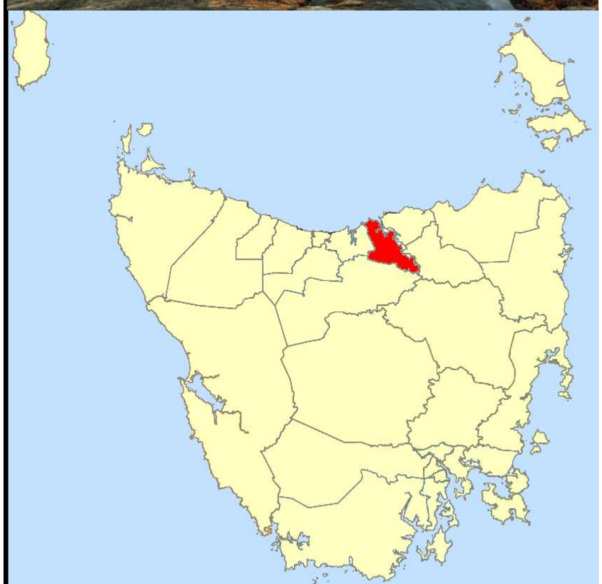

West Tamar
COUNCIL

Budget
2026/27
Summary

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Statement of Cash Flows

	Budget 2025/26	Forecast 2025/26	Budget 2026/27
Cash Flows from Operating Activities	$'(000)	$'(000)	**$'(000)**
Rates	27,406	27,497	**29,144**
Interest received	920	1,188	**1,233**
Fees & user charges (inclusive of GST)	3,917	3,901	**3,977**
Grants (inclusive of GST)	5,571	6,694	**1,583**
Investment revenue from Water Corporation	656	853	**984**
Other receipts (inclusive of GST)	574	835	**765**
Net GST refund/payment	2,345	1,882	**2,310**
Payments to suppliers & employees (inclusive of GST)	(31,301)	(29,103)	**(32,856)**
Statutory contributions	(1,713)	(1,713)	**(1,804)**
Interest paid	0	0	**0**
Net cash provided by (used in) operating activities	8,374	12,034	**5,336**
Cash Flows from Investing Activities			
Payment for property, plant equipment and infrastructure	(21,611)	(11,706)	**(19,934)**
Proceeds from sale of fixed assets	3,322	1,714	**3,332**
Repayment of loans from community organisations	10	10	**0**
Capital grants & monetary contributions	7,052	1,751	**1,491**
Net cash provided by (used in) investing activities	(11,228)	(8,232)	**(15,111)**
Net Increase (Decrease) in Cash Held	**(2,854)**	**3,802**	**(9,775)**
Cash at the Beginning of the Year	21,155	23,231	**27,033**
Cash at End of Financial Year	**18,301**	**27,033**	**17,258**

Recommended minimum cash funding requirements	
	$'000
Funds required for 3 months cash expense cover ratio	8,665
Committed funds - employee provisions, specific reserves and contract liabilities	4,108
Total minimum funds	12,773

The cash expense ratio compares the uncommitted cash balance against the total payments for operating and financing activities from the cash flow statement. 3 to 6 months cash is considered adequate.

2025/26 estimates are inclusive of amended capital carryovers

Cash flows are included in the Statement of Cash Flows on a gross basis. The GST components of cash flows arising from investing and financing activities, which are recovered from, or paid to, the ATO, are classified as operating cash flows.

Consolidated Budget Summary

	Budget 2025/26	Forecast 2025/26	Budget 2026/27
	$'(000)	$'(000)	$'(000)
Recurrent Income			
Rates and charges	27,406	27,497	29,144
Grants	5,496	5,330	4,999
Fees & user charges	3,667	3,661	3,727
Interest	920	1,188	1,233
Investment revenue water corporation	656	853	984
Other income	444	622	410
Total Recurrent Income	**38,589**	**39,151**	**40,497**
Expenses			
Employee benefits	14,126	12,948	14,597
Other materials & services	12,853	12,365	13,650
Statutory contributions - fire levy	1,713	1,713	1,804
Depreciation & amortisation	7,791	7,648	8,168
Other expenses	1,523	1,391	1,610
Total Expenses	**38,006**	**36,065**	**39,829**
Net (loss) on disposals	(475)	(420)	(470)
UNDERLYING SURPLUS/(DEFICIT)	**108**	**2,666**	**198**
Underlying surplus ratio	0.3%	6.8%	0.5%
Net profit on land sales		1,250	600
Timing Cwlth assistance grants	0	1,299	(3,500)
Capital grants	7,378	2,731	6,350
NET SURPLUS/(DEFICIT)	**7,486**	**7,946**	**3,648**
Capital Items			
Sale of assets	3,322	1,714	3,332
Less purchase/construction of assets	(21,611)	(11,706)	(19,934)
Repayment of loan receivables	10	10	0
Total Capital Items	**(18,280)**	**(9,983)**	**(16,602)**
Net loss (profit) on disposals	475	(830)	(130)
Less depreciation	7,791	7,648	8,168
Timing grants & sales	(326)	(980)	(4,858)
CASH OPERATING SURPLUS/(DEFICIT)	**(2,854)**	**3,802**	**(9,774)**
Cash at the beginning of the Year	21,155	23,231	27,034
Cash at End of Financial Year	18,301	27,034	17,260

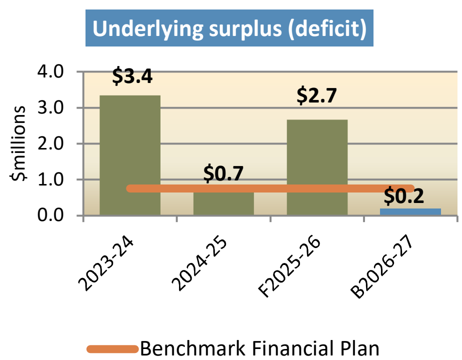
2025/26 Estimates are inclusive of amended capital carryovers

Summary

Council has prepared estimates for the 2026/27 financial year. Key estimates are provided below covering the operating result, cash and deposits, and capital works of the Council. In preparing the estimates, Council continues to balance the demands for services, the operating costs of facilities and the need to deliver appropriate rating outcomes for the whole community.

1. Operating Result

Underlying surplus (deficit)



The net operating result for 2026/27 is a budgeted $3.6m net result and an underlying surplus of $0.2m (excludes capital grants). A series of one-off and cyclical expenditures is limiting the size of the budgeted surplus.

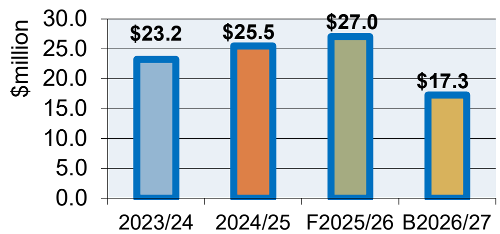
2. Rates

Council will increase rates by 4.9% in 2026/27 in order to maintain service levels and assist future sustainability. Council has attempted to minimise the impacts to ratepayers. In conjunction with the impact of increases in the fire levy, the average bill shift is estimated on average at $2 per week per ratepayer.

3. Cash & Deposits

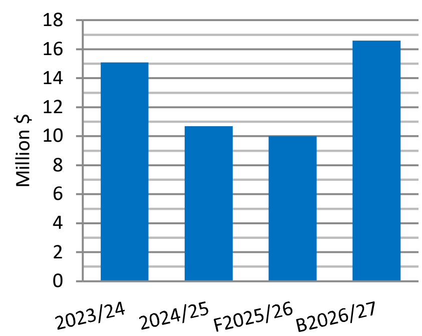
Cash & deposits are budgeted to decrease by $9.8m during 2026/27 to $17.3m as at 30 June 2027. Beginning cash for 2025/26 was boosted by 50% pre-payment of the ongoing Federal Assistance Grants. An 80% pre-payment ($3.5m) is expected for the 2026/27 boosting cashflow timing once again.

Cash & Deposits



4. Capital works expenditure

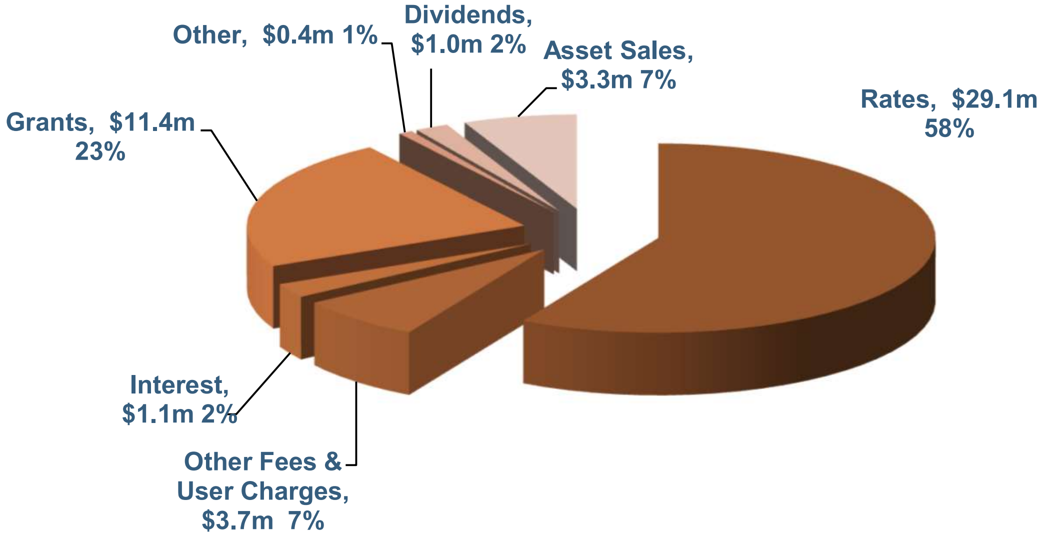
Net capital expenditure



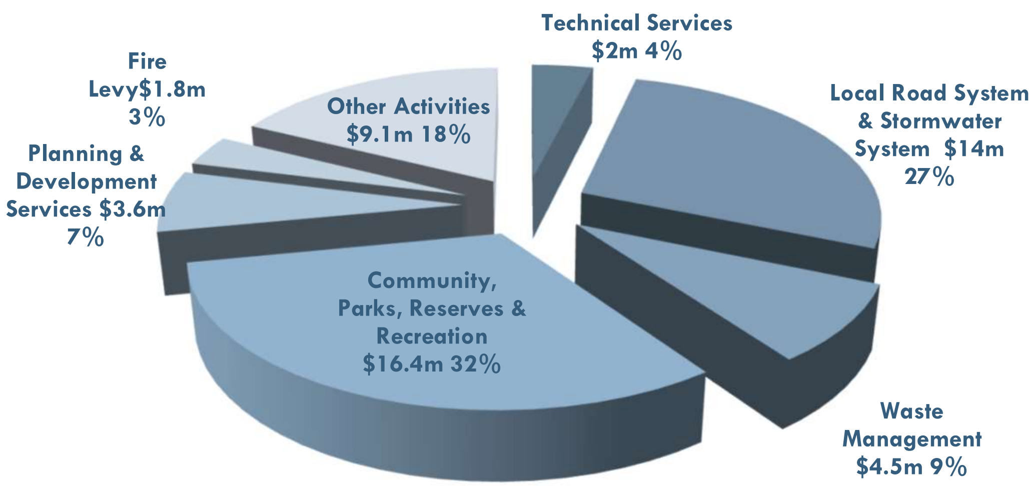
The capital expenditure budget funds the renewal, upgrade and additions to Council assets. The net capital works expenditure program for the 2026/27 year is budgeted at $16.6m, of which $7.1m relates to projects that will be carried forward from the 2025/26 year.

Capital works will be funded largely from operations, asset sales and unrestricted cash, however $6m in estimated Commonwealth grant funding is an assisting component. This includes a $5m Labor election commitment to go towards a planned Legana Basketball and Community Centre being staged over coming years. The capital expenditure program has been set and prioritised based on a rigorous process performed by Council officers and ensuresthere are adequate estimates towards renewal of assets identified by Council's long term asset management framework.

Where monies are derived



Where monies are spent



Linkage to the Council Plan

Strategic Planning Framework

The estimates have been developed within an overall planning framework, which guides the council in identifying and meeting community needs and aspirations. These identified needs are converted into medium and long term plans (Strategic Plan, Financial Management Strategy and Financial Plan), as well as short term objectives, strategies and initiatives that are contained in the Annual Plan & Annual Estimates. Council is also held accountable through annual audited Financial Statements.
The West Tamar Council Strategic Plan 2022-2032 summarises the key objectives and strategies that Council plans to pursue over the coming 10 year planning period. The Long-Term Financial Plan sits alongside the Strategic Plan and is an essential tool in delivery of the Strategic Plan.
The Annual Plan is an annual document that is framed within the Strategic Plan. It outlines the key issues for consideration and details activity programs, targets and related KPIs. The Annual Plan then forms the basis of the Annual Estimates.
The diagram below depicts the strategic planning framework of Council.

Our purpose

Our vision

To create an inclusive community where people want to live, work and invest.

Our values

Leadership
Providing governance for our community and leading with responsibility and purpose

Community
Encouraging engagement through participation, consultation and partnerships

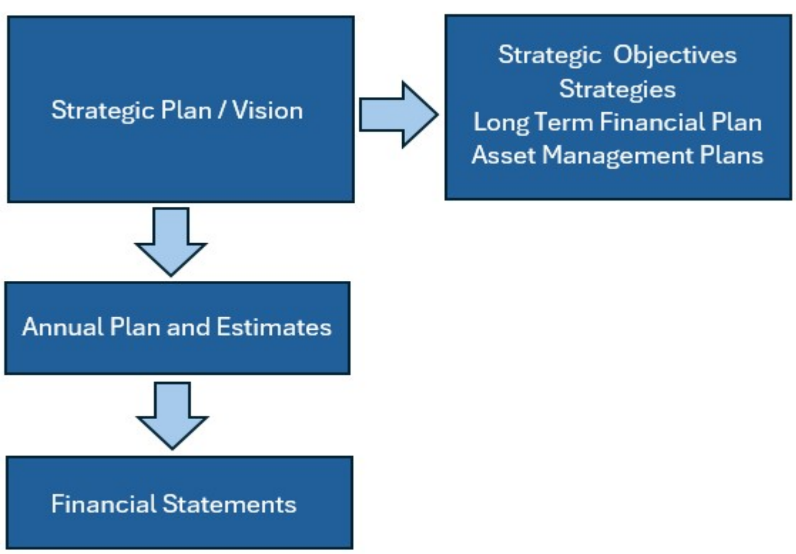
Responsibility
Economically, socially and environmentally accountable

Customer Service
Committed to quality through friendly, respectful and proactive customer service

Communication
Listening to our community and communicating openly with honesty and integrity

Teamwork
Demonstrating a culture of shared vision, mutual respect and support for each other

Advocacy
Representing our community through lobbying in support of our community and to achieve our vision



Objectives

Our Community

Objective: To maintain an engaged and active community where partnerships are established, needs identified and Council assists in achieving sustainable outcomes.

Our Future

Objective: To encourage sustainable growth and prosperity.

Our Environment

Objective: To care for and achieve a balance between the natural and built environment.

Our Infrastructure

Objective: To ensure the provision and maintenance of efficient and effective infrastructure and assets.

Our Organisation

Objective: To be an organisation that values its people and delivers for our community.

Organisation Strategy - Financial Sustainability

Council will responsibly manage its resources, community assets, and the equitable distribution of costs – now and into the future – through the continual development and regular review of long-term financial management plans and strategies. Asset management plans are assessed to ensure that challenges and opportunities can be identified and addressed in an appropriate and financially sound manner. External funding options will be explored organisation-wide when undertaking new and existing programmes and activities.

Council's services, facilities and infrastructure will continue to be assessed for community need. In their provision, consideration will be given to the effectiveness and efficiency of Council or partnership delivery. Accordingly, Council will continue to participate in resource sharing opportunities.

Estimates Processes

This section lists the estimates processes to be completed in order to adopt the estimates in accordance with the Act and Regulations. The first step in the estimates process is for the officers to prepare a first draft of the annual estimates and submit the draft to council for discussion, amendment and eventual adoption. An absolute majority must adopt the estimates prior to 31 August but not more than one month before the start of the relevant year.

The key dates for the estimates process are summarised below:

Estimate process	Date
Budget timetable set	Jan
Estimates reviewed with key officers	Jan
Request for capital works circulated	Jan
Capital works suggstions collated	Feb
Council Workshop	10th Mar
Council Capital Workshop	14th Apr
Council Workshop	12th May
Council Workshop	2nd June
Budget adoption	16th June
Provide Director of Local Government with rating resolution	July

The estimates process has six main functions for Council:

- To predict expenditure
- To ascertain revenue requirements
- To set rates and charges
- To authorise expenditure
- To control expenditure
- To provide a basis for review of actual performance

The 2025/26 forecasts and 2026/27 estimates presented in this report have been developed through a process of consultation and review with Council and Council officers.

Budget Strategy

Main elements

- Incremental approach (Use of appropriate index)
- Determining activity output levels and budgeting for those levels.
- Rating levels that will build community wealth through the achievement of underlying surpluses and provide assistance for future larger capital projects. Please refer to the Rating Strategy section of these budget papers.

Incremental Approach

The incremental approach involves the use of an appropriate index to adjust the previous budget or actual result to obtain a new budget. This approach is used where activities have not changed and management and councillors are satisfied that the desirable standard of efficiency has already been obtained. Some indexes considered were:

Inflation Indexes	
Consumer Price Index (CPI) Hobart	5.1%
Consumer Price Index (CPI) Aust	4.6%
Local Council cost Index	3.6%
Road and Bridge Construction (Aust)	2.0%
Heavy and Civil Engineering Construction (Aust)	1.7%
Building Construction Index (Tas) Non-residential	1.0%

Indexes Mar26

Current global conflicts have seen an impact on recent March inflation with events expected to have an inflation influence through out 2026/27. Road, construction and heavy and civil engineering indexes are yet to see these impacts flow through.

Consumer Price Index (CPI) measures the change in prices paid by households for goods and services for consumption purpose,s typically by measurement of the price change in a basket of consumer goods. The CPI can give a good indication as to how the Reserve Bank will view inflation and what it will do in relation to interest rates.

The Local Council Cost Index is formulated by LGAT and used as a general index. The figure provides an indication of how council expenditure might change over a period of time where spending "behaviour" remains constant. The indicator is calculated for the current year based on a 30% loading for construction, 45% loading for Hobart CPI and a 25% loading for the Public Sector Wages Price Index.

The Road & Bridge Construction (Aust) Index measures the general changes in prices in construction costs for the road and bridge construction sector.

Determining Activity Output Levels and Budgeting for those Levels

Sometimes it is appropriate to start the budget process by determining the desired service level of each activity and then calculating the inputs needed to produce that level of service. Because Council is not in a position to command unrestricted revenues, some activities are reduced, either arbitrarily or by selection of particular activities to restrict.

Labour Budgeting

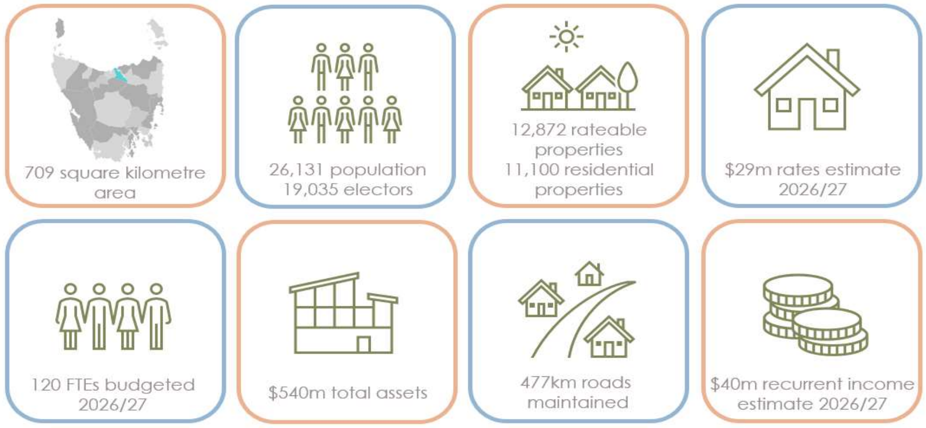
Apart from expected enterprise agreement (EA) and superannuation guarantee increases, some additional budget provision has been factored for employee structure changes and for where employees are estimated to receive increments beyond the EA in recognition of career progression. 1.5 Full Time Equivalent FTE staff have been removed from the budget to recognise a level of ongoing vacancy.

Capital Budgeting

$7.1m of the net 2025/26 Capital Budget has been earmarked for a carryover into the 2026/27 Capital Budget.

2026/27 Budget

Snapshot of West Tamar Council



Estimates Influence

This section sets out the key factors from the internal and external environments which influence the estimates of Council.

Temporary and cyclic expenditures	
	$'000
Council election costs	225
Structure plans & growth stategy	200
Trails strategy - grant funded	340
Tree removal program	80
Other plans, strategies & reviews	60
Additional building maintenance	185
Others	85
	1,175

Taswater

The Taswater Corporate Plan 2026-30 indicates increases to dividends for owner councils, an approximate $0.26m increase for 2026-27 in base dividends to $0.98m total for West Tamar Council. The overall investment rate of return based on investment value remains less than 2%.

Commonwealth grants

- Due to timing $5m is re-budgeted following a Commonwealth election commtiment for a Legana basketball and community centre. The grant is budgeted for expenditure in 2026-27 with the grant receipt estimated in 2027-28 cashflow.
- $4.5m annual allocation of the Federal Assistance Grant Program. Recent changes to the grant methodology from a direct assessment approach and changes in assessment of service population have seen Council's allocation lower, but the use of caps and collars to the grant outcomes has seen a phased impact.
- $1m allocation of the Roads to Recovery program will assist various capital road projects. The allocation from the program has increased in the 2024-2029 funding period.

Other grants

- $0.34m of a $0.5m State grant for a shared trail design between Launceston and Legana is anticipated to be expended in 2026-27.
- A charitable trust has been providing assistance to support the youth of the greater Beaconsfield area. Currently, the arrangement is in its 11th year with a commitment into 2027/28. The arrangement has assisted over $1m to youth programs since inception.
- Council has budgeted $0.1m in expenditure from a $0.15m State Liberal election commitment for Greens Beach foreshore.
- Council continues to seek funding to assist developments of a number of projects. This includes the continued development of the new Legana recreation area, where a new community oval has recently opened and planning is underway for further development of the site.

Estimates Influences (continued)

Growth
Annual growth is rising through subdivision developments. Rateable properties have increased by approximately 700 in the municipal area in the last five years, an annual average increase of 1.1% to the rate base.

Waste Management
The recycle rewards container deposit scheme has contributed to decreasing volumes collected from kerbside recycling.

Council, in recent years has had to bear significant cost increases regarding landfill and in 2026/27 the State Waste Levy will attract a 50% increase ($21 a tonne increase). A 12% increase overall in waste management costs is budgeted for 2026/27.

Labour Costs
The budget works on a continued aim to achieve a full complement of staff. Budgeted permanent full time equivalent (FTE) staff is shown below, comprising a total of 127 permanent staff when at full capacity.

Full Time Equivalent by Department	
Corporate & Community	33.2
People, Culture & Governance	6
Planning & Development	21.5
Infrastructure & Works	53.4
Chief Executive Officer	5
Total FTE Permanent	119.1

Enterprise Agreement (EA)
A 3 year agreement is at completion with a new agreement in negotiation for 2026/27. The budget has made provision for anticpated EA increases. Labour costs represent over a third (37%) of Council's recurrent expenditure.

Staff turnover and vacancies sees the budget excluding 1.5 FTE for assumed staff positions that won't be filled.

Council Elections

Local government elections scheduled for October 2026 will see an esitmated cost of $0.23m with a 25% uplift in charging from the last election.

Contracts - General
Council is in the process of renewing or modifying delivery of a number of operational contracts to maintain or improve service delivery with some budget impacts well beyond CPI increases. Specific areas are public amenities cleaning, Riverside Aquatic Centre management, tree trimming management, facilities maintenance and weed management.

Financial Management Strategy

The key focus of the Financial Management Strategy is to demonstrate and maintain financial sustainability in the medium and long term whilst achieving the strategic objectives of Council. The strategy was prepared to guide Council in its financial decision-making ensuring the following principles are followed:

The community's finances will be managed to provide sustainable and responsible financial management of the community's resources.

- Council will endeavour to maintain community wealth to ensure that the wealth enjoyed by today's generation may also be enjoyed by tomorrow's generation.
- Council's financial position will have a margin of comfort aimed to absorb the impact of unexpected developments, without the necessity for substantial increases in rates.
- Resources will be allocated to those activities that generate community benefit.
- Applying user pays principles where appropriate to do so and there is a clearly identifiable cohort benefit from using those facilities and services.

Long Term Financial Plan

A Financial Plan covering the period 2025-2034 has been developed to assist Council in adopting estimates within a longer term prudent financial framework. In preparing the budget, a number of influences from Council's Financial Plan have been taken into consideration:

1. The achievement of a prudent balance between meeting the service needs of our community (both now and in the future) and remaining sustainable for future generations;

2. Increasing funds for development, and maintenance of facilities and infrastructure consistent with responsible asset management;

3. Accommodating funding requirements of long term asset management plans and;

4. Attempt to maintain rating levels that will phase out any overall financial shortfall.

Key directions arising from within the Financial Plan estimates are:

- A strong alignment with Council's strategic directions;
- An ongoing commitment to asset rehabilitation and replacement, i.e. the proper management of the community's infrastructure assets requires ongoing increases in revenue over the forward estimate period; and
- A commitment to ensure long term sustainability.

Legislative Requirements

Under the Local Government Act 1993, Council is required to prepare and adopt an Annual Plan and estimates for each financial year. The estimates are required to include estimated revenue, expenditure, borrowings, capital works and any other detail required by the Minister.

An absolute majority must adopt the estimates. They must be adopted before 31 August but not more than one month before the start of the relevant financial year.

The 2026/27 estimates, which are included in this report, are for the year 1 July 2026 to 30 June 2027 and are prepared in accordance with the Act. The estimates include an estimated Statement of Cash Flows and Income Statement and estimated Capital Works. These statements have been prepared for the year ended 30 June 2027 in accordance with Australian Accounting Standards and other mandatory professional reporting requirements, and in accordance with the Act. It also includes detailed information about the rates and charges to be levied, the capital works program to be undertaken and other financial information required by Council in order to make an informed decision about the adoption of the estimates.

Rating

Rates and charges have long been identified as the main source of revenue for Council with legislation restricting other feasible revenue streams. Rates and charges account for approximately three quarters of the total revenue received by Council. Planning for future rate and charges increases has therefore been an important component of the budget process.

In order to maintain service levels and assist future sustainability, rates have been set to increase by 4.9% overall. In conjunction with the impact of increases in the fire levy the average bill shift is estimated on average at $2 per week per ratepayer.

In setting rates and charges Council has considered the following:

*Objectives outlined in Council's corporate plan;

*Statutory obligations;

*Needs and expectations of the community;

*Expected change in prices for goods and services;

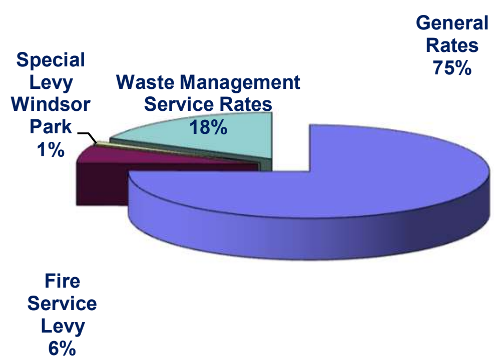
*Council's 10 year strategic financial plan; and

*Council's Long-term strategic asset management plan

Rate notices timetable

	Estimated issue dates	Due dates
July	Rate notice 09/07/26	
August	No reminder issued	Instalment 1 31/08/26
September		Payment in full due for discount Fri 30/09/26
October	Instalment 2 12/10/26	Instalment 2 30/10/26
February	Instalment 3 03/02/27	Instalment 3 26/02/27
April	Instalment 4 07/04/27	Instalment 4 30/04/27

Rating Sources 2026/27



Rate type	Cents in $ of AAV	2025/26 Charge	Cents in $ of AAV	2026/27 Charge
General Rate	6.806	($227 min)	6.413	($240 min)
Plus differential rate when applicable	0.25		0.19	
Fire Levies				
Permanent Fire Brigade-Riverside	1.064	($50min)	0.992	($52 min)
Volunteer Fire Brigade-Beaconsfield, Gravelly Beach, Legana & Kelso	0.298	($50min)	0.276	($52 min)
General Land Fire	0.264	($50min)	0.254	($52 min)
Waste Management				
80L mobile garbage bin*		$258		$271
140L mobile garbage bin		$332		$349
240L mobile garbage bin		$453		$476
Additional 240L mobile organics bin where offered		$112		$112

**80L mobile bin size is the minimum size but some older 85L and 90L bins covered under this charge*

Rating Structure
Council has established a rating structure comprising general and service rates.

General Rates
The general rates are levied based on the Annual Assessed Value (AAV) of properties as determined by the Valuer General. Property values generally reflect the capacity of the ratepayer to pay. AAV is the gross annual income that, at the time of valuation, the owner of the property might reasonably expect to obtain from renting it to a tenant. Legislation requires that the AAV of land cannot be less than 4% of the capital value of the land.

Service Rates
The service rates currently cover waste management and fire service. The fire service charge is set at a rate that recovers the charge paid by Council to Tasmania Fire Service. The waste management charge is a user pays component designed to reflect payment based on usage of services provided by Council.

More information regarding Council's approach to determining and collecting rates from the community can be found in Council's Rates and Charges Policy.

AAV and Adjustment Factors
AAVs are determined each revaluation cycle, with the aim for a six year cycle.

The *Valuation of Land Act 2001* determines rating and taxing authorities are to be provided with market-based Adjustment Factors for property valuations when rating authorities are not subject to a revaluation cycle. Adjustment Factors help minimise large fluctuations to valuations that can occur between the revaluation cycles. Adjustment Factors are determined for defined classes of property (such as residential, commercial, industrial, primary production and other) and on a locality basis where necessary (e.g. Riverside, Trevallyn, Legana) within the municipal area. Application of the relevant Adjustment Factor to the government valuation of a property should arrive at a figure which approximates the current property market. Rates are applied based on this calculated figure.

A fresh valuation as at 1st of July 2021 was applied to 2022/23 rating and adjustment factors applied to 2024/25 rating. Further adjustment factors are expected to apply for 2026/27 rating.

Rate Types	Initial Rates Estimate 2026/27 $'000	Average Rates per property $
General Rates	21,696	1,697
Fire Service Levy Contribution	1,804	141
Special Levy Windsor Park (R'side & Trevallyn only)	215	51
Waste Management 80L Bin	195	270
Waste Management 140L Bin	2,671	346
Waste Management 240L Bin	1,795	472
Waste Management 240L (FOGO) Organics Bin	407	112
Total Rates and Charges	28,783	2,253

Rating comparisons

Area	Year	Average AAV	General Rate & Special Levy**	Fire Levy	Garbage	Total	Increase/ (Decrease)	
		$	$	$	$	$	%	$
Primary Production	2026/27	43,276	2,775	110		**2,885**	**-5.7%**	**(174)**
	2025/26	43,276	2,945	114		**3,060**		
Residential - with dwelling Riverside & Trevallyn	2026/27	26,694	1,763	265	461	**2,488**	**5.8%**	**137**
	2025/26	23,491	1,658	250	444	**2,351**		
Residential - with dwelling others	2026/27	25,110	1,610	69	461	**2,141**	**6.3%**	**127**
	2025/26	22,097	1,504	66	444	**2,014**		
Vacant Land - residential or rural residential (not Riverside & Trevallyn)	2026/27	9,147	587	52		**639**	**-1.7%**	**(11)**
	2025/26	8,808	599	50		**649**		
Commerical	2026/27	78,046	5,005	215		**5,220**	**-1.4%**	**(72)**
	2025/26	74,499	5,070	222		**5,292**		

Examples based on following:

*Average rates change inclusive of a 4.9% general rate and garbage and 5.1% fire levy increment.

*140L garbage and recycle bin and FOGO bin where offered.

*Average Annual Assessed Value (AAV) based on total rateable AAAV per suburb divided by number of rateable properties per suburb.

**Windsor Special Levy Riverside and Trevallyn areas only.

Valuation Adjustment Factors used in 2026-27 rating

Land Category	Factor 24-25 Rating	Factor 26-27 Rating	% of Ratepayers Impacted	% of Rates Impacted	Impact Rates Shifft
Primary production	1.35	1.35	4%	6%	-8.2%
Residential - non vacant	1.1	1.25	86%	87%	1.5%
Commerical - non vacant	1.05	1.1	1%	3%	-3.8%
Vacant land residential (not including Riverisde & Trevallyn)	1.3	1.35	6%	2%	1.7%

The above factors were applied to annual assessed values

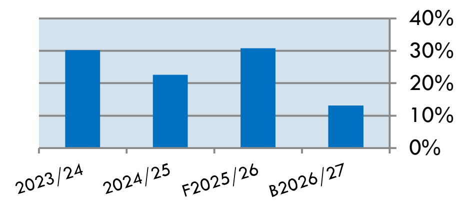
Analysis of Cash & Borrowing Position

	Budget 2025/26 $'000	Forecast 2025/26 $'000	Increase (Decrease) $'000	Budget 2026/27 $'000	Increase (Decrease) from forecast $'000
Cash flows					
Operating	8,374	12,034	(3,659)	5,337	(6,697)
Investing	(11,228)	(8,232)	(2,996)	(15,111)	(6,879)
Financing	0	0	0	0	0
Net increase (decrease) in cash	(2,854)	3,802	(6,655)	(9,774)	(13,576)
Cash at beginning of year	21,155	23,231	(2,077)	27,033	3,802
Cash at end of year	18,301	27,033	(8,732)	17,259	(9,774)

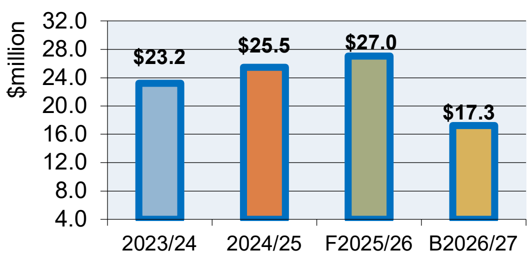
Cash

Cash and deposits are budgeted to decrease by $6.3m during the 2026/27 year to $17.3m as at 30 June 2027. $7.1m of capital projects being carried over to next year and reduced operational estimates for 2025/26 has led to a larger cash forecast position for 2025/26.

Self Financing Ratio



Cash and Deposits on Hand



The Self Financing Ratio shows net operating cash flows generated by Council expressed as a percentage of operating revenue. The positive ratio indicated that Council is generating operational cash flows which are contributing towards its capital expenditure programs.

Borrowings

In recent years, cash and investments have been used as the primary funding source to maintain capital works programs. In the absence of surplus funds, loans will be considered in the mix of funding for future capital expenditure requirements.
Loan funds were fully repaid in 2022-23 with further loans to be considered to assist capital funding.

Analysis of Capital Works

Capital Works Areas	Ref.	Budget Including Revised Carryovers 2025/26 $'000	Forecast 2025/26 $'000	Budget 2026/27 $'000	Increase (Decrease) from Forecast $'000
Works carried forward from 2025/26				8,743	8,743
Works for 2026/27					
Roads	1.1	5,917	3,611	7,275	3,664
Stormwater Capital		675	677	200	(477)
Waste		150	100	12	(88)
Community, Recreation, Parks & Reserves	1.4	11,860	5,403	2,404	(2,999)
Information Services		195	99	217	118
Individual and corporate assets	1.3	1,163	794	192	(602)
Grouped assets	1.3	1,651	1,022	891	(131)
Total Capital Expenditure	1.5	**21,611**	**11,706**	**19,934**	8,228
Capital Sales	1.4	**(3,322)**	**(1,714)**	**(3,332)**	(1,618)
Total Net Capital Works		**18,289**	**9,992**	**16,602**	6,610
Represented by:					
Asset renewal		11,704	6,833	13,354	6,521
Asset upgrade		2,374	1,630	1,689	59
New assets		7,533	3,243	4,891	1,648
Total Capital Expenditure	1.5	**21,611**	**11,706**	**19,934**	8,228

1.1 Roads ($9.6m including carryovers)

Projects include $2m for a renewal of a retaining wall on Deviot Road and $0.6m for a reconstruction project in Bridgenorth road. $0.5m is earmarked for a beginning seal stage of Valley road. Capital repairs to Loop of $0.75m is included and $1.2m will be spent on the annual programs of gravel resheeting and road reseals.

In the urban areas, $0.5m is earmarked for retaining wall works on Riverside Drive and $0.5m for a reconstruction of a section of Pitt Avenue.

Roads to Recovery funding of $1m will assist the larger road projects.

1.2 Purchase of Grouped Assets ($1.4m including carryovers)

Budget caters for plant, equipment and machinery purchases.

1.3 Capital Sales ($3.3m)

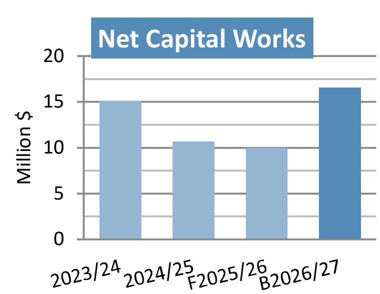
Capital sales factor a number of land sales from Council's new Innova Business Park which is located in the light industrial area within Legana. The new subdivison comprises 23 lots.

1.4 Community, Recreation, Parks and Reserves Capital ($8m including carryovers)

Included is $0.9m for capital maintenance works at the Riverside Aquatic Centre to assist longeivity of the pool.

Also included is $5.25m for beginning works towards a $20m Legana Basketball and Multi Purpose Centre incorporating cricket clubrooms. The outcome is reliant upon achieving $10m in funding between State and Federal grant programs with a commitment already pledged from the Federal government. Works are planned at the location of the new Legana oval.

$0.2m is allocated for a new public toilet at Beaconsfield RSL Park and $0.16m for a pump track at Rose Bay Park Gravelly Beach.



1.5 Total Gross Capital Expenditure Commitments ($19.9m)

The total gross capital works expenditure program is budgeted at $19.93m, of which $8.7m relates to projects carried over from the 2025/26 year. For more details of the capital program see the detailed capital budget report at the end of this document.

Expenditure on Asset Renewal ($13.4m), Asset Upgrades ($1.7m), and New Assets ($4.9m)

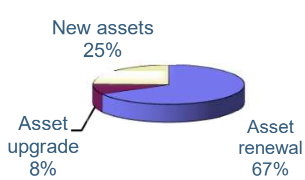
A distinction is made between different types of expenditure. Renewal expenditure is that which returns the service potential or the life of the asset up to that which it had originally.

Capital upgrade expenditure enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally.

Expenditure on new assets does not have any element of expansion or upgrade of existing assets but will result in an additional burden for future operation, maintenance and capital renewal.

The 2026/27 budget ensures adequate resources for the long term annual funding requirements for the renewal of assets as identified by long term asset management plans. Capital projects are being budgeted in a manner giving adequate priority to maintaining the existing service levels expected by the community.

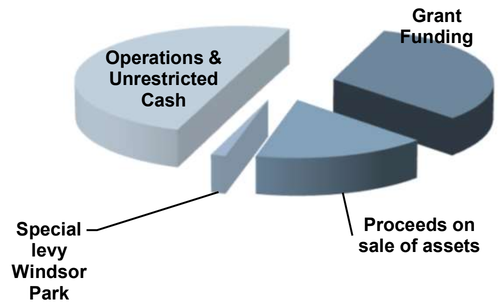
Capital Purchases 2026/27



Funding Sources

Special Rate Windsor Park ($0.21m)
Council will generate $0.21m by inclusion of a differential rate of $0.19 cents in the dollar of AAV in the Riverside area to assist funding of redevelopment works at Windsor Park. Ths levy is being phased out over 4 years beginning from

Capital Funding Sources



Proceeds from Sale of Assets ($3.3m)
Includes a $3m estimate for continued land sales from Council's Legana Innova Business Park. Other proceeds come from plant renewals.

Grants – Capital ($6.3m committed)
Grant funding includes $1m in Roads to Recovery funding which is planned to assist some larger road projects in 2026/27 and is an uplift of $0.16m from the previous year allocation.

$0.1m of a State election commitment will assist continued masterplan works for Greens Beach.

A $5m Labor election commitment is funding a new Legana Basketball and Community Centre.

Operations & Unrestricted Cash ($10m)
Revenue from operations and unrestricted cash will be used to fund the balance of the capital works program.

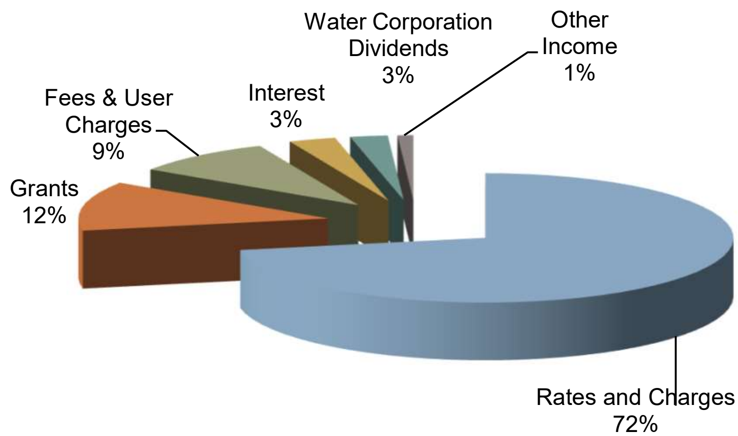
Analysis of Operating Estimates

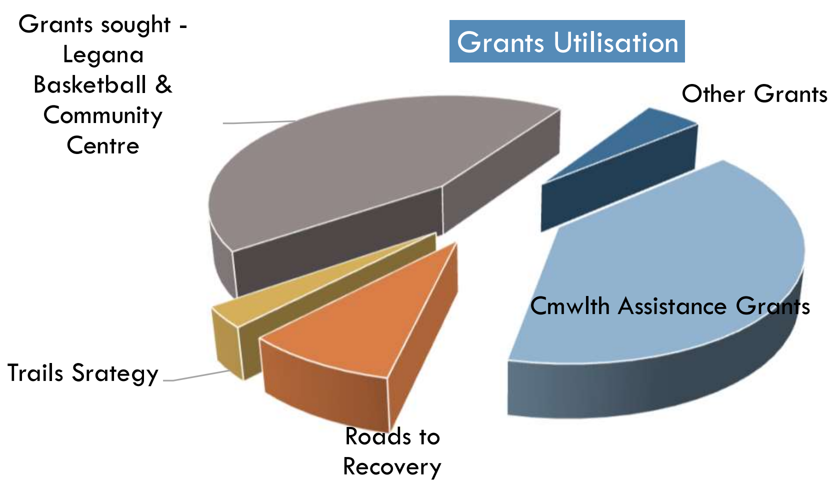
Revenue

Revenue Types	Ref	Budget 2025/26 $'000	Forecast 2025/26 $'000	Increase (Decrease) $'000	Budget 2026/27 $'000	Increase (Decrease) from Forecast $'000
Rates						
General rates	2.1	20,520	**20,601**	81	**21,867**	1,266
Fire Service levy contribution		1,713	**1,718**	5	**1,804**	86
Special Levy Windsor Park		253	**248**	-5	**213**	(35)
Waste management service rates		4,809	**4,810**	1	**5,136**	326
Rates interest		110	**120**	10	**125**	5
Investment revenue - Water Corporation	2.2	656	**853**	197	**984**	131
Fees & Charges						
Animal control		196	**227**	31	**198**	(29)
Development fees		1,025	**965**	-60	**998**	33
Design perusal fees		20	**20**	0	**20**	0
Beaconsfield Mine & Heritage Centre		762	**780**	18	**796**	16
Health		52	**58**	6	**60**	2
Leases / Rentals / Hire		952	**952**	0	**980**	28
Rate certificates		225	**250**	25	**255**	5
Swimming pool		105	**105**	0	**107**	2
Waste management		254	**238**	-16	**248**	10
Cemeteries		47	**38**	-9	**38**	0
Other fees & charges		28	**28**	0	**27**	(1)
Grants						
Assistance grants ongoing (Cwlth)		4,450	**4,390**	-60	**4,495**	105
Beaconsfield Sport & Rec Plan (State)		25	**50**	25		(50)
Climate enhancing resilience (Cwlth)		336	**313**	-23		(313)
Climate resilience (State)		19	**42**	23		(42)
Exeter caravan and motorhome dump point			**55**			
Foreshore projects (Cwlth)		1,044	**875**	-169		(875)
Greens Beach redevelop foreshore (State)		150	**30**	-120	**112**	82
Irene Phelps Trust - B'fld youth		110	**135**	25	**139**	4
State Roll Toll		25	**150**	125	**26**	(124)
Tas relief & recovery arrangements (Cwlth)		80	**120**	40		(120)
Roads to Recovery (Cwlth)		831	**831**	0	**987**	156
Legana Sport & Recreaiton Plan (State)		22	**75**	53		(75)
Trails strategy	2.3	450	**110**	-340	**340**	230
Riverside Windsor Olympic 2 oval (State)			**500**	500		(500)
Labour election commitment - Legana Basketball and Community Centre		5,000		-5,000	**5,000**	5,000
Emergency relief equipment (State)		55	**28**	-27		(28)
Pontoons refurbish (State)		276	**276**	0		(276)
Riverside Tennis Club lighting (State)			**27**	27		(27)
Other			**54**		**250**	
Interest (excluding rates interest)		920	**1,188**	268	**1,233**	45
Recurrent and cash contributions		65	**201**	136	**206**	5
Reimbursements	2.4	307	**300**	-7	**49**	(251)
Other commissions		70	**70**	0	**73**	3
Other income		4	**51**	47	**81**	30
Profit on disposal assets		25	**1,300**	1,275	**630**	(670)
Total Revenue		**45,991**	**43,182**	**(2,809)**	**47,477**	**4,295**

Underlying Revenue		38,588	**39,151**	563	**40,497**	1,346
Capital cash contributions				0		0
Profit on disposal assets		25	**1,300**	1,275	**630**	(670)
Capital Grants	1.5	7,378	**2,731**	-4,647	**6,350**	3,619
Total Revenue		**45,991**	**43,182**	**(2,809)**	**47,477**	**4,295**

Recurrent Revenue Sources





Analysis of Operational Estimates

Revenue

2.1 General Rates ($1.2m increase from forecast)

Council's general rate has been set to collect an additional 4.9% in rating income. Please refer to the Rating Strategy for more information.

2.2 Investment Revenue - Water Corporation ($0.13m increase from forecast)

The Taswater Corporate Plan 2026-2030 indicates increases to dividends for owner councils.

2.3 Trails Strategy ($0.23m increase from forecast)

The trails strategy grant funding involves the design of a shared use trail between Launceston and Legana.

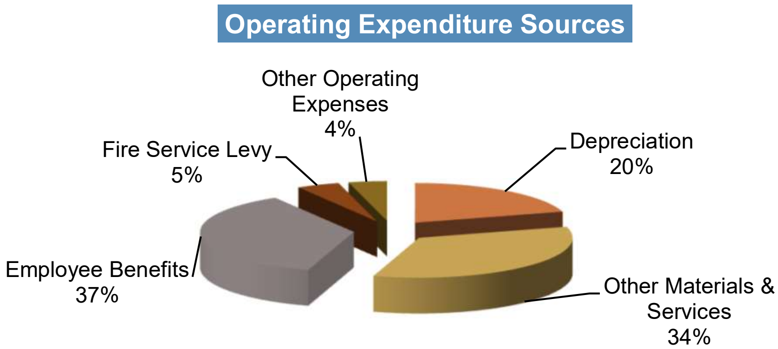
2.4 Reimbursements ($0.25m decrease from forecast)

Council has facilitated the financials for the Northern Tasmania Alliance of Resilient Councils (NTARC) which has dealt with a $1m project on climate resilience. The decrease in reimbursements follows the completion of this project.

2026/27 Budget

Operating Expenses

Expenditure Types	Ref	Budget 2025/26 $'000	Forecast 2025/26 $'000	Increase (Decrease) $'000	Budget 2026/27 $'000	Increase (Decrease) from Forecast $'000
Advertising & promotion		141	160	19	**194**	34
Audit fees		67	57	-10	**63**	6
Community grant expenditure		120	71	-49	**95**	24
Consumables general		112	127	15	**134**	7
Contractors						
Cleaning	3.1	571	541	-30	**745**	204
Climate change program	3.2	482	480	-2	**0**	-480
Collection costs debtors		60	58	-2	**60**	2
Health		143	37	-106	**20**	-17
Parks & Reserves		410	380	-30	**438**	58
Road system		701	860	159	**876**	16
Swimming pool operation		302	302	0	**390**	88
Property services		679	761	82	**760**	-1
Town Planning		226	196	-30	**226**	30
Trails strategy	3.3	450	110	-340	**340**	230
Waste and recycling		2,086	1,993	-93	**2,131**	138
Information technology		10	50	40	**60**	10
People, Culture & Governance		20	117	97	**22**	-95
Other contractors		571	562	-9	**477**	-85
Area Promotion		84	82	-2	**87**	5
Councillors	3.4	480	490	10	**742**	252
Depreciation	3.5	7,791	7,648	-143	**8,168**	520
Discount on rates		88	94	6	**95**	1
Economic development		280	276	-4	**293**	17
Electricity		450	455	5	**463**	8
Employee benefits	3.6	14,126	12,948	-1,178	**14,597**	1,649
Fire levy		1,713	1,713	0	**1,804**	91
Fringe benefits tax		132	93	-39	**99**	6
Fuel		381	296	-85	**403**	107
Insurance (excluding workers comp in labour costs)		433	404	-29	**424**	20
Land tax		106	92	-14	**126**	34
Legal		168	87	-81	**167**	80
Licences & registrations		489	510	21	**640**	130
Maintenance & repairs - fleet		212	255	43	**232**	-23
Merchandise		135	136	1	**136**	0
Minor furniture & equipment		70	37	-33	**65**	28
Parks & Reserves - materials and services		329	227	-102	**253**	26
Postage, Printing & stationery		143	151	8	**170**	19
Road system - materials and services		334	297	-37	**344**	47
Climate change program		25	25	0	**0**	-25
Subsidiary maintenance		125	90	-35	**134**	44
Subscriptions		166	165	-1	**173**	8
Telephone & communications		160	149	-11	**154**	5
Training		85	86	1	**95**	9
Valuation fees		110	75	-35	**129**	54
Waste disposal and management		1,378	1,441	63	**1,797**	356
Water & sewerage		343	350	7	**387**	37
Youth		65	54	-11	**95**	41
Other operating expenses		453	477	24	**526**	49
Total Underlying Operating Expenditure		**38,005**	**36,065**	**(1,940)**	**39,829**	**3,764**
Loss on disposals	3.7	500	470	-30	**500**	30
Total Expenditure		**38,505**	**36,535**	**(1,970)**	**40,329**	**3,794**



Analysis of Operational Estimates - Expenditure

3.1 Cleaning Contractors ($0.2m increase from forecast)

Additional budget is being provided to improve the service levels regarding the cleaning of public amentities. This is currently budgeted under contractors, however providing the service in-house is being investigated.

3.2 Climate Change contractors ($0.48m decrease from forecast)

Financial operations of the Northern Tasmania Alliance of Resilient Councils (NTARC) will suspend following completion of a $1m project on climate resilience. The project sought to support 8 northern Councils, helping address climate change by building a greater understanding of climate exposure and vulnerability and improving adaptive capacity. Council has facilitated the financials of NTARC.

3.3 Trails Strategy ($0.23m increase from forecast)

Involves the expenditure of remaining grant funds from a $0.5m design project of a shared trail between Launceston and Legana

3.4 Coucillors ($0.18m increase from forecast)

Costs will temprorarily increase to cover the cost of Council elections scheduled for October 2026.

3.5 Depreciation ($0.5m increase from forecast)

Increasing esitmates reflect the pace of rising construciton costs.

3.6 Employee Benefits ($1.6m increase from forecast)

Includes all labour related costs such as wages, salaries, on-costs, including payroll tax, allowances, leave entitlements, superannuation and workers compensation insurance.

Permanent FTE by Department	
Corporate & Community	33.2
People & Culture	6.0
Planning & Development	21.5
Community Assets	53.4
Chief Executive Office	5.0
Total 119.1 FTE Permanent Head Count 126	**119.1**

1.5 Full Time Equivalents (FTEs) have been removed from the budget to recognise a level of ongoing vacancy from a full complement of staff (133 staff in total which includes causals and temporay arrangements).

Council's Enterprise Aagreement is up for re-negotiation and a budget allowance is made for an estimated increment.

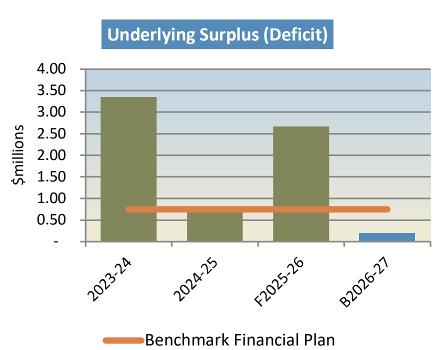
3.7 Loss on Disposals

A 2026/27 budget amount of $0.5m is included to recognise a situation with infrastructure renewals where some value may still be showing on the asset register at the time of disposal (the asset in other words has not been fully written off by depreciation). A key driver of this situation is the use of standard useful life estimates across asset groupings which, at an individual asset level, may not be truly reflective of an asset's actual useful life.

Financial Sustainability Risk Indicators

A suite of financial sustainability risk indicators have been included in this planning document. These indicators should be considered collectively and are most useful when assessed over time as part of a trend analysis.

Indicator	Definition	Formula
Profitability indicators		
Net result (%)	This measures how much of each dollar collected as revenue translates to net result. A positive result indicates a surplus, and the larger the percentage, the stronger the result.	Net result / Total revenue
Underlying Surplus (%)	This measures an entity's ability to generate surplus in the ordinary course of business—excluding non-recurrent capital grants, non-monetary asset contributions, and other contributions to fund capital expenditure from net result. A surplus or increasing surplus suggests an improvement in the operating position.	Underlying surplus (or deficit) / Underlying revenue
Financing indicators		
Liquidity (ratio)	This measures an entity's ability to pay existing liabilities in the next 12 months. A ratio greater than 1.0 means there are more cash and liquid assets than short-term liabilities.	Current assets / Current liabilities
Internal financing (%)	This measures an entity's ability to finance capital works using cash generated by its operating cash flows. The higher the percentage, the greater the ability for the entity to finance capital works from its own funds.	Net operating cash flow (including capital grants) / Net capital expenditure
Indebtedness (%)	This assesses an entity's ability to pay the principal and interest on borrowings, as and when they fall due, from the funds it generates. The lower the ratio, the less revenue the entity is required to use to repay its total debt. Own-sourced revenue is used, rather than total revenue, because it does not include grants or contributions	Non-current liabilities / Own-sourced revenue
Asset renewal and maintenance indicators		
Capital replacement (ratio)	This compares of the rate of spending on infrastructure, property, plant and equipment, and intangibles with the corresponding depreciation and amortisation. This is a long-term indicator, as capital expenditure can differ in the short term if there are insufficient funds available from operations, and borrowing is not an option. A ratio less than 1.0 means the spending on capital works has not kept pace with consumption of assets.	Cash outflows for property, plant and equipment / Depreciation
Renewal Gap (ratio)	Also referred to as the sustainability ratio, this compares the rate of spending on existing assets through renewing, restoring, and replacing existing assets with depreciation. Ratios higher than 1.0 indicate that spending on existing assets is faster than the depreciation rate.	Renewal expenditure / Depreciation
Asset renewal funding (ratio)	This measures the capacity to fund asset replacement requirements. An inability to fund future requirements will result in revenue/expense/debt consequences, or a reduction in service levels.	Capital renewal expenditure per financial plan relative to capital renewal expenditure requirement sourced from asset management plans / renewal expenditure requirement from asset management plans.



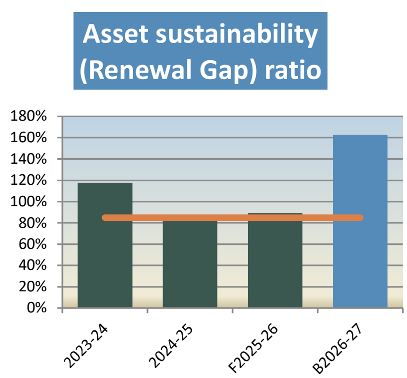
Underlying surplus (deficit) is the difference between day-to-day income and expenses for the period, adjusted by excluding amounts received specifically to fund new or upgraded assets and physical resources received free of charge. This indicator is seen as a better indicator of sustainable or recurring 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.

Financial Sustainability Risk Indicators

Risk	Net result	Underlying Surplus	Liquidity	Internal financing	Indebtedness	Capital replacement	Renewal Gap
2025-26 Forecasts	Low 18%	Low 6.8%	Low 4	Low 137%	Low 1%	Low 1.53	Medium 0.9
2026-27 Budget	Low 8%	Medium 0.5%	Low 4	High41%	Low 1%	Low 2.4	Low 1.6

Risk Assessment Criteria							
High	**Less than negative 10%** Insufficient revenue is being generated to fund operations and asset renewal.	**>Less than 0%** Insufficient surplus being generated to fund operations.	**Less than 0.75** Immediate sustainability issues with insufficient current assets to cover liabilities.	**Less than 75%** Limited cash generated from operations to fund new assets and asset renewal.	**More than 60%** Potentially long-term concern over ability to repay debt levels from own-source revenue.	**Less than 1.0** Spending on capital works has not kept pace with consumption of assets.	**Less than 0.5** Spending on existing assets has not kept pace with consumption of these assets.
Medium	**Negative 10%–0%** A risk of long-term run down of cash reserves and inability to fund asset renewals.	**0%–5%** Surplus being generated to fund operations.	**0.75–1.0** Need for caution with cash flow, as issues could arise with meeting obligations as they fall due.	**75–100%** May not be generating sufficient cash from operations to fund new assets.	**40–60%** Some concern over the ability to repay debt from own-source revenue.	**1.0–1.5** May indicate spending on asset renewal is insufficient.	**0.5–1.0** May indicate insufficient spending on renewal of existing assets.
Low	**More than 0%** Generating surpluses consistently.	**More than 5%** Generating strong surpluses to fund operations.	**More than 1.0** No immediate issues with repaying short-term liabilities as they fall due.	**More than 100%** Generating enough cash from operations to fund new assets.	**40% or less** No concern over the ability to repay debt from own-source revenue.	**More than 1.5** Low risk of insufficient spending on asset renewal.	**More than 1.0** Low risk of insufficient spending on asset base.

Source Victorian Auditor-General's Office (VAGO)



Audit Tasmania suggests an asset sustainability ratio of at least 100% based on the premise that if a Council wishes to maintain its existing service levels from assets, then a Council would need to spend an amount equivalent to about 100% of annual depreciation on average over time in renewing assets.

The industry benchmark should be viewed with caution as depreciation expenses tend to be relatively stable over a period of time whereas capital renewal outlays will inevitably be subject to peaks and troughs. In some years (or even periods of several years), Council is justified in spending considerably more or less on asset renewal than its level of depreciation expenses. However, informed understanding is needed. It does not indicate that Council is under-investing in its assets and creating a financial burden for future generations. As demonstrated by the asset renewal funding ratio, Council is funding 100% of its known asset renewal requirements.

Internal Financing Ratio 2026-27

The ratio comes up with a high risk indicator meaning limited cash generated in 2026-27 to fund assets. Once $3.5m in prepayments of federal assistance grants and $5m in capital grant expenditure before grant receipts are factored then this indicator appears reasonable.

West Tamar Council

2026/27 Budget

Budget Report by Program

Technical Services

	2025/26 Budget $	2025/26 Forecast $	2026/27 Budget $
Technical Services			
Operating Income			
Fees & Charges	-470,000	-130,000	-360,000
Operating Income	**-470,000**	**-130,000**	**-360,000**
Operating Expenditure			
Depreciation	0	0	0
Employee Costs	1,149,000	1,258,500	1,493,000
Materials & Services	578,850	214,900	439,050
Other Operating Expenses	44,000	36,500	59,000
Operating Expenditure	**1,771,850**	**1,509,900**	**1,991,050**
Technical Services Total	1,301,850	1,379,900	1,631,050

2026/27 Budget

Budget Report by Program

Trading Activities/Undertakings

	2025/26 Budget $	2025/26 Forecast $	2026/27 Budget $
Trading Activities/Undertakings			
Operating Income			
Fees & Charges	0	0	0
Other Income	-67,600	-67,600	-72,000
Rates	-1,712,700	-1,718,000	-1,803,800
Operating Income	**-1,780,300**	**-1,785,600**	**-1,875,800**
Operating Expenditure			
Employee Costs	0	0	0
Materials & Services	0	0	0
Statutory Contributions	1,712,700	1,712,700	1,803,800
Operating Expenditure	**1,712,700**	**1,712,700**	**1,803,800**
Trading Activities/Undertakings Total	-67,600	-72,900	-72,000

Budget Report by Program

Waste Management

	2025/26 Budget $	2025/26 Forecast $	2026/27 Budget $
Waste Management			
Operating Income			
Fees & Charges	-254,000	-237,600	-247,000
Other Income	0	-50,000	-80,000
Rates	-4,810,000	-4,810,000	-5,136,000
Operating Income	**-5,064,000**	**-5,097,600**	**-5,463,000**
Operating Expenditure			
Depreciation	64,500	64,400	32,500
Employee Costs	169,450	198,900	208,800
Materials & Services	3,723,650	3,733,900	4,236,800
Other Operating Expenses	0	0	0
Operating Expenditure	**3,957,600**	**3,997,200**	**4,478,100**
Capital Income			
Capital Grants	0	0	0
Capital Income	**0**	**0**	**0**
Waste Management	-1,106,400	-1,100,400	-984,900

Budget Report by Program

Local Road System

	2025/26 Budget $	2025/26 Forecast $	2026/27 Budget $
Local Road System			
Operating Income			
Grants Current	-1,905,500	-2,119,500	-1,900,500
Other Income	-70,000	-202,000	-210,000
Operating Income	**-1,975,500**	**-2,321,500**	**-2,110,500**
Operating Expenditure			
Depreciation	4,709,500	4,653,700	4,991,100
Employee Costs	1,894,550	1,458,625	1,957,900
Materials & Services	2,220,400	2,256,450	2,343,650
Other Operating Expenses	12,500	7,500	9,500
Operating Expenditure	**8,836,950**	**8,376,275**	**9,302,150**
Capital Income			
Asset Disposal	0	0	0
Capital Grants	-831,366	-831,000	-987,000
Contribution & Recognition of Assets	0	0	0
Capital Income	**-831,366**	**-831,000**	**-987,000**
Capital Expenditure			
Asset Donations	0	0	0
Asset Disposal	500,000	450,000	500,000
Capital Expenditure	**500,000**	**450,000**	**500,000**
Local Road System	6,530,084	5,673,775	6,704,650

2026/27 Budget

Budget Report by Program

Parks & Reserves

	2025/26 Budget $	2025/26 Forecast $	2026/27 Budget $
Parks & Reserves			
Operating Income			
Fees & Charges	-49,000	-49,800	-50,800
Grants Current	0	0	0
Other Income	0	0	0
Rates	-253,000	-248,000	-213,000
Operating Income	**-302,000**	**-297,800**	**-263,800**
Operating Expenditure			
Depreciation	760,900	811,800	960,400
Employee Costs	1,370,700	1,226,200	1,365,800
Materials & Services	1,229,400	1,129,000	1,238,400
Other Operating Expenses	0	3,100	0
Operating Expenditure	**3,361,000**	**3,170,100**	**3,564,600**
Capital Income			
Capital Grants	-1,044,000	-1,406,637	0
Contribution & Recognition of Assets	0	0	0
Capital Income	**-1,044,000**	**-1,406,637**	**0**
Capital Expenditure			
Asset Donations	0	0	0
Net (profit) loss on Asset Disposal	0	20,000	0
Capital Expenditure	**0**	**20,000**	**0**
Parks & Reserves	2,015,000	1,485,663	3,300,800

Budget Report by Program

Recreational Facilities

	2025/26 Budget $	2025/26 Forecast $	2026/27 Budget $
Recreational Facilities			
Operating Income			
Fees & Charges	-201,350	-200,550	-209,450
Grants Current	-25,000	-50,000	0
Other Income	-5,200	-25,200	-19,250
Operating Income	**-231,550**	**-275,750**	**-228,700**
Operating Expenditure			
Depreciation	684,600	675,300	724,700
Employee Costs	301,800	196,250	258,400
Materials & Services	1,147,550	1,237,150	1,242,750
Other Operating Expenses	10,120	3,720	6,730
Operating Expenditure	**2,144,070**	**2,112,420**	**2,232,580**
Capital Income			
Profit on disposal	0	0	0
Contributions Capital Non Monetary	0	0	0
Contributions Capital Monetary	0	0	0
Capital Grants	-5,448,000	-462,350	-5,362,500
Capital Income	**-5,448,000**	**-462,350**	**-5,362,500**
Capital Expenditure			
Loss on Asset Disposal	0	0	0
Capital Expenditure	**0**	**0**	**0**
Recreational Facilities	-3,535,480	1,374,320	-3,358,620

West Tamar COUNCIL

2026/27 Budget

Budget Report by Program

Planning & Development Services

	2025/26 Budget $	2025/26 Forecast $	2026/27 Budget $
Planning & Development Services			
Operating Income			
Fees & Charges	-1,320,900	-1,287,700	-1,294,250
Grants Current	0	0	0
Other Income	-18,000	-18,400	-18,800
Operating Income	**-1,338,900**	**-1,306,100**	**-1,313,050**
Operating Expenditure			
Depreciation	13,600	13,500	13,800
Employee Costs	2,920,860	2,403,960	2,856,260
Materials & Services	722,800	485,500	550,500
Other Operating Expenses	169,800	133,000	179,600
Operating Expenditure	**3,827,060**	**3,035,960**	**3,600,160**
Planning & Development Services	2,488,160	1,729,860	2,287,110

2026/27 Budget

Budget Report by Program

Community Services

	2025/26 Budget $	2025/26 Forecast $	2026/27 Budget $
Community Services			
Operating Income			
Fees & Charges	-1,507,300	-1,525,700	-1,558,500
Grants Current	-110,000	-155,850	-138,500
Interest	0	0	0
Other Income	-16,500	-50	-6,500
Operating Income	**-1,633,800**	**-1,681,600**	**-1,703,500**
Operating Expenditure			
Depreciation	513,500	533,300	590,900
Employee Costs	1,720,300	1,624,750	1,914,100
Materials & Services	1,754,550	1,636,960	2,068,350
Other Operating Expenses	321,100	278,800	320,400
Operating Expenditure	**4,309,450**	**4,073,810**	**4,893,750**
Capital Income			
Capital Grants	-55,000	-30,800	0
Capital Income	**-55,000**	**-30,800**	**0**
Community Services	2,620,650	2,361,410	3,190,250

2026/27 Budget

Budget Report by Program

Other Activities

	2025/26 Budget $	2025/26 Forecast $	2026/27 Budget $
Other Activities			
Operating Income			
Fees & Charges	-314,000	-340,100	-347,000
Grants Current	-3,005,000	-2,895,000	-2,620,000
Interest	-920,000	-1,187,700	-1,232,700
Investment Revenue from Water Corporation	-656,000	-852,800	-984,000
Other Income	-266,500	-258,800	-3,750
Rates	-20,630,000	-20,720,500	-21,991,500
Operating Income	**-25,791,500**	**-26,254,900**	**-27,178,950**
Operating Expenditure			
Depreciation	1,044,000	895,600	854,500
Employee Costs	4,599,600	4,580,400	4,542,400
Finance Charges	1,500	1,400	500
Materials & Services	1,475,500	1,670,700	1,535,450
Other Operating Expenses	963,550	927,300	1,029,400
Operating Expenditure	**8,084,150**	**8,075,400**	**7,962,250**
Net (Profit) loss on disposals	-25,000	-1,300,000	-630,000
Other Activities	-17,732,350	-19,479,500	-19,846,700

Capital Budget 2026-27

		Work No	2025/26 Amended Budget	2025/26 Forecast	Initial Carryover to 2026/27	2026/27 Proposed Budget
			$	$	$	$
Transport Capital						
Bridges						
1	Guard Rail upgrades to bring steel rails to current standards	60002	90,000	91,000		90,000
2	Beaconsfield, Tattersalls Rd, bridge 1328 over Anderson Crk - superstructure replacement and guardrail	60015	153,000	160,000		
.	**Bridges Total**		**243,000**	**251,000**	**0**	**90,000**
Footpaths						
4	Beaconsfield, Shaw Street, Cornwall to Fysh St	60235	180,000	190,000		
5	Beaconsfield, Archer St, Grubb St to Shaw St	60236	160,000	160,000		
6	Beauty Point, Kitchener Av, Flinders St to Esplanade	60237	5,000	5,000		
7	Beauty Point, Beatty St, additional works	60220	10,000	9,000		
8	Gravelly Beach, river edge retaining wall and footpath near boat ramp	60238	150,000	0	150,000	150,000
9	Riverside, Grinter Street, from Francis St to No 33, investigate and design	60239	20,000	2,000		
10	Trevallyn, Bowen Avenue - footpath	60232	0	(9,500)		
11	Riverside, Pendennis Street - footpath	60233	20,000	19,000		
12	Beaconsfield, Cornwall Street - footpath	60234	65,000	62,000		
13	Beaconsfield - New Footpaths Program - Crowther Street	60240				90,000
14	Beaconsfield - New Footpaths Program - Archer Street	60241				110,000
15	Beaconsfield - New Footpaths Program - Fysh Street	60242				60,000
18	Beauty Point, Charles St, access ramp improvements including Beatty St	60243				10,000
19	Riverside, West Tamar Highway parking lanes, #460 WTH, footpath reconstruction	60245				20,000
21	Riverside, Riverside Dr, Rannoch Ave to Pitten Crief	60248				25,000
22	Legana, Partridge Dr, Quail St to end, reconstruct	60246				65,000
26	Beaconsfield, Grubb Street - new pedestrian crossings	60247				20,000
	Footpaths Total		**610,000**	**437,500**	**150,000**	**550,000**
Gravel Resheeting						
30	Gravel Resheet Program	64013	380,000	250,000	130,000	400,000
	Gravel Resheeting Total		**380,000**	**250,000**	**130,000**	**400,000**
Road Reseals						
31	Reseal Program Annual Allocation	61000	700,000	730,000		800,000
	Road Reseals Total		**700,000**	**730,000**	**0**	**800,000**

Capital Budget 2026-27		Work No	2025/26 Amended Budget	2025/26 Forecast	Initial Carryover to 2026/27	2026/27 Proposed Budget
			$	$	$	$
Urban Streets						
32	Beauty Point, West Arm Rd, Kitchener Ave to Mainwaring Street, kerb and channel - design 25/26	63139	10,000	10,000		
33	Blackwall, 29 to 45 Gravelly Beach Road, kerb and channel	63142	70,000	80,000		0
34	Legana, Tatana Way, extension to Fulton St stage 3	63143	100,000	40,000		
35	Riverside, New Ecclestone Rd, property access road reconstruct at No 45	63144	50,000	50,000		
36	Riverside, Riverside Drive, No 31 to No 71, retaining wall construction and pavement repairs, deisgn and investigation	63145	70,000	30,000	20,000	500,000
37	Riverside, Ecclestone Rd, New Ecclestone Rd to Allison Ave, design new retaining wall	63146	20,000	6,000	14,000	
38	Riverside WTH, verge treatment Cormiston Rd to creek approx 200m.	63147	70,000	110,000		
39	Beaconsfield, Julian St, upgrade Weld St to Bell St	63140	150,000	130,000		0
40	Beaconsfield streetscape improvement plan	63116	40,000	0	40,000	40,000
41	Design works - various infrastructure projects	69061	60,000	40,000	40,000	50,000
42	Legana, Bindaree Rd, reconstruct the intersections at Bindaree and Ridge Rd	63103	50,000	12,000	38,000	300,000
43	Riverside, Pitt Av, k&c and footpath from Cherry Ave to Anthony St	63137	720,000	250,000	470,000	500,000
44	Riverside, Riverside Drive, pavement/embankment reconstruction - design 24/25	63134	0	(2,300)		
45	Trevallyn, Cherry Road, reconstruct between Newland St and exisiting kerb (150m)	63100	0	0		0
46	Beaconsfield, Grubb St, disability parking outside of Beaconsfield House	63151				25,000
48	Beauty Point, Charles St, bus shelter cover	63152				15,000
50	Gravelly Beach Rd, Rose Bay corner, kerb and channel northern side	63153				65,000
52	Riverside, Ecclestone Rd to end, access road patch pavement and resurface	63148				50,000
53	Riverside, Cooper Cr, rebuild failing pavement	63149				150,000
54	Riverside, Ecclestone Rd, Allison A to Stephensdale Dr, replace failed pavement	63154				300,000
55	Riverside, Rowsphorn Rd, pavement reconstruction	63150				300,000
	Urban Streets Total		**1,410,000**	**755,700**	**622,000**	**2,295,000**

Capital Budget 2026-27	Work No	2025/26 Amended Budget	2025/26 Forecast	Initial Carryover to 2026/27	2026/27 Proposed Budget
		$	$	$	$
Rural Roads					
58 Deviot Rd retaining wall, reconstruct	64062	838,000	200,000	638,000	2,000,000
59 Notley Hills Rd reconstruction	64092	272,000	250,000		
60 Road guardrail upgrades	64093	20,000	20,000		60,000
61 Rosevears Drive, from Brady's Lookout Rd south 300m	64088	375,000	300,000	75,000	75,000
62 Rosevears, Brady's Lookout Rd, + 175m reconstruct	64087	530,000	0	525,000	525,000
63 Sidmouth, Valley Rd, upgrade pavement and seal, stage 1	64089	250,000	70,000	180,000	400,000
64 Bridgenorth Rd/Long Plains Rd, intersection improvement	64058	20,000	12,500		
65 Grindelwald, Atkinsons Rd, road base, drainage, kerb and channel further stage	64051	340,000	334,000		0
70 Road intersection sealing projects	64099				100,000
72 Bridgenorth Rd, Long Plains road =100m to +600m, reconstruct	64094				615,000
73 Glengarry, Loop Road - Culvert, embankment and pavement reconstruction	64097				755,000
75 Notley Hills Road - Reconstruction Stage 4	64098				400,000
77 Kelso Foreshore Retaining Wall	64096				30,000
78 Intersection Safety Improvement - Greens Beach Road and Kellys Lookout Road	64095				50,000
80 Beaconsfield, Greens Beach Road - Pavement reconstruction	64100				450,000
Rural Roads Total		**2,645,000**	**1,186,500**	**1,418,000**	**5,460,000**
Total Transport		**5,988,000**	**3,610,700**	**2,320,000**	**9,595,000**

Capital Budget 2026-27		Work No	2025/26 Amended Budget	2025/26 Forecast	Initial Carryover to 2026/27	2026/27 Proposed Budget
			$	$	$	$
Stormwater						
81	Beauty Point, 31 Esplanade, stormwater line to reduce flooding	65131	80,000	80,000		
82	Beauty Point, Eton street, SW	65134	60,000	80,000		
83	Lanena, Paringa Av, pipe open channel to improve capacity and mitigate fooding risk	65135	150,000	120,000		
84	Riverside, New Ecclestone Rd, extend road side drain pipe to creek	65136	284,000	300,000		
85	Beauty Point, Flinders St, stormwater upgrade exisiting culvert to open drain at No 32 Flinders St - Design	65132	50,000	0	50,000	50,000
86	Emergency infrastructure works and unplanned infrastructure contributions, budget allocation	69056	75,000	75,000		75,000
87	Legana, Jetty Rd, drainage works to mitigate flooding Beach Rd, investigate and design	65133	10,000	0	10,000	10,000
89	Riverside, Pomona Rd, Tamar Rise to Riverside Dr. New stormwater pipeline design.	65137				40,000
90	Green Beach, 49 Gardners Rd, upgrade	65138				20,000
91	Gravelly Beach Rd, drainage No #395-397 to improve access	65139				5,000
92	Gravelly Beach, Little Swan Point, Teggs Rd +50m, pipe open drain	65140				60,000
94	Greens Beach Road - Stormwater improvement	65141		22,000		
	Stormwater Capital Total		**709,000**	**677,000**	**60,000**	**260,000**
Waste Management						
98	Beaconsfield, Waste Transfer Station barrier	65910	80,000	100,000		
99	Exeter Waste Transfer Station - Shipping Container	65912	0			12,000
100	Exeter Depot wash bay improvements	65911	50,000	0		
	Waste Management Capital Total		**130,000**	**100,000**	**0**	**12,000**
Community, Recreation, Parks & Reserves Capital						
101	Barbeque and shelter replacement program ongoing	67269	49,000	30,000	5,000	35,000
102	Beaconsfield basketball ring, 1/3 court RSL Park	67209	35,000	37,000		
103	Beaconsfield Cemetery, expand capacity and improvements	67240	50,000	25,000	25,000	85,000
104	Beaconsfield Community Centre, internal improvements	67287	11,000	11,000		
105	Beaconsfield Grubb Recreation St public toilet renewal, design 24-25	67290	250,000	250,000		
106	Beaconsfield Lions lookout upgrade	67271	8,000	0		
107	Beaconsfield Mine and Heritage Centre, CCTV upgrade	67288	11,000	11,500		
105	Beauty Point Cricket Club, toilet upgrade	67295	28,000	15,000		
106	Beauty Point foreshore master plan, partially Cmwlth funded	67200	276,000	243,000		0
107	Brady's Lookout capital maintenance	67273	40,000	0	40,000	

	Capital Budget 2026-27	Work No	2025/26 Amended Budget	2025/26 Forecast	Initial Carryover to 2026/27	2026/27 Proposed Budget
			$	$	$	$
	Community, Recreation, Parks & Reserves Capital *(Continued)*					
108	Bridgenorth Football Club, electronic scoreboard - $25,000 grant dependant	67296	45,000	20,000		
109	Clarence Point Hall, heating/electrical upgrade	67300	12,000	9,500		
110	Dog parks, amenities improvement program	67301	60,000	70,000		
111	Exeter Community Hub, kitchen upgrade, cabinetry, oven & deepfryer	67214	14,000	3,000		
112	Exeter Community Park, Exeter Arts facility - investigate / design 25/26	67179	20,000	2,000	18,000	18,000
113	Exeter RV parking & dump point	67321	85,000	65,000		
114	Exeter, Goat track trail upgrades, West Tamar Landcare	67302	20,000	20,000		
115	Frankford Cemetery plinths	67319	5,000	5,000		
116	Gravelly Beach Foreshore Project, partially Cmwlth funded	67201	1,130,000	905,000		
117	Greens Beach Masterplan implementation stage 1 - State grant	67292	150,000	60,000	90,000	100,000
118	Greens Beach Caravan Park, sewerage upgrade	67286	265,000	65,000	200,000	200,000
119	Greyhound off leash area	67303	40,000	29,000		
120	Kayena, Bonnie Beach, retaining structure and toilet ramp	67275	55,000	55,000		
121	Kelso toilet & carpark, $150k grant component	67254	445,000	425,000		
122	Legana Basketball and Community Centre - Cmwlth funded	67320	5,000,000	0	5,000,000	
123	Legana Indoor Basketball Facility beginning works - grant dependant	67251	350,000	200,000	150,000	3,250,000
	Legana Cricket multi purpose clubrooms and nets	67350	0			2,000,000
124	Legana Hall, upgrade design	67304	20,000	0	20,000	25,000
125	Legana Orchard estate Jonagold Gold Playground	67293	344,000	320,000		
126	Legana Park design and toilets renewal	67294	300,000	0		
127	Legana Tennis Club, rebuild retaining wall	67305	20,000	26,000		
128	Parks various, fencing provision	67306	25,000	0		
129	Playground renewal program (PRP)	67106	100,000	105,000		
130	Pontoon capital maintenance, $276k grant dependent	67307	358,000	358,000		
131	Riverside Office, dog cage enclosure 2 bay	67265	7,000	7,000		
132	Riverside Olympic Football Club, general joinery changerooms	67314	20,000	20,000		
133	Riverside Olympic Football Club, spectator seating	67315	15,000	15,000		0
134	Riverside Swimming Centre, capital maintenance	67225	550,000	550,000		900,000
135	Riverside Tennis Club, kitchen upgrade	67308	50,000	40,000		
136	Riverside Tennis Club, upgrade lights to LED	67311	40,000	33,000		0
137	Riverside Tennis Club, upgrade mens urinal	67313	10,000	8,500		
138	Riverside Windsor Park, resurface for Olympic 2 ground	67309	1,500,000	1,350,000		
139	Riverside, Windsor Park, Launceston Football Club, replace urinal	67312	10,000	9,500		

Capital Budget 2026-27		Work No	2025/26 Amended Budget	2025/26 Forecast	Initial Carryover to 2026/27	2026/27 Proposed Budget
			$	$	$	$
Community, Recreation, Parks & Reserves Capital *(Continued)*						
140	Rowella Hall, improvements / development masterplan	67310	10,000	0	10,000	10,000
141	Municipal Entrance x3 & Tourism signage	67298	65,000	0	65,000	65,000
142	Power point installlation at food van sites	67332	0			20,000
145	Trevallyn dam, signage water quality	67297	6,000	0		
146	Winkleigh Hall AV audio visual installation	67322	8,000	4,500		
147	Beaconsfield Community Centre – AV Equipment public area	67333				10,000
148	Beaconsfield Mens Shed - Initial scoping and planning towards a purpose built shed	67323				20,000
149	Beaconsfield Tennis Club Court 3 Surface and Fence (Council contribution 20%)	67334				55,000
150	Beaconsfield, Grubb St, seal parking area RV rest area	67335				36,000
152	Beaconsfield, RSL Park, public toilet and drinking fountain	67336				210,000
153	Beaconsfield RSL Park, renew Howitzer display area	67337				15,000
157	Brady's Lookout platform, renewal. Stage 1 design.	67324				60,000
158	Bridgenorth Football Club - Netting behind goals at Bridgenorth Ground	67338				17,000
160	Exeter Bowls and Community Club Inc - Upgrade shade facilities - subject to $59k grant and $15k cash from EBC	67339				74,000
161	Exeter Community Hub - Private Space	67340				20,000
162	Exeter Community Hub - Tamar Valley Film Society, UVA - new chairs	67341				15,000
163	Exeter Community Hub, contribution to light towers, $55k State Grant to Club. $69k Project	67326				13,000
165	Exeter, playground for children	67342				50,000
168	Frankford Hall - water tank 20,000 litres	67327				15,000
170	Gravelly Beach, Rose Bay Park, pump track	67343				165,000
171	Gravelly Beach, Anzac Park, BBQ, picnic table and shelter	67344				25,000
173	Riverside, Eden St, fence around play ground	67345				16,000
174	Riverside Cricket Club - Floodlights - outside nets/pole safety padding - further $ grant dependant	67328				35,000
176	Riverside, Tailrace Park, Scout Hall improvements	67346				45,000
180	Riverside, Eden St Playground, provision of shade structure over part of seating/play area	67347				50,000
181	Riverside, Eden St, dog park in greenspace opposite Council offices	67348				25,000
190	Rosevears Pontoon - Renewal - $250k potential grant	67329				280,000
192	Flag poles and lighting at Council Parks	67349				30,000
197	Windsor Community Precinct - Loading Bay Design	67330				2,500
198	Winkleigh Hall - upgrading rest rooms	67331				35,000
	Community, Recreation, Parks and Reserves Total		**11,912,000**	**5,402,500**	**5,623,000**	**8,026,500**

Capital Budget 2026-27	Work No	2025/26 Amended Budget	2025/26 Forecast	Initial Carryover to 2026/27	2026/27 Proposed Budget
		$	$	$	$
Purchase of Individual & Corporate Assets					
206 Exeter Depot, shade shelter	69082	20,000	12,000		
207 Exeter Depot, SES shed minor extension - design	69083	10,000	0		
208 Exeter - Tamar Visitor Centre - refurbishment	69084	20,000	20,000		
209 Exeter Depot, back-up generator and wiring	69085	30,000	30,000		
210 Riverside Office, accessibility access - design	69091	20,000			
211 Riverside Office, shower installation	69086	15,000	0		
212 Windsor Community Precinct, indoor training centre - replace nets & flooring	69087	150,000	125,000		
213 Windsor Community Precinct, undercover seating outside pharmacy	69088	15,000	15,000		
214 Windsor Community Precinct, Council Chambers establishment	69081	120,000	124,000		7,000
215 Windsor Community Precinct, install LEDs	69089	40,000	40,000		
216 Windsor Community Precinct, install LED lights throughout Medical Practice	69090	8,000	7,000		
217 Exeter Depot, security improvements	69068	40,000	40,000		32,000
218 Exeter Depot, design Property Services shed	69067	20,000	0	20,000	20,000
219 Organisation unified alarm system & surveillance- in stages	69053	70,000	70,000		
220 Windsor Community Precinct, CCTV & security lighting upgrade	69075	49,000	40,000		
221 Windsor Community Precinct, directional signage program	69078	16,000	0	16,000	16,000
222 Xmas decorations and flagtrax	69033	100,000	101,000		50,000
223 Health & Safety asset purchases	69092	20,000	20,000		
224 Beaconsfield Depot facility improvements	69071	40,000	0	40,000	40,000
225 Legana, Industrial Estate extension	69064	350,000	150,000	100,000	100,000
226 Windsor Community Precinct, chambers council chairs - bulk buy	69076	10,000	0		
228 Beaconsfield Community Centre AV equipment - Youth Trust funded	69101				15,000
229 Beaconsfield Youth Centre storage	69102				10,000
232 Tamar Function Centre - Safety Rail – downstairs Space	69095				20,000
233 Tamar Function Centre – Tables replacement	69096				5,000
234 Tamar Function Centre, AV System – Youth Space and TFC Downstairs Space (12)	69103				5,000
236 Tamar Visitor Centre – CCTV	69097				15,000
239 Windsor Community Precinct Audio Visuals	69098				15,000
242 Windsor Precinct - Council Chambers - Acoustic improvement	69100				8,000
244 Windsor Community Precinct, Outside seating and shading (café)	69099				10,000
Purchase of Individual Assets Total		**1,163,000**	**794,000**	**176,000**	**368,000**

Capital Budget 2026-27	Work No	2025/26 Amended Budget	2025/26 Forecast	Initial Carryover to 2026/27	2026/27 Proposed Budget
		$	$	$	$
Information Technology					
199 Hardware / User Devices	68536	70,000	70,000		70,000
200 Software, expense management system	68543	10,000	0	10,000	12,000
201 Software, WTC Software suite enhancement	68504	75,000	20,000	55,000	200,000
202 Tablets - WHS Online	68544	15,000	0		0
203 Ethernet wiring upgrade, Riverside	68540	10,000	0	10,000	10,000
204 UPS Batteries / upgrades	68507	10,000	9,000		0
205 Monitors bulk buy	68541	5,000	0		0
Information Services Capital Total		**195,000**	**99,000**	**75,000**	**292,000**
Purchase of Grouped Assets					
245 Furniture, fittings and equipment	69500	75,000	75,000		77,000
247 Land and buildings	69510	410,000	336,000	30,000	30,000
246 Plant & Equipment	69502	118,000	106,000	50,000	452,500
248 Tractors & machinery	69520	41,000	41,000		
249 Trucks	69530	503,000	233,000	270,000	280,000
250 Mowers	69540	50,000	50,000		
251 Light fleet (utes, sedans, wagons, vans)	69570	0			541,000
252 Utilities and vans	69550	158,000	108,000	54,000	
253 Sedans and wagons	69560	159,000	74,000	85,000	
Purchase of Grouped Assets Total		**1,514,000**	**1,023,000**	**489,000**	**1,380,500**
Sale/Disposal of Assets					
254 Disposal of land and buildings	69800	(3,000,000)	(1,482,000)	(1,500,000)	(3,000,000)
255 Disposal of plant (trade and tender)	69810	(321,500)	(232,000)	(131,000)	(332,000)
Sale of Assets Total		**(3,321,500)**	**(1,714,000)**	**(1,631,000)**	**(3,332,000)**
Total Capital Purchases		**21,611,000**	**11,706,200**	**8,743,000**	**19,934,000**
Total Capital Sales		**(3,321,500)**	**(1,714,000)**	**(1,631,000)**	**(3,332,000)**
Total Net Capital Works		**18,289,500**	**9,992,200**	**7,112,000**	**16,602,000**

Capital Budget 2026-27	Work No	2025/26 Amended Budget	2025/26 Forecast	Initial Carryover to 2026/27	2026/27 Proposed Budget
		$	$	$	$
Components Capital Purchases Gross					
Renewal		11,608,600	6,832,575		13,353,500
Upgrade		2,244,900	1,630,675		1,689,500
New		7,757,500	3,242,950		4,891,000
Total Capital Purchases Gross		**21,611,000**	**11,706,200**		**19,934,000**
Capital Purchases Funded by:					
Beauty Point foreshore project $3m (Cwlth)			32,000		
Legana Basketball and Community Centre (Cwlth)		5,000,000	0	5,000,000	5,000,000
Gravelly Beach foreshore project $2m (cwlth)		1,044,000	875,000		
Kelso toilet & carpark			2,800		
Roads to Recovery		831,366	831,000		987,000
Legana community sport and recreation masterplan (election commitment)		22,000	74,750		
Resiliance grant emergency equipment (State)		55,000	28,000		
Greens Beach redevelop foreshore reserve (State)		150,000	30,000	112,500	112,500
Riverside Tennis club - lighing upgrade (State)			26,600		
Pontoons Deviot & Bonnie Beach		276,000			
Exeter caravan and motorhome dump station			2,200		
Deviot Pontoon - Better fishing fund			180,000		
Bonnie Beach Pontoon - Better fishing fund			96,000		
Rosevears Pontoon - MAST grant being negoitiated					250,000
Riverside, Windsor Olympic 2 Oval resurface			499,637		
Total Capital Grants		**7,378,366**	**2,677,987**	**5,112,500**	**6,349,500**
Sale of Assets		**3,321,500**	**1,714,000**		**3,332,000**
Special Levy Windsor Park		**253,000**	**248,000**		**213,000**
Operations / Working Capital		**10,658,134**	**7,066,213**		**10,039,500**
Total Capital Purchases Gross		**21,611,000**	**11,706,200**		**19,934,000**
Asset Sustainability Ratio					
Asset sustainability ratio - ***benchmark 100%***		**149%**	**89%**		**163%**
Capex on renewal of existing assets		11,608,600	6,832,575		13,353,500
Annual depreciation expense		7,790,600	7,647,600		8,167,900

Concepts & Definitions

Annual Plan
This document sets out the medium term goals and objectives as part of the overall strategic planning framework and strategic plan, and is prepared under section 71 of the Act

Capital Contributions
Capital contributions include assets contributed by developers, government grants and contributions received for capital purposes and contributions from developers such as open space.

Capital Expenditure
Capital expenditure is relatively large (material) expenditure that produces economic benefits expected to last for more than 12 months.

Carry Forward Capital Works
Carry forward capital works are those that are incomplete in the current estimates year due to unavoidable delays and will be completed in the following estimates year.

Cash Surplus/(Deficit)
The Cash Surplus/(Deficit) comprises cash received from operating activities, and from sales and purchases of non-financial assets.

Consolidated Summary Sheet
The consolidated summary sheet presents information on revenue and expenses, capital items and cash.

Net Increase in Cash Held
Net Increase in Cash Held is the sum of net cash flows from all operating, investing and financing activities. This measure provides a mechanism for managing the cash position to ensure that sufficient cash is available to fund council decisions.

Net Surplus/(Deficit)
The overall surplus or deficit is a measure of the on-going sustainability of the operations of Council. It indicates whether Council is generating enough revenue to cover the cost of its operations.

Statement of Cash Flow
The Cash Flow Statement records Council’s cash receipts and payments, outlining how Council obtains and disposes of cash. This statement categorises cash flows into operating, investing and financing activities.

> ***Operating activities*** are related to the collection of taxes, the distribution of grants, and the provision of goods and services.
> ***Investing activities*** are related to the acquisition and disposal of financial and non-financial assets.
> ***Financing activities*** are related to changing the size and composition of a government’s financial structure.

The convention is that all inflows carry a positive sign and all outflows carry a negative sign (regardless of whether they are gross or net cash flows). The Cash Flow Statement reports two major fiscal measures: Net Increase in Cash Held and Cash Surplus/(Deficit).

Underlying Surplus/(Deficit)
The underlying surplus or deficit is a measure of financial sustainability which can be masked in the total operating result by non-recurring or capital related items. The result is the recurrent income (not including income received specifically for new or upgraded assets, physical resources received free of charge or other income of a capital nature) of a council for a financial year less the recurrent expenses of the council for the financial year.