the community in 2018/2019, to ensure that the Glamorgan Spring Bay Council shows greater leadership and continues to improve in the eyes of the community.

This budget delivers a **surplus of \$3.31 million** including capital grants with operating income exceeding expenditure including depreciation. A half year of financial assistance grants have been included as the other half has been paid in advance during the 2017-18 year. Rates increases have been kept to a minimum with **increases in general rates around \$25 per annum** for all residential properties. Council has endeavoured to reduce costs where possible and increase performance, without relying on ratepayer funds. This however is being heavily impacted by Council having to defend many unpopular planning decisions and having to seek legal advice on many Right to Information and Ombudsman requests from the community, as well as many within our own Council. The “legal costs” have shown a dramatic increase in the last couple of years and if continued Council will need to raise rates just to cover these excessive legal costs it is encountering. Glamorgan Spring Bay Council is proud of being able to limit rate increases to a minimum required to fund its operations but as previously stated, these funds are under great pressure when these types of expenditure can and should be avoided. A summary of the legal expenses reveals an average per annum spend of \$56,000 for 5 years to 2016 and \$111,000 in 2017 and \$142,000 in 2018.

Council is securing its future by increasing assets that provide future income and positive cash flow such as marinas, by giving economic development a helping hand. Council is also looking to be a partner in large projects such as *Solis* and the *Prosser Plains Raw Water Scheme* by providing fresh water for aquaculture, farmers in the Spring Bay area and supplementing the Orford town water supply to provide surety.

This year has seen the continuation of “*Average Area Rating*” which is effectively flat rating that was introduced by Council many years ago. Council has spent considerable time in trying to ensure that all ratepayers in the Glamorgan Spring Bay municipal area pay an equitable amount of rates. Rating in general is sufficient to fund community and economic development, which will also be one of the major focuses for Council in 2018/2019. The Glamorgan Spring Bay municipal area has many exciting projects currently planned and Council will endeavour to ensure that these are brought to fruition in 2018/2019.

This budget includes a capital works program of nearly \$6.0 million. The budget includes many necessary improvements in minor infrastructure and allows for the upgrading of town appearances and amenities.

At this level of capital expenditure and additional expenditure, it is expected that Council will require further new borrowings for the *Prosser Plains Raw Water Scheme* as previously approved by Council and for the likely commencement of the *Solis* project .

Property asset sales have been included in the budget where Council has existing contracts for the sale of these properties. Borrowings have been included for the level of expenditure that is expected this financial year on the major projects that Council has previously approved. Treasury is expected to approve borrowings up to \$6 million this financial year should they be required.

The medical administration services Council provides have had major implications on Council's finances in recent years and these are expected to improve in the financial year 2018-19 with changes occurring that will decrease overall costs.

Council has a cash balance including investments of \$1.4 million as at 30th June 2018 against an estimate of \$1.0 million. This year's annual budget is fully funded and forecasts that a cash surplus of \$1.1million will be retained as at 30th June 2019.

I commend this budget to Council and believe that it is a responsible budget that has taken into account the long-term interests of the Glamorgan Spring Bay community.

David Metcalf
General Manager

Statement of Public Health Goals

Council will:

- Endeavour to conduct immunisation clinics, annual school immunisations and promote the need for immunisation
- Ensure proper provision of onsite effluent disposal in compliance with relevant standards
- Undertake routine inspection of places of public assembly, food premises, public health risk activities, water carters, recreational waters, and private water supplies to ensure compliance with relevant legislation
- Promptly investigate environmental health complaints.
- Maintain an effective analysis program for food, recreational waters and general complaints.
- Maintain the doctor support throughout the municipal area to ensure that our community has access to the best medical care that we can provide.
- Ensure that the May Shaw Health Centre remains an integral part of our municipal area.
- Continue to offer to staff and Councillors free “flu” vaccines and any other vaccines related to serious illness that could be contracted via contact.

Meeting the goals and objectives of the strategic plan

DIRECTION 1: BUILD OUR COMMUNITY INFRASTRUCTURE

- ✓ Council will endeavour to provide a safe and well maintained road network across the municipal area by lobbying the State Government for State owned roads and ensuring that Council owned roads are maintained to suitable standards and in line with the asset management plan. This annual plan will again exceed the set benchmark for renewal.
- ✓ Council will continue to invest in a network of cycle and walking trails that connect communities.
- ✓ Council will maintain public amenities, parklands and recreational facilities to meet community needs.
- ✓ Council continues to invest and plan marine infrastructure to support and attract commercial and recreational boat owners and activities to townships.
- ✓ Council has been able to facilitate Internet access speeds and phone and television coverage at current modern standards across the municipality.

DIRECTION 2: AGE WELL IN OUR COMMUNITIES

- ✓ Council has promoted a range of retirement living options within the municipality so people can age in the communities they want to. Council continues to operate and own the Eldercare Units in Triabunna under the Section 24 Eldercare Committee.
- ✓ The May Shaw Health Centre continues to play a leading role in the provision of aged care services across the municipality and is strongly supported by Council.
- ✓ Glamorgan Spring Bay continues to be known as an age friendly community where people want to live and this generates a range of employment and training opportunities.

DIRECTION 3: GROW OUR ECONOMY AND EMPLOYMENT OPPORTUNITIES

- ✓ Council is continuing to facilitate several large developments and provide a diverse economic base of sufficient scale to provide a range of employment opportunities across communities.
- ✓ Triabunna continues to operate as a safe deep water port for recreational and commercial boats.
- ✓ Council will endeavour to ensure the skills development offer meets the needs of the local economy and industry and also attracts people to the area to gain training particularly in the fish farming and hospitality areas.
- ✓ Council will continue to ensure that the economy and subsequent productivity are supported by technologies.
- ✓ The East Coast continues to be recognised intrastate, nationally and internationally for its fresh food, wine, seafood and produce. Council's masterplan for the port of Spring Bay has included a fresh seafood market.

DIRECTION 4: PROTECT AND PROMOTE OUR NATURAL BEAUTY, ENVIRONMENT AND HERITAGE

- ✓ Council continues to provide a clean and healthy environment where possible and within resources. Council contributes significant funding to our Natural Resource Department.
- ✓ Towns and villages are developing and growing but not at the expense of their individual character and identity.
- ✓ Development is being managed so it does not compromise our natural beauty or cultural heritage.
- ✓ Productivity is increasing whilst maintaining and improving natural values.
- ✓ Glamorgan Spring Bay is striving to be a leader in resource efficiencies. Council has its very own sustainability officer and is always looking for innovative means of saving power, recycling and waste management. Council's head office is almost self sufficient with solar power.

DIRECTION 5: BE VISITOR FRIENDLY

- ✓ Council continues to support East Coast Tourism to promote tours and events that showcase the natural landscapes, fine wine and fresh produce of the East Coast.
- ✓ The East Coast and Great Eastern Drive delivers a common identity and brands developed by East Coast Tourism.
- ✓ Council and East Coast Tourism has well developed visitor infrastructure and information delivery.
- ✓ Maria Island is becoming a key attraction for intrastate, interstate and international visitors with the new ferry commencing in 2017 and appropriate infrastructure being provided by Council for this operation.
- ✓ Council continues to support both financially and in kind festivals, events, cultural activities, conferences and meetings to bring visitors to our area all year round.
- ✓ The Council is working on Wielangta Road to ensure the East Coast and Great Eastern Drive is connected to the Tasman Peninsula by an improved road network.

DIRECTION 6 FOSTER HEALTH AND WELL-BEING

- ✓ Council continues to advocate for all families to have reasonable access to primary, secondary and tertiary education.
- ✓ Council ensures that communities have access to local health and wellness services and facilities as the provider of doctors premises and support.
- ✓ Council provides infrastructure and recreational activities that support healthy lifestyles and encourage participation levels.
- ✓ Council continues to engage with its community to encourage engaged, creative and vibrant communities that have the capacity to independently make things happen.
- ✓ Council encourages townships to work together, have open communication and cooperate with one another, whilst keeping their individual identities.
- ✓ Council has advocated for better access to and coordination of, reasonable transport services.
- ✓ The municipal area is prepared for emergency events with the completion of the main emergency services building in Swansea, which is equipped to be the control room for any major emergencies in the Glamorgan Spring Bay area.

Rating strategy

Council continues to rate in line with Council's rating strategy. This year will see an increase for Council in rates revenue of 4.3% with growth in the municipal area accounting for 1.8% of this increase. Residential properties incurred an increase of \$25.00 per annum whilst other rates based upon value were increased by 2.1%. The Council cost index for the State was 2.42%.

Council Workplan – Corporate Calendar

The review of many of the policies and plans that were due for this financial year will be delayed until the new Council is in place in early November. This will ensure that the new Council is happy with the strategic direction of Council for the next four years including policy and financial goals.

- **CODE OF CONDUCT:** Last reviewed December 2014. Review within one year of the next election. Responsibility of new Council and General Manager. Timing November 2018 – March 2019.
- **STRATEGIC PLAN:** Due for review now. Wait until new Council. Must extend for a period of 10 years. Responsibility new Council and General Manager. Timing November 2018 – March 2019.
- **LONG TERM FINANCIAL MANAGEMENT PLAN:** Reviewed annually after financial results for prior year known. Must extend for 10 years. Responsibility of new Council and General Manager. Timing November 2018 – March 2019.
- **LONG-TERM FINANCIAL MANAGEMENT STRATEGY:** Current to January 2019. Review every four years to make sure consistent with the long term financial management plan. Responsibility of new Council and General Manager. Timing January – June 2019.
- **LONG-TERM STRATEGIC ASSET MANAGEMENT PLAN:** Current until August 2018. Must be consistent with long term financial management plan and asset management plan. Responsibility of new Council and General Manager. Timing November 2018 – March 2019.
- **ASSET MANAGEMENT POLICY:** Current until August 2018. Must be consistent with long term financial management plan and asset management plan. Responsibility of new Council and General Manager. Timing November 2018 – March 2019.
- **ASSET MANAGEMENT STRATEGY:** Current until August 18. Must be consistent with long term financial management plan and asset management plan. Responsibility new Council and General Manager. Timing November 2018 – March 2019.
- **ANNUAL PLAN:** Must be completed by 31st August each year.
- **ANNUAL REPORT:** Must be passed by Council at an AGM held by the 15th December each year. Local Government Act S.72 deals with the process. Responsibility of new Council and General Manager.

- **AUDIT CHARTER:** Last review October 2017. Needs reviewing every four years however new Council should review after elections. Responsibility of new Council, Audit Panel and General Manager. Timing November 2018 – March 2019
- **GENERAL POLICIES:** All current but should be reviewed by new Council. Responsibility of new Council and General Manager. Timing November 2018 – June 2019.
- **OTHER WORK:** New Council needs to develop or endorse the existing policy regarding private works that the Council undertakes. This review should happen November 2018 – March 2019. New Council also needs to review public land register, current delegations from Council to the General Manager and the Environmental Health By Law (which needs to be reviewed before December 2018).

Significant Services

In addition to Council's day to day activities and obligations, the following services are provided to our community:

Council Governance

- Council Elected Member Support
- Advocacy
- General Management

Corporate Services

- Administrative Support
- Financial Management
- Human Resources
- Information Technology
- Asset Management

Community

- Community Development
- Economic Development
- Tourism
- Visitor Information Services
- Medical Services
- Emergency Services and Emergency Management

Regulatory

- Animal / Litter Control
- Natural Resource Management
- Public and Environmental Health
- Building Control
- Planning
- Risk Management

Physical and Infrastructure Services

- Road maintenance and development
- Road sealing and resealing
- Bridge maintenance
- Provision of road and street signage and traffic management
- Building infrastructure and maintenance
- Installation and maintenance of kerbing and channelling
- Construction and maintenance of footpaths
- Urban drainage
- Road drainage
- Waste management services
- Recreational facilities
- Marine Infrastructure
- Beautification strategies
- Parks and gardens
- Playgrounds

Overview financial performance - Notes Glamorgan Spring Bay Council

1. Accounts include the three property sales that Council will complete this financial year. The properties include the former Council chambers in Triabunna, the former SES building in Swansea, and the land in Harveys Farm road Bicheno that will be transferred to the State Government.
2. The Prosser Plains Raw Water Scheme has been included with an allowance of up to \$4.5 million in borrowings allowed this financial year of the approved \$6 million. The value of the Commonwealth grant has been included.
3. Finance leases for new vehicles and plant have been allowed for in the financials to enable Council to conserve cash.
4. Capital works have been prioritised within the budget to ensure that the operations of Council are to be maintained at the best possible cost to the ratepayer. That is, works have been programmed concurrently when contractors are on site.
5. Only one half of the Federal Assistance Grant (FAG) has been included in these estimates as the Commonwealth Government prepaid half of this year's grant at the end of the last financial year.
6. TasWater dividends have been included at the same levels as the last the few years.

Statement of Comprehensive Income as at 30th June 2019

| | Actual 2018 | Budget 2018 | Variance 2018 | Variance % | BUDGET 2019 |
|--|------------------------|------------------------|-----------------------|-----------------|------------------------|
| Income | | | | | |
| CONTRIBUTIONS | \$82,524.14 | \$95,006.00 | -\$12,481.86 | -13.138% | \$100,000.00 |
| GRANTS | \$4,017,973.91 | \$2,571,445.00 | \$1,446,528.91 | 56.2535% | \$3,917,897.00 |
| INTEREST | \$44,910.38 | \$37,120.00 | \$7,790.38 | 20.987% | \$45,760.00 |
| Investment Dividends Other | \$300.00 | \$0.00 | \$300.00 | | 0 |
| INVESTMENTS:DIVIDENDS WATER CORPORATION | \$620,999.98 | \$621,000.00 | -\$0.02 | 0.0% | \$620,999.00 |
| NET GAIN/(LOSS) ON ASSETS | \$62,785.16 | \$0.00 | \$62,785.16 | | \$91,227.00 |
| OTHER INCOME | \$1,760,548.69 | \$1,554,043.00 | \$206,505.69 | 13.2883% | \$1,664,664.00 |
| RATES AND CHARGES | \$7,330,671.79 | \$7,403,142.00 | -\$72,470.21 | -0.9789% | \$7,749,362.00 |
| SHARE OF GENERAL RATE | | | | | \$0.00 |
| Rates Received in Advance | \$121,917.27 | \$0.00 | \$121,917.27 | | 0 |
| STATUTORY FEES AND FINES | \$529,879.19 | \$425,539.00 | \$104,340.19 | 24.5195% | \$526,200.00 |
| USER FEES | \$1,032,097.31 | \$1,026,117.00 | \$5,980.31 | 0.5828% | \$1,130,215 |
| Total Income | \$15,604,607.82 | \$13,733,412.00 | \$1,871,195.82 | 13.6% | \$15,846,324.00 |
| Gross Profit | \$15,604,607.82 | \$13,733,412.00 | \$1,871,195.82 | 13.6251% | \$15,846,324.00 |
| Less Operating Expenses | | | | | |
| DEPRECIATION AND AMORTISATION | \$2,158,373.57 | \$2,091,512.00 | \$66,861.57 | 3.1968% | \$2,224,577.00 |
| EMPLOYEE BENEFITS | \$4,323,355.20 | \$4,336,083.00 | -\$12,727.80 | -0.2935% | \$4,549,673.00 |
| FINANCE COSTS | \$124,988.27 | \$171,493.00 | -\$46,504.73 | -27.1176% | \$220,000.00 |
| MATERIALS AND SERVICES | \$5,616,950.60 | \$5,232,101.00 | \$384,849.60 | 7.3555% | \$5,532,258.00 |
| NET GAIN/(LOSS) ON ASSETS | \$108,793.22 | \$0.00 | \$108,793.22 | | \$0 |
| OTHER EXPENSES | \$176,539.27 | \$202,223.00 | -\$25,683.73 | -12.7007% | \$189,816.00 |
| PLANT HIRE INTERNAL - DEPARTMENTAL EXPENSE | -\$170,992.50 | \$0.00 | -\$170,992.50 | | -\$180,000.00 |
| Total Operating Expenses | \$12,338,007.63 | \$12,033,412.00 | \$304,595.63 | 2.5% | \$12,536,324.00 |
| Net Profit | \$3,266,600.19 | \$1,700,000.00 | \$1,566,600.19 | 92.153% | \$3,310,000.00 |

Statement of Financial Position as at 30th June 2019

| | 2019 | 2018 | 2017 |
|---|----------------|------------------|----------------|
| | \$'000 | \$'000 | \$'000 |
| | Budget | Actual | Actual |
| Assets | | Unaudited | |
| Current assets | | | |
| Cash and cash equivalents | 1100 | 1401 | 1518 |
| Trade and other receivables | 200 | 458 | 416 |
| Financial assets | 0 | 0 | 0 |
| Inventories | 30 | 27 | 30 |
| Non-current assets classified as held for sale | 0 | 0 | 0 |
| Other assets | 140 | 250 | 141 |
| Total current assets | 1,470 | 2,136 | 2,105 |
| Non-current assets | | | |
| Trade and other receivables | 16 | 21 | 26 |
| Financial assets | 0 | 0 | 0 |
| Investments in associates accounted for using the equity method | 0 | 0 | 0 |
| Investment in water corporation | 31951 | 31951 | 31542 |
| Property, infrastructure, plant and equipment | 115381 | 108406 | 97722 |
| Investment property | 0 | 0 | 0 |
| Intangible assets | 0 | 0 | 0 |
| Other assets | 0 | 0 | 0 |
| Total non-current assets | 147,348 | 140,378 | 129,290 |

| | | | |
|---------------------------------------|----------------|----------------|----------------|
| Total assets | 148,818 | 142,514 | 131,395 |
| Liabilities | | | |
| Current liabilities | | | |
| Trade and other payables | 1000 | 864 | 1372 |
| Trust funds and deposits | 58 | 58 | 56 |
| Deferred Income | 0 | 0 | 5 |
| Provisions | 780 | 715 | 788 |
| Interest-bearing loans and borrowings | 450 | 1221 | 713 |
| Total current liabilities | 2,288 | 2,858 | 2,934 |
| Non-current liabilities | | | |
| Provisions | 150 | 136 | 35 |
| Interest-bearing loans and borrowings | 6101 | 2551 | 2772 |
| Total non-current liabilities | 6,251 | 2,687 | 2,807 |
| Total liabilities | 8,539 | 5,545 | 5,741 |
| | | | |
| Net Assets | 140,279 | 136,969 | 125,654 |
| | | | |
| Equity | | | |
| Accumulated surplus | 87224 | 83914 | 80648 |
| Reserves | 53055 | 53055 | 45006 |
| | | | |
| Total Equity | 140,279 | 136,969 | 125,654 |

Cash Flow Forecast as at 30th June 2019

| | 2019 | 2018 | 2017 |
|---|--------------|--------------|--------------|
| | Forecast | Actual | Actual |
| | Unaudited | | |
| | \$'000 | \$'000 | \$'000 |
| Cash flows from operating activities | | | |
| Rates | 7650 | 7345 | 7172 |
| Statutory fees and fines | 526 | 530 | 419 |
| User charges and other fines (inclusive of GST) | 1,130 | 1,067 | 1,170 |
| Grants (inclusive of GST) | 761 | 1,437 | 2,173 |
| Developer contributions (inclusive of GST) | 100 | 83 | 85 |
| Reimbursements (inclusive of GST) | - | - | - |
| Interest | 46 | 45 | 48 |
| Rents (inclusive of GST) | 70 | | - |
| Dividends | - | | - |
| Investment revenue from water corporation | 621 | 621 | 621 |
| Other receipts (inclusive of GST) | 1,650 | 1,622 | 1,602 |
| Net GST refund/payment | 250 | 269 | 390 |
| Payments to suppliers (inclusive of GST) | (6,410) | (6,362) | (6,282) |
| Payments to employees (including redundancies) | (4,540) | (4,295) | (4,211) |
| Finance costs | (220) | (125) | (146) |
| Additional superannuation contributions resulting from actuarial review | | | - |
| Other payments | (156) | (177) | (193) |
| Net cash provided by (used in) operating activities | 1,478 | 2,060 | 2,848 |

| | 2019 | 2018 | 2017 |
|---|----------------|----------------|----------------|
| | Forecast | Actual | Actual |
| | | Unaudited | |
| | \$'000 | \$'000 | \$'000 |
| Cash flows from investing activities | | | |
| Payments for property, infrastructure, plant and equipment | (9,315) | (5,309) | (5,141) |
| Proceeds from sale of property, infrastructure, plant and equipment | 1400 | 63 | 161 |
| Payments from/(for) investments | | | |
| Proceeds from sale of investment property | 0 | 0 | 0 |
| Payments for other financial assets | | | |
| Proceeds from sale of other financial assets | | | |
| Capital grants (inclusive of GST) | 3157 | 2780 | 1850 |
| Loans and advances to community organisations | | | |
| Repayment of loans and advances from community organisations | | | |
| Net cash provided by (used in) investing activities | (4,758) | (2,466) | (3,130) |
| Cash flows from financing activities | | | |
| Trust funds and deposits | 2 | 2 | 1 |
| Proceeds from interest bearing loans and borrowings | 4500 | 1000 | 500 |
| Repayment of interest bearing loans and borrowings | -1521 | -711 | -209 |
| Net cash provided by (used in) financing activities | (301) | (117) | 9 |
| Net increase (decrease) in cash and cash equivalents | | | |
| Cash and cash equivalents at the beginning of the financial year | 1,401 | 1,518 | 1509 |
| Cash and cash equivalents at the end of the financial year | 1,100 | 1,401 | 1,518 |

Capital Expenditure Estimate 2018-2019

| NEW CAPITAL | | | | | |
|---|--------------------|--------------------|----------------------|------------------------|---------------------|
| CATEGORY | TOTAL | STARTED | PRIORITY HIGH | PRIORITY MEDIUM | PRIORITY LOW |
| Roads, Footpaths, Kerbs | \$222,500 | \$0 | \$135,500 | \$40,000 | \$47,000 |
| Parks, Reserves, Walking Tracks, Cemeteries | \$770,255 | \$734,755 | \$32,000 | \$0 | \$3,500 |
| Stormwater, Drainage | \$49,000 | \$30,000 | \$0 | \$19,000 | \$0 |
| Bridges & Culverts | \$78,500 | \$0 | \$0 | \$78,500 | \$0 |
| Council Buildings | \$255,400 | \$255,400 | \$0 | \$0 | \$0 |
| Triabunna Marina | \$335,000 | \$50,000 | \$250,000 | \$0 | \$35,000 |
| Plant & Equipment | \$310,000 | \$0 | \$310,000 | \$0 | \$0 |
| Waste Transfer Stations | \$55,000 | \$0 | \$0 | \$0 | \$55,000 |
| Grant Matching ** HIGH IF RECEIVED** | \$200,000 | \$0 | \$0 | \$0 | \$200,000 |
| TOTAL | \$2,275,655 | \$1,070,155 | \$727,500 | \$137,500 | \$340,500 |
| RENEWAL OF ASSETS | | | | | |
| CATEGORY | TOTAL | STARTED | PRIORITY HIGH | PRIORITY MEDIUM | PRIORITY LOW |
| Roads, Footpaths, Kerbs | \$2,069,025 | \$292,500 | \$1,725,525 | \$0 | \$51,000 |
| Parks, Reserves, Walking Tracks, Cemeteries | \$170,000 | \$0 | \$69,000 | \$26,000 | \$75,000 |
| Stormwater, Drainage | \$291,000 | \$0 | \$276,000 | \$0 | \$15,000 |
| Council Buildings | \$334,422 | \$26,000 | \$298,422 | \$10,000 | \$0 |
| Triabunna Marina | \$178,000 | \$0 | \$25,000 | \$153,000 | \$0 |
| Bridges & Culverts | \$25,000 | \$0 | \$25,000 | \$0 | \$0 |
| Plant & Equipment | \$339,000 | \$0 | \$339,000 | \$0 | \$0 |
| TOTAL | \$3,406,447 | \$318,500 | \$2,757,947 | \$189,000 | \$141,000 |
| TOTAL CAPITAL WORKS | \$5,682,102 | \$1,388,655 | \$3,485,447 | \$326,500 | \$481,500 |
| PROSSER PLAINS RAW WATER SCHEME | \$4,500,000 | \$4,500,000 | \$0 | \$0 | \$0 |