



**CLARENCE CITY COUNCIL**  
**Annual Plan – 2014/2015**

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## 1 Executive summary

Under the *Local Government Act 1993* as amended (the Act), Council is required to prepare and adopt an Annual Plan together with estimates of its revenue and expenditure for each financial year. The Estimates are to contain details of estimated revenue, expenditure, borrowings, capital works and any other detail required by the Minister. They must be adopted by 31 August each year, but cannot be adopted more than one month before the start of the financial year to which they relate.

The 2014/15 Estimates are based on a balanced budget position in respect of recurrent and capital expenditure and provide for an accounting surplus which provides for the enhancement of, and addition to, Council's infrastructure assets.

The City's financial position is strong in terms of its cash holdings, liquidity, and recent performances against budget.

Some of the major issues addressed in the Estimates include:

- The commencement of dividend payments from TasWater;
- No additional borrowings;
- A significant appropriation of infrastructure renewal funds for capital refurbishment;
- Continued funding for infrastructure renewal;
- Increased employee costs primarily due to enterprise agreement obligations;
- Management obligations under workplace health and safety legislation;
- Increased maintenance costs associated with new facilities; and
- Demand for kerbside greenwaste and hardwaste collection.

In order to deal with these issues whilst maintaining service levels and extending the capital expenditure programme, the overall increase in rates is 2.8% net of growth, State Government charges and Council's rebate programme.

The total capital expenditure programme for additional projects (excluding salaries capitalised) is \$16.464 million and is fully funded from identified sources. Sources of capital funds include:

- \$9.34 million from Council's infrastructure renewal reserve;
- \$2.71 million from grants allocated through the State Grants Commission;
- \$1.82 million from Council's rating effort;
- \$1.05 million from other grants and contributions; and
- \$0.5 million from reserves.

The total capital expenditure programme for both additional and carried forward projects (excluding salaries capitalised) is expected to be \$27.06 million, with \$10.6 million related to projects to be carried forward from the 2013/14 year. The carried forward component is fully funded from the 2013/14 Estimates.

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The 2014/15 Estimates forecast an accrual based operating surplus of \$8.033 million (excluding contributions of subdivision assets), after raising rates and charges of \$44.063 million (including supplementary rates). This surplus is broadly consistent with the strategy set out in Council's adopted 10 Year Financial Management Plan although lower than the surplus in that document due to the effect of contributed assets. Council plans to generate a surplus each year to provide funding for capital expenditure needs including enhancement of existing infrastructure and provision of new infrastructure and facilities.

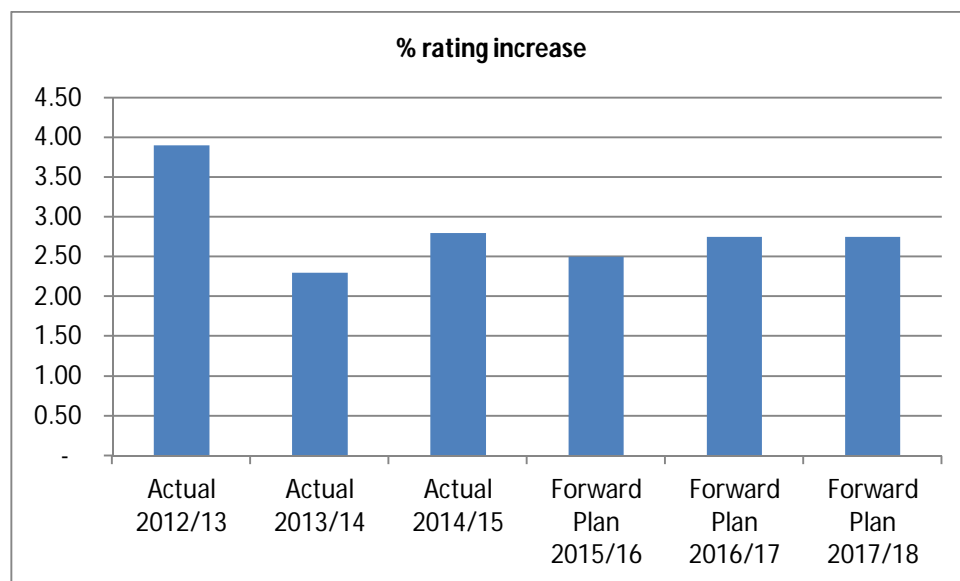
The operating result for 2013/14 is projected to be a surplus of \$5.64 million. This result is above budget primarily due to final depreciation adjustments associated with changes to accounting policies and the receipt of dividends from Taswater in excess of budget.

Council's 2014/15 Estimates include an amount of \$3.3 million for dividends expected to be received from TasWater. As a result of a State Government decision, no significant dividends were received by Council during the five financial years up to and including 2012/13, with \$2.2 million being received in 2013/14.

## 2 Estimates key data

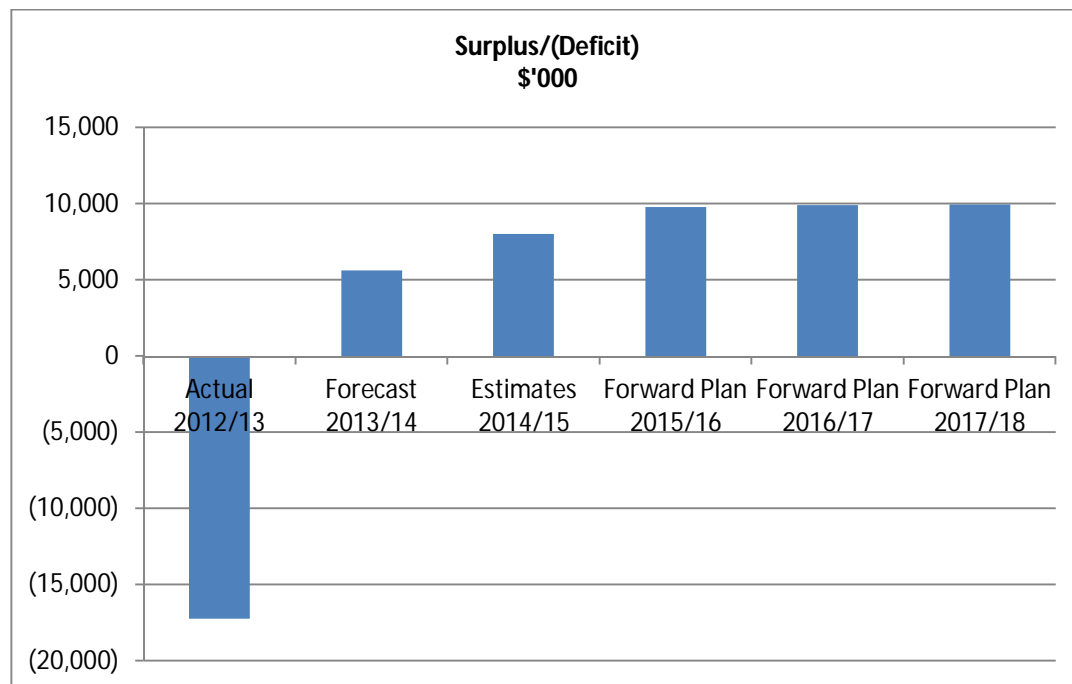
Council has prepared Estimates for the 2014/15 financial year which seek to balance the demand for services and infrastructure with the community's capacity to pay. Key Estimates information is provided below about the rate increase, operating result, service levels, cash and investments, capital works, financial position, financial sustainability and where rates are spent.

### 2.1 Rates



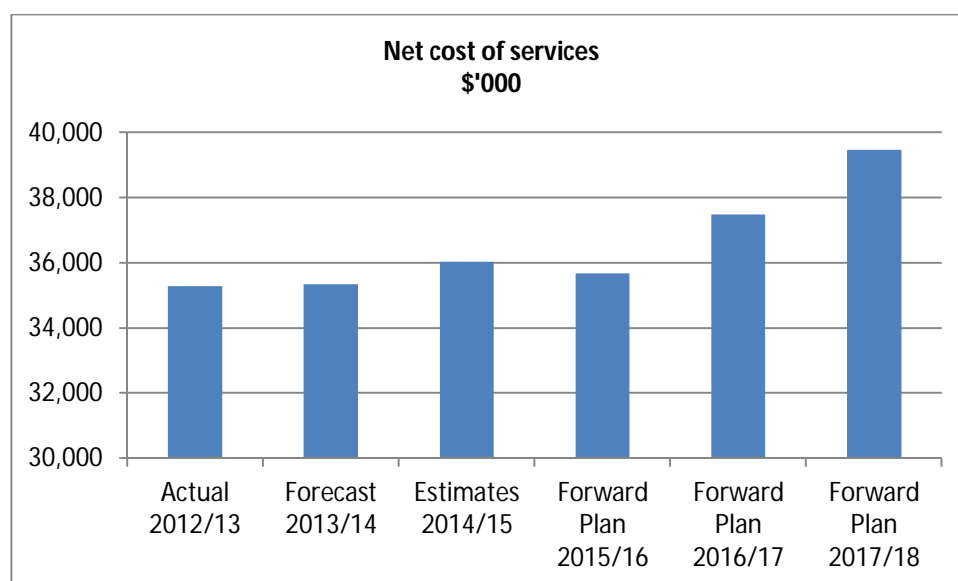
It is proposed that rates increase by 2.8% for the 2014/15 financial year, raising total rates of \$43.78 million. The 2.8% increase will assist in funding capital works, maintaining service levels and meeting a number of external influences affecting the operating Estimates. Major external influences include the resumption of receipt of dividends from TasWater, the increase in the Consumer Price Index (CPI) of 2.8%, and increased demand for greenwaste and hardwaste kerbside collection.

## 2.2 Operating result



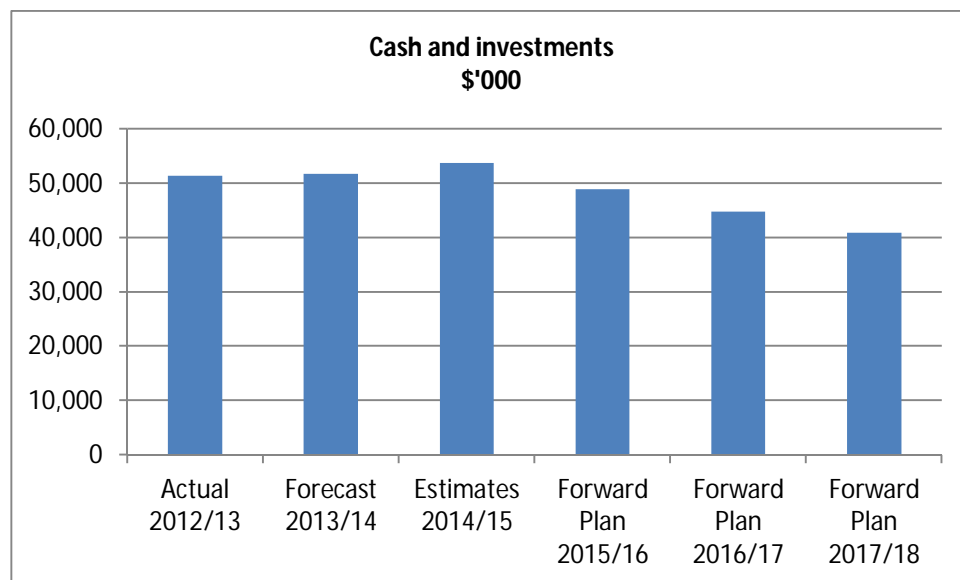
The operating result for 2014/15 is estimated to be a surplus of \$8.03 million, which is an increase of \$2.39 million over the forecast result for 2013/14. The improved operating result is primarily due to increased dividends, budget normalisation following the transfer of water and sewer assets in 2009 and no requirement for additional renewal funding beyond inflation.

## 2.3 Services



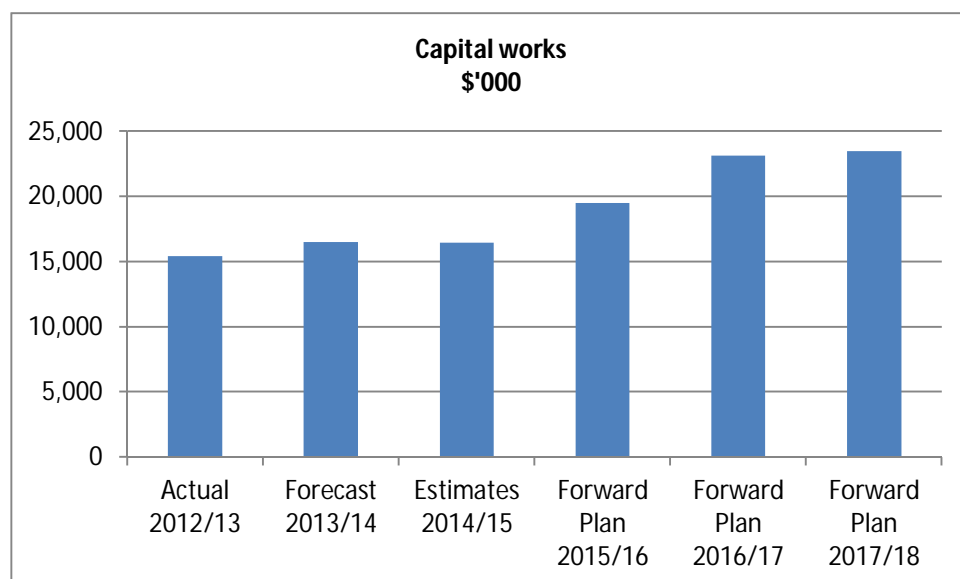
The net cost of services delivered to the community during the 2014/15 financial year is expected to be \$36.03 million which is an increase of \$0.69 million when compared to the forecast for the 2013/14 financial year. This increase is primarily a result of inflation, Council's Enterprise Agreement, green waste collection and maintenance of new facilities.

### 2.4 Cash and investments



During the 2014/15 financial year cash and investments are expected to increase by \$2.024 million. This increase is primarily due to timing differences between cash raised for future infrastructure renewal and the undertaking of those projects.

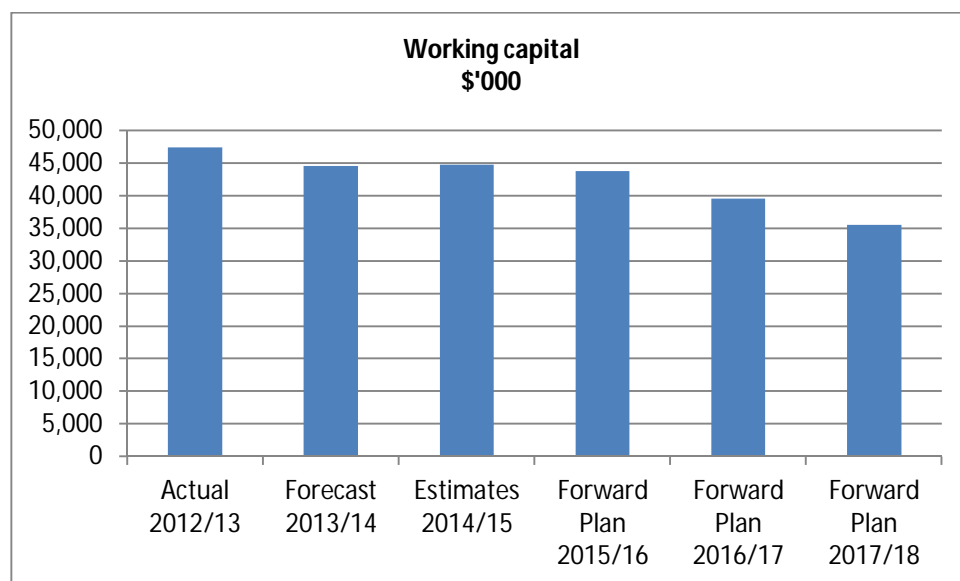
### 2.5 Capital works



The 2014/15 capital works programme is estimated to be \$16.464 million, an increase of \$0.076 million over the forecast actual expenditure for the 2013/14 financial year. In general,

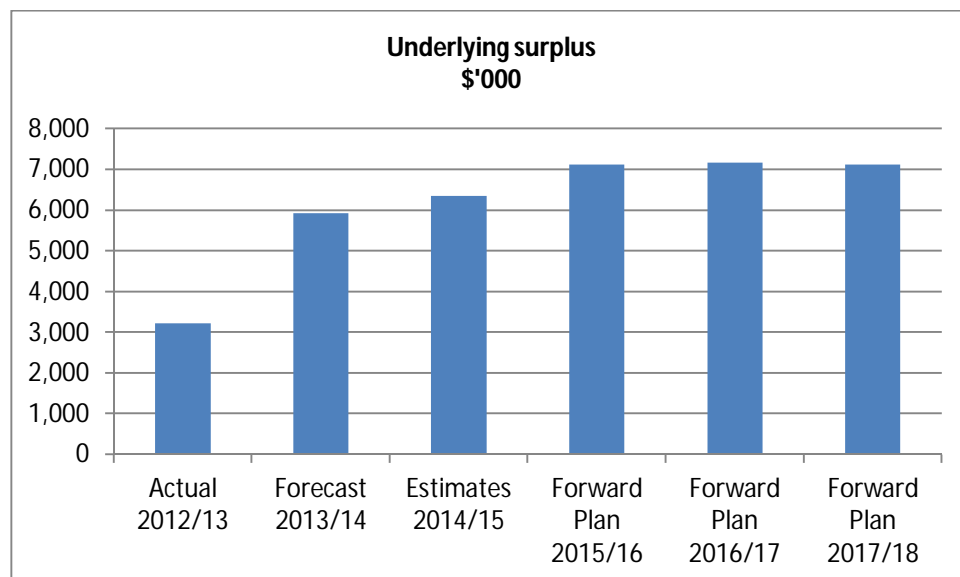
more than 50% of Council's capital works expenditure is on asset renewal and/or enhancement rather than on new assets.

### 2.6 Financial position



Working capital is expected to gradually decline as capital expenditure continues to increase. Council has built up considerable cash reserves over a number of years for the purpose of funding significant infrastructure renewal works which will be undertaken progressively over future periods.

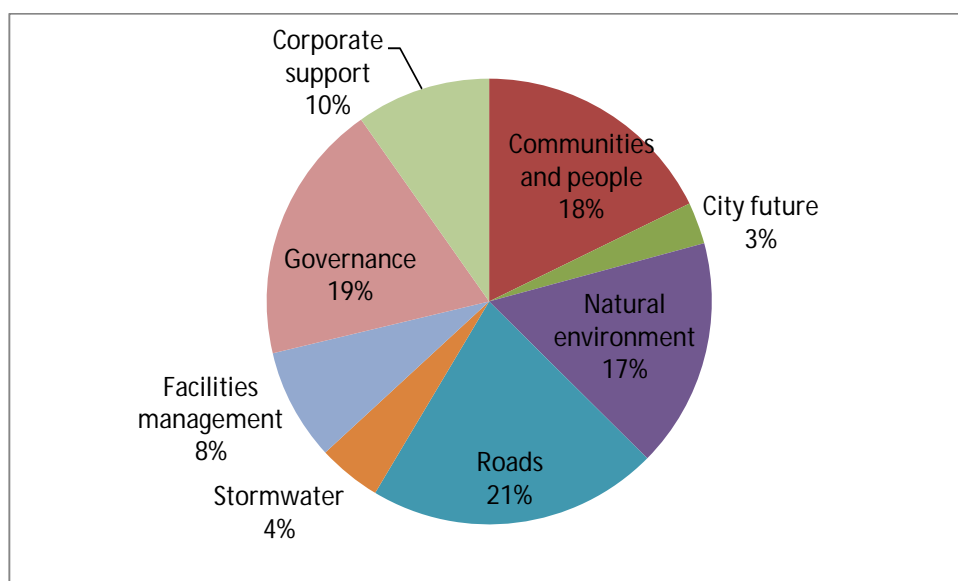
### 2.7 Financial sustainability



A high level 10 year financial management plan has been adopted by Council to assist it to adopt Estimates within a longer term financial framework. This 10 year plan shows a strong underlying surplus in each year included in the plan. The underlying surplus is calculated by excluding the effects of non-cash revenue and capital grants. The underlying surplus is estimated to be \$6.36 million for the 2014/15 financial year, increasing to \$7.13 million by 2017/18.



### 2.8 Where rates are spent



The above chart provides an indication of the allocation of rates raised across Council's various programmes.

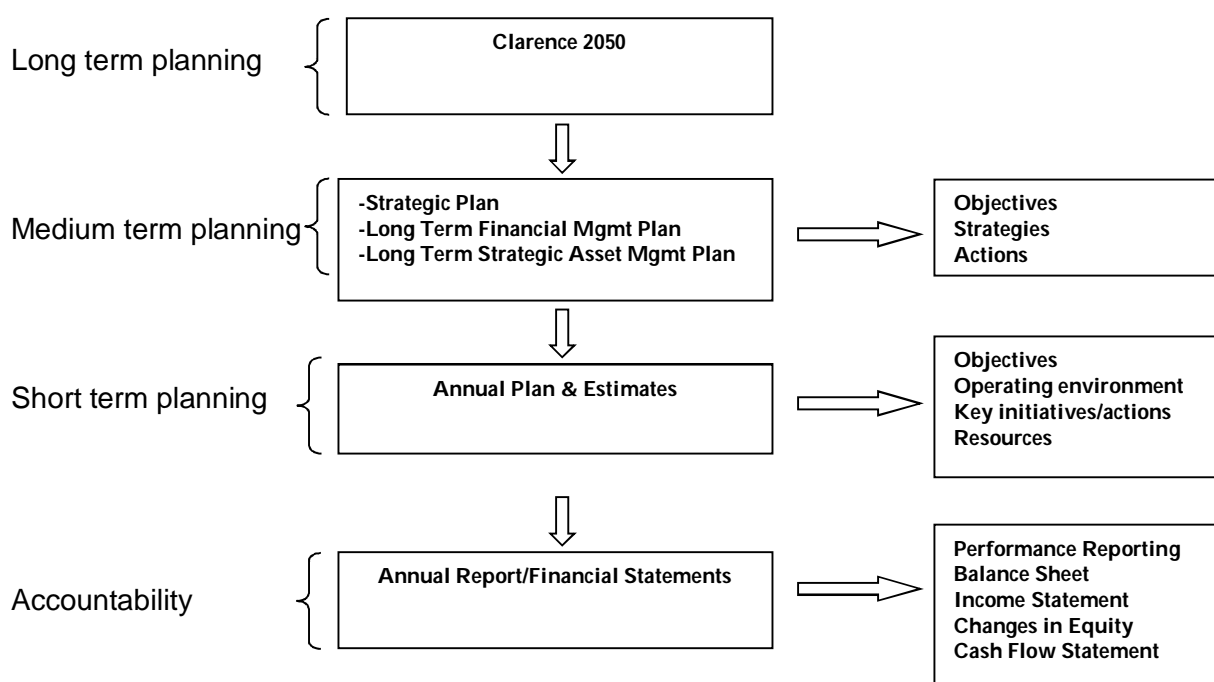
## 3 Estimates overview

### 3.1 Strategic planning framework

The Estimates have been developed within an overall planning framework that guides the Council in identifying and meeting community needs and aspirations over the long term (Clarence 2050). This is supported by medium term (10 year) objectives in the Strategic Plan, Long Term Financial Management Plan and the Strategic Asset Management Plan; and short term objectives in the Annual Plan. The annual Estimates quantify the resources needed to achieve the objectives of the Annual Plan. Council then holds itself accountable for the use of these resources by way of its audited Financial Statements.

The Strategic Plan summarises the key objectives, strategies and actions that Council plans to pursue over the coming 10 year planning period. This was the subject of a major review culminating in the adoption of a fully revised Strategic Plan in the second half of the 2009 calendar year. The Annual Plan is framed within the Strategic Plan. It outlines the operating environment, key initiatives/actions and resource requirements for each of Council's programme areas. The Annual Plan then forms the basis of the annual Estimates.

The diagram below depicts the strategic planning framework of Council:



The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes. Reviews of the Strategic Plan are normally undertaken following each Council election with a view to being substantially completed by the following March. This ensures that there is sufficient time for key initiatives and actions to be drafted prior to detailed consideration of the Estimates.

## 3.2 Strategic plan outcomes

The Annual Plan includes the initiatives and actions to be funded that will contribute to achieving the strategic objectives specified in the Strategic Plan. It identifies both the physical and financial resources required to undertake these initiatives and actions. The Estimates convert these resource requirements into financial terms to allow Council to make fully informed decisions when allocating scarce resources. The Annual Plan is built around programme objectives aimed at giving an operational framework to the Strategic Plan and these are set out below. Appendix D 'Activities and Initiatives' includes more detail relating to the Strategic Plan.

Programme	Programme Objectives
<b>COMMUNITIES AND PEOPLE</b>	<b>Goal:</b> To participate, celebrate, engage and contribute to the life and growth of the City
	This programme provides the following services:
	Customer services to Council's external and internal customers.
	Health services, including inspection of food premises, water sampling etc.
	Ranger services including control and monitoring of fire hazards, litter, water restrictions, parking, trees.
	Animal control.
	Youth services.
	Accessibility to cultural and social activities.
	Services to seniors, community safety initiatives and maintenance of a community directory.
	Child care including Family Day Care, Vacation Care and Outside School Hours Care.
	Coordination of a volunteer programme to assist people to access services.
	Access to active recreational opportunities (sports grounds etc) and passive recreational facilities (parks and gardens etc).
	Development and promotion of civic activities and events.
	Increase awareness of Council services and encourage participation in community affairs, activities and events.
<b>CITY FUTURE</b>	<b>Goal:</b> To plan, lead and provide for the growth of the City
	This programme provides the following services:
	Administration of Council's Planning Schemes.
	Services associated with building and plumbing approvals and inspections.
	Maximisation of the economic benefits of tourism.

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	Enhancement of the vibrancy and profile of the City.
	Encouragement of broadly based economic growth within the City.
<b>Programme</b>	<b>Programme Objectives</b>
<b>NATURAL ENVIRONMENT</b>	<b>Goal:</b> Care for the Natural Environment.
	This programme provides the following services:
	Enhancement and protection of the City's natural assets.
	Preparation for the effective management of natural events and other emergencies.
	Encouraging and facilitating water reuse activities.
	Managing waste within the City, including ensuring the availability of waste disposal services to residents and businesses.
	Monitoring air quality.
	Ensuring that natural areas within the City meet and satisfy long term needs of the community.
	Monitoring and controlling weeds within the municipality.
<b>INFRASTRUCTURE</b>	<b>Goal:</b> To provide infrastructure that underpins and enhances the life and growth of the City.
	This programme provides the following services:
	Adequate infrastructure for the effective and safe transport of goods and people through the City.
	Adequate footpaths for the safety of pedestrians within the City.
	Appropriate stormwater infrastructure to ensure the safety of the built and natural environments, and the public.
	Ensuring that waterways within the City meet appropriate environmental obligations and standards.
	Equitable access for the community to active and passive recreational opportunities, and to civic buildings.
<b>GOVERNANCE</b>	<b>Goal:</b> To represent the community through leadership in a consistent, accountable and financially responsible manner.
	This programme provides the following services:
	A clear strategic direction for the future of the City together with leadership in representing the interest of the City; and to ensuring the operations of the Council are conducted in a responsible and accountable manner.
	Minimising Council's exposure to financial risk; maintaining Council's sound financial position; optimising use of resources; developing / protecting Council's financial sustainability.
	Strategic direction for the City in the area of marketing and associated activities.

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	Engaging the community in Council activities and issues.
	Ensuring that the operations of the Council include the effective management of risk.
<b><i>CORPORATE SUPPORT</i></b>	<b>Goal:</b> to provide support services to other business areas of the Council.
	This programme provides the following services:
	Providing leadership and management to all aspects of the organisation.
	Providing human resource management, industrial relations, payroll and related services.
	Providing hardware and software services and support; and record management services to Council.

### 3.3 Estimates preparation and Annual Plan Overview

Under the Act, Council is required to prepare and adopt both 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. Estimates must be adopted before 31 August but not more than one month before the start of any financial year. The related Annual Plan must be provided to the Director of Local Government and the Director of Public Health.

The first step in the Estimates process is for Council's Officers to prepare a draft, together with explanatory material, for discussion by Council in a workshop environment. Several workshops are held to discuss key issues. Aldermen may tour the City to examine the sites where capital expenditure is proposed. Council makes amendments to the draft Estimates as it thinks fit and adopts the Estimates at a formal Council meeting.

The 2014/15 Estimates were adopted by Council at its meeting of 2 June 2014.

The 2014/15 Estimates, which are included in this Plan, are for the year 1 July 2014 to 30 June 2015 and have been prepared in accordance with the Act. The Annual Plan also includes an estimated Balance Sheet, Income Statement, Statement of Changes in Equity, Cash Flow Statement and schedule of estimated capital works. To the extent practicable, these statements have been prepared for the year ending 30 June 2015 to reflect applicable accounting standards, other mandatory professional reporting requirements and the Act.

The Annual Plan also includes a description of the activities and initiatives to be funded and how they will contribute to achieving the strategic objectives specified in the Strategic Plan. It also includes detailed information about the rates and charges to be levied, the capital works programme to be undertaken and other relevant financial information.

The estimates process includes reference to a number of long term strategies to assist Council in considering the Estimates in a proper financial management context. These include a Long Term Financial Management Plan, a Strategic Asset Management Plan, a Rating Strategy (section 9.), Borrowing Strategy (section 10.) and Infrastructure Strategy (section 11.).

The Estimates, prepared on a programme basis, are included in Appendix B. These Estimates provide the detail required by statute in a form which allows Council officers to implement Council's Estimates.

## 3.4 Estimates processes

The typical timing of key activities in the Estimates process is summarised below:

Estimates process	Month
1. Commence drafting estimates	January
2. Council workshops to consider budget detail	February - May
3. Annual Plan and Estimates adopted by Council	June
4. Adopt rates and charges required by the Estimates/Annual Plan	June
5. Advertise new rates and charges within 21 days	June/July
6. Issue rates notices for financial year	July
7. Provide Director of Local Government with copy of rating resolution	June/July

## 3.5 Estimates influences

### External influences

In preparing the 2014/15 Estimates a number of external influences likely to impact significantly on the services delivered by Council have been taken into consideration. These include:

- Dividend receipts from TasWater, which are expected to increase to a level commensurate with Council's equity share. Priority distributions paid to certain other member Councils since the implementation of water reform were discontinued as at November 2013;
- Consumer Price Index (CPI) increases on goods and services of 2.8% per annum;
- LGAT Local Government Cost Index of 2.63% as at 31 March 2014 (3.1% March 2013);
- The level and trend of interest rates; and
- Growth in the rate base.

### Internal influences

There are several internal influences arising from the 2013/14 financial year and Council policy that have had a significant impact on the Estimates for 2014/15. These include:

- Continued implementation of Council's infrastructure renewal funding strategy;
- Continuing implementation of key development plans including capital expenditure on the Kangaroo Bay precinct, Simmons Park and stormwater augmentation;
- Funding for strategies relating to tracks/trails, active recreation and parks;
- Ongoing renewal of Council's infrastructure assets;
- Additional maintenance arising from the establishment/enhancement of new facilities;
- Enterprise agreement obligations; and
- Expanded or enhanced services relating to greenwaste and hardwaste collection.

Section 8 of this report '2013/14 Performance' provides more detailed analysis of these internal influences.

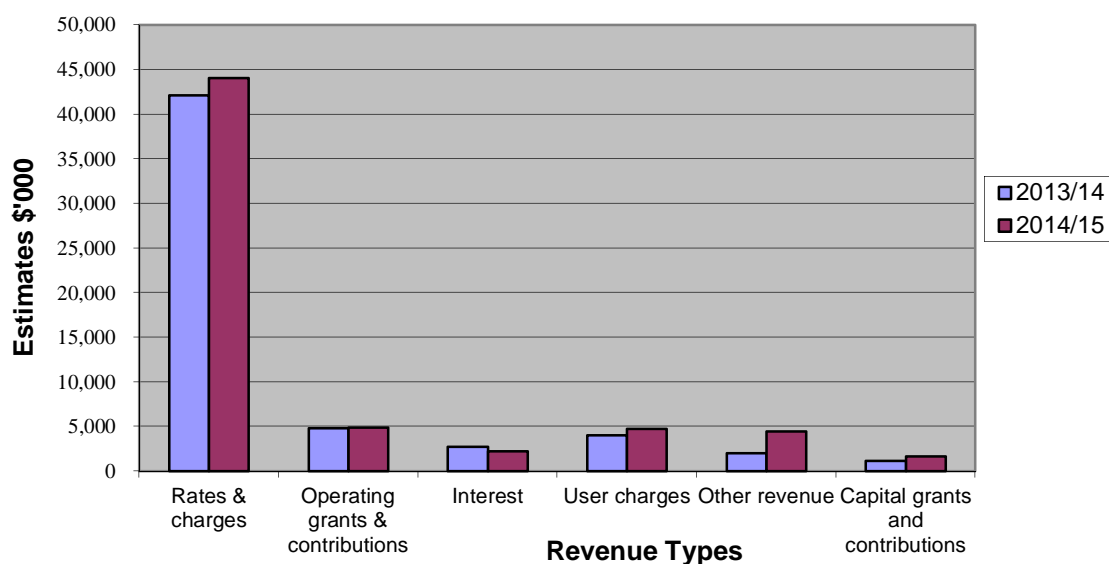
## 4 Analysis of Operating Estimates

This section analyses the expected revenues and expenses of the Council for the 2014/15 year. It also includes analysis of service unit financial performance in a format which aligns with Council's organisational structure.

### 4.1 Operating Revenue

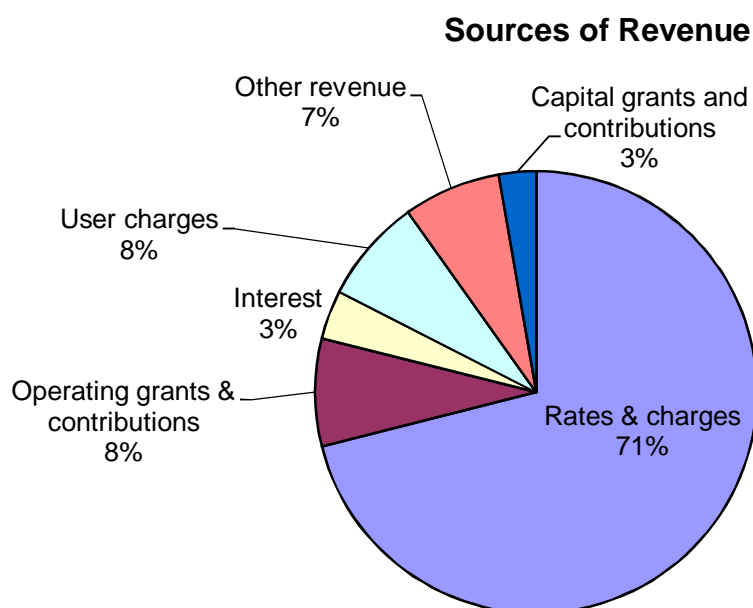
Revenue Types	Reference	Estimates 2013/14 \$'000	Estimates 2014/15 \$'000	Increase (Decrease) \$'000
Rates & charges	4.1.1	42,134	44,063	1,929
Operating grants & contributions	4.1.2	4,820	4,885	65
Interest	4.1.4	2,765	2,216	(549)
User charges	4.1.5	4,066	4,735	669
Proceeds from sale of assets	4.1.7	0	0	0
Other revenue	4.1.8	2,406	4,432	2,026
Operating revenue before capital		56,191	60,331	4,140
Capital grants and contributions	4.1.3	1,139	1,675	536
<b>Total operating revenue</b>		<b>57,330</b>	<b>62,006</b>	<b>4,676</b>

## Sources of Revenue



Source: Appendix A





### **4.1.1 Rates and Charges (\$1,929,000 increase)**

It is estimated that rate income will increase by 2.8% net of the effects of growth in the rate base, State Government charges and the effect of Council rebates. Total rate income is estimated to increase by \$1.929 million budget to budget. The increase is due to a combination of this percentage increase and growth in the rates base through development. Section 9 Rating Strategy includes a more detailed analysis of the rates and charges to be levied for 2014/15.

### **4.1.2 Operating Grants and Contributions (\$65,000 increase)**

Operating grants and contributions includes monies received from State and Commonwealth governments for the purposes of funding delivery of specific services to ratepayers. On a comparative basis, the level of grants and contributions is expected to show a modest increase.

### **4.1.3 Capital Grants and Contributions (\$536,000 increase)**

Capital grants and contributions include all monies received from State, Commonwealth and private developers for the specific purpose of funding capital works. It is expected that such funding will fluctuate from year to year. Receipts are expected to increase due to a number of projects being based on external contributions.

### **4.1.4 Interest Revenue (\$49,000 decrease)**

Interest revenue includes interest on investments and rate arrears. The 2013/14 budget was overstated compared with actuals due to interest rates falling faster and further than expected.

### **4.1.5 User Charges (\$669,000 increase)**

User charges relate mainly to the recovery of service delivery costs through charging fees to users of Council's services. These services include assessing development, building and related permits, hire of halls and sports grounds and providing human services such as childcare.

The increase is due to expected higher demand for use of some of Council's services and increases in the level of user charges.

User charges are budgeted on a conservative basis since they are significantly demand driven. A detailed listing of fees and charges is available on Council's web site and can also be inspected at the Council offices.

### ***4.1.6 Proceeds from Sale of Assets***

No material proceeds have been identified in either 2013/14 or 2014/15.

### ***4.1.7 Other Revenue (\$4,432,000 increase)***

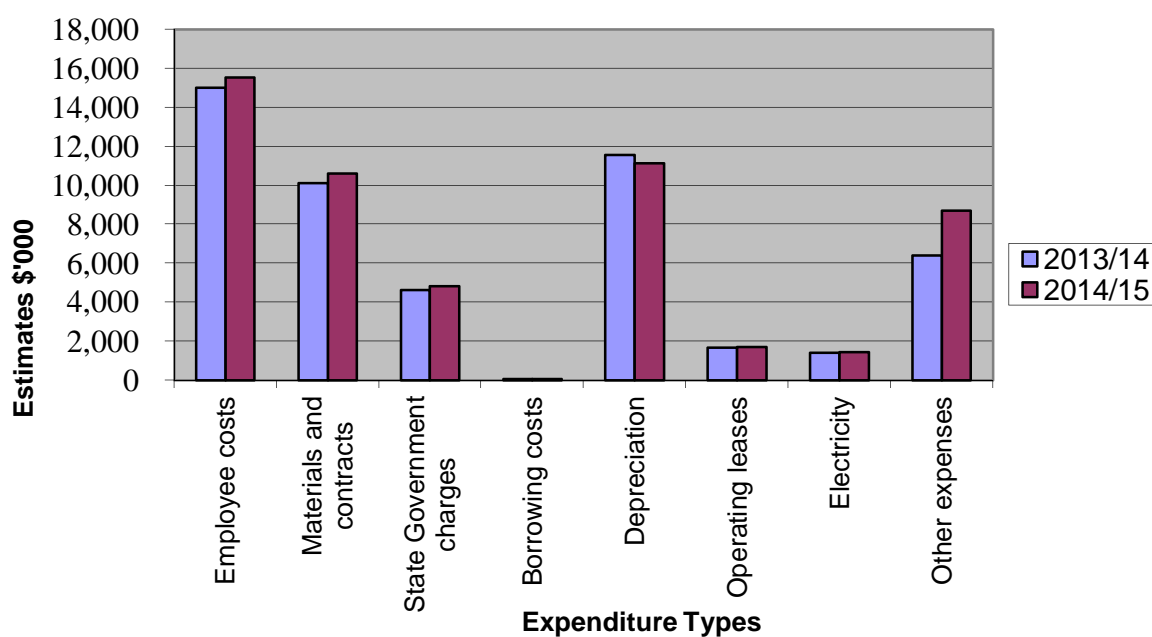
Other revenue relates to a range of unclassified items such as dividends from TasWater, private works, cost recoups and other miscellaneous income items. The change forecast in 2014/15 is primarily due to the expected receipt of increased dividends from TasWater.

## 4.2 Operating Expenditure

Expenditure Types	Reference	Estimates 2013/14 \$'000	Estimates 2014/15 \$'000	Increase (Decrease) \$'000
Employee costs	4.2.1	15,011	15,545	534
Materials and contracts	4.2.2	10,130	10,609	479
State Government charges	4.2.3	4,628	4,807	179
Borrowing costs	4.2.4	48	39	(9)
Depreciation	4.2.5	11,566	11,150	(416)
Operating leases	4.2.6	1,668	1,705	37
Electricity	4.2.7	1,413	1,420	7
Other expenses	4.2.8	6,767	8,698	1,931
<b>Total operating expenditure</b>		<b>51,231</b>	<b>53,973</b>	<b>2,742</b>

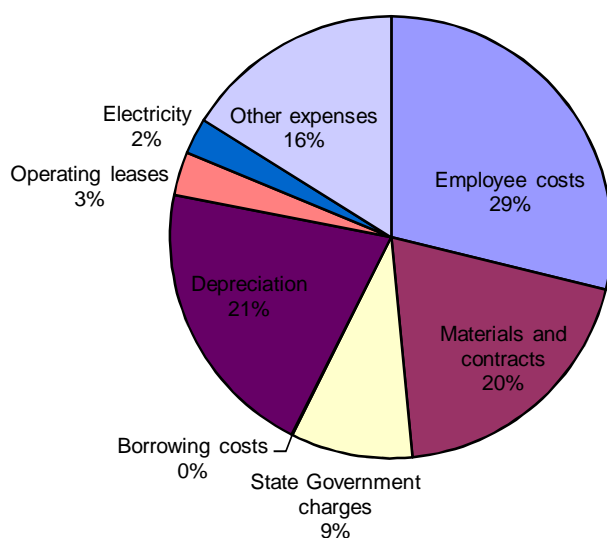
\* A lower amount for Depreciation has been included in the adopted Estimates.

## Estimated Expenditure



Source: Appendix A

## Operating Expenditure



### 4.2.1 Employee Costs (\$534,000 increase)

Employee costs include all labour related expenditure such as wages and salaries and on-costs including payroll tax, allowances, leave entitlements, employer superannuation etc. Employee costs capitalised are not included in this total.

Employee costs are forecast to increase by \$534,000 compared to the 2013/14 Estimates. This increase primarily relates to the effects of Council's Enterprise Bargaining Agreement (EBA) commitments which provides for a general increase in pay rates. Council has also budgeted for one new position (refer below).

Average staff numbers during the Estimates period are as follows:

Type of employment	Number of Employees	
	2013/14	2014/15
Permanent	240	241
Casual	75	75
<b>Total</b>	<b>315</b>	<b>316</b>

Additional resources approved as part of the Estimates process are:

Program	Position	Purpose
Communities and People	Administration Officer	Provide additional administrative support to Council's city rangers

### 4.2.2 Materials & Contracts (\$479,000 increase)

Materials and Contracts has shown an increase consistent with normal operations and higher service levels associated with greenwaste and hardwaste.

### **4.2.3 State Government Charges (\$179,000 increase)**

These charges consist of the State Fire Services Contribution, valuation fees and Land Tax. The net outcome of this item is a direct result of government policy.

### **4.2.4 Borrowing Costs (\$9,000 decrease)**

Borrowing costs relate to interest charged by financial institutions on funds borrowed.

### **4.2.5 Depreciation (\$416,000 decrease)**

Depreciation relates to the usage of Council's property, plant and equipment including infrastructure assets such as roads and underground services. Assets will be revalued and added to during the year.

The estimate is driven by assumptions made in Estimates adopted as part of Council's 10 Year Financial Management Plan, including asset revaluations to be reflected in Council's 2013/2014 financial statements.

The current Estimates year decrease represents an adjustment arising from a change to accounting policies in 2012/13 financial statements made prior to adopting the 2013/14 Estimates.

### **4.2.6 Operating Leases (\$37,000 increase)**

Council leases its light vehicle fleet and plant. Costs are significantly affected by interest rates, vehicle prices, and fluctuations in the used vehicle market. There is no significant change.

### **4.2.7 Electricity (\$7,000 increase)**

Council's major electricity consumption is for street lighting and operation of sporting and community facilities. There has been no significant change.

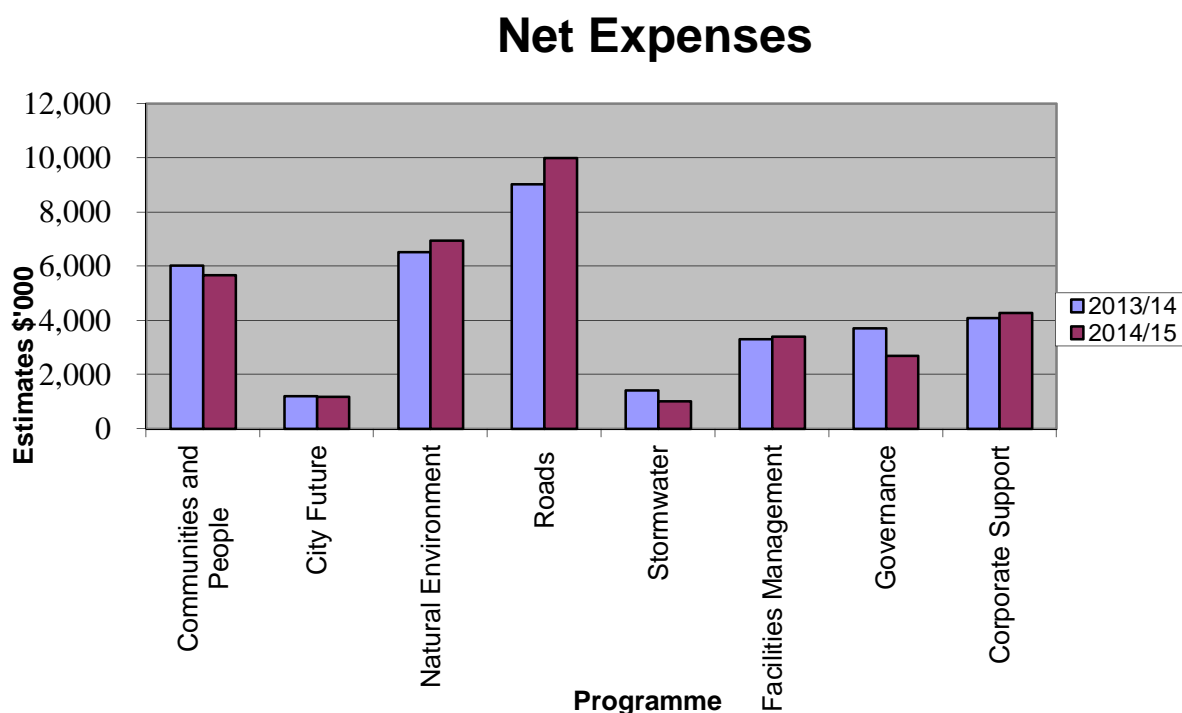
### **4.2.8 Other Expenses (\$1,931,000 increase)**

Other expenses relate to a range of unclassified items including contributions to community groups, advertising, insurances, motor vehicle registrations and other miscellaneous expenditure items. Being a "balancing item" it is subject to changes in classification of individual expenditure items.

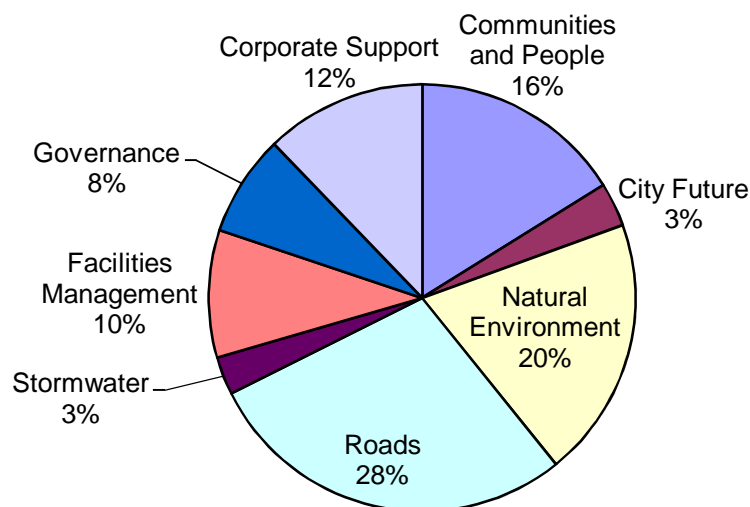
## 4.3 Organisational analysis

The following is a summary of the Net Expenses of each programme. Net Expenses represents the rating effort required to fund ongoing operations taking into account operational expenditure and income. It includes expenses which are expected to be capitalised, and includes grants and other revenue which are used for capital purposes. Net expenses does not include full accounting depreciation, but only that level specifically funded through rates.

Program	Reference	Estimates 2013/14 \$'000	Estimates 2014/15 \$'000	Increase (Decrease) \$'000
Communities and People	4.3.1	6,030	5,676	(354)
City Future	4.3.2	1,209	1,174	(35)
Natural Environment	4.3.3	6,538	6,944	406
Infrastructure:	4.3.4			
Roads	4.3.4.1	9,040	9,994	954
Stormwater	4.3.4.2	1,411	1,010	(401)
Facilities Management	4.3.4.3	3,301	3,405	104
Governance	4.3.5	3,712	2,696	(1,016)
Corporate Support	4.3.6	4,098	4,290	192
<b>Net Expenses</b>		<b>35,339</b>	<b>35,189</b>	<b>(150)</b>



## Net Expenses by Programme



### **4.3.1 Communities and People (\$354,000 decrease)**

The net expense for Communities & People has decreased due to the allocation/recognition of revenues, in particular an increase in allocated Grants Commission funding of \$800,000 and capital contributions for Kangaroo Bay \$500,000.

### **4.3.2 City Future (\$35,000 decrease)**

The net decrease in 2014/15 relates to expectations that revenues will increase at a slightly higher rate than costs.

### **4.3.3 Natural Environment (\$406,000 increase)**

Net operating costs in Natural Environment have increased primarily due to high demand for kerbside greenwaste collection and the annual hardwaste collection service.

### **4.3.4 Infrastructure (\$657,000 increase)**

This programme includes a number of Council's major expenditure areas:

#### **4.3.4.1 Roads (\$954,000 increase)**

Net expenses have increased primarily due to the allocation/recognition of revenues, in particular a decrease in allocated Grants Commission funding of \$500,000, decrease in Other Grants of \$70,000, and decrease in Black Spot funding of \$185,000.

#### **4.3.4.2 Stormwater (\$401,000 decrease)**

Net expenditure on stormwater has decreased primarily due to the allocation/recognition of revenues, in particular an increase in allocated Grants Commission funding of some \$400,000.

#### **4.3.4.3 Facilities Management (\$104,000 increase)**

Net expenditure in this area has experienced a minor increase in proportional terms representing movements in inflation.

### **4.3.5 Governance (\$1,016,000 decrease)**

This programme contains a range of corporate items which affect the 2014/15 Estimates. The most significant item this year is an increase in dividend income from TasWater from \$1.8 million estimated in 2013/14 (actual \$2.2 million) to \$3.3 million estimated in 2014/15, leading to a significant reduction in net expenses. All amounts received from this source are appropriated to the Infrastructure Renewal Reserve in respect of future infrastructure refurbishment/replacement.

### **4.3.6 Corporate Support (\$192,000 increase)**

Estimates in this programme have generally increased in line with inflation, with postage costs estimated to increase by \$50,000 in line with postage rate increases by Australia Post and increased volumes being generated.



## 5 Analysis of estimated cash position

This section analyses the expected cash flows for the 2014/2015 year. The analysis is based on three main categories of cash flow. In summary these are:

- Operating activities - these activities refer to the cash generated or used in the normal service delivery functions of Council;
- Investing activities - these activities refer to cash used or generated in the acquisition, creation, enhancement or disposal of Council's infrastructure, property and other assets;
- Financing activities - these activities refer to cash generated or used in the financing of Council functions and essentially comprise of borrowings from financial institutions and the repayment of those borrowings.

Actual outcomes are likely to vary from these Estimates according to the rate at which planned capital projects are achieved and the introduction of new programmes or projects, for example those associated with specific purpose Government grants.

### 5.1 Estimated cash flow statement

	Reference	Forecast Actual 2013/14 \$'000	Estimates 2014/15 \$'000	Variance Inflow (Outflow) \$'000
<b>Operating Activities</b>	5.1.1			
Receipts		59,119	62,768	3,649
Payments		(43,074)	(44,587)	(1,513)
<b>Net cash inflow (outflow)</b>		<b>16,045</b>	<b>18,181</b>	<b>2,136</b>
<b>Investing Activities</b>	5.1.2			
Receipts		0	0	0
Payments		(16,540)	(16,464)	76
<b>Net cash inflow (outflow)</b>		<b>(16,540)</b>	<b>(16,464)</b>	<b>76</b>
<b>Financing Activities</b>	5.1.3			
Receipts (Specific Purpose Grants)		1,009	468	(541)
Payments		(153)	(161)	(8)
<b>Net cash inflow (outflow)</b>		<b>856</b>	<b>307</b>	<b>(549)</b>
<b>Net increase (decrease) in cash held</b>		<b>361</b>	<b>2,024</b>	<b>1,663</b>
Cash at beginning of year		51,395	51,756	361
<b>Cash at end of year</b>	5.1.4	<b>51,756</b>	<b>53,780</b>	<b>2,024</b>

Source: Appendix A

#### 5.1.1 Operating Activities (\$2,136,000 increase)

The change in net cash inflow from operating activities primarily results from increased dividend revenue from TasWater (\$1,100,000) and infrastructure renewal funding, both of which are to be applied to future capital expenditure.

### **5.1.2 Investing Activities (\$76,000 Increase)**

Payments for investing activities results is essentially at the same level as 2013/2014. Planned capital works expenditure is disclosed in Appendix C. The movement in receipts relating to investment activities primarily represent specific capital contributions and grants which are expected to reduce.

### **5.1.3 Financing activities (\$8,000 decrease)**

The Estimates contain no proceeds from new debt in 2014/15. Loan repayments increasingly become principal rather than interest as Council's loans continue to mature.

### **5.1.4 Cash at end of the Year (\$2,024,000 increase)**

Overall, total cash and investments are forecast to increase by \$2,024,000 by 30 June 2015, primarily due to increased dividends from TasWater, and retaining a capital expenditure programme at similar levels to the prior year (refer above).

## **5.2 Reserve cash and investments and working capital**

The cash flow statement above indicates that at 30 June 2015 it is estimated Council will have cash and investments of some \$53.7 million, with some of this cash earmarked as follows:

- **Statutory purposes (\$3.446 million)** - These funds must be applied for specified statutory purposes in accordance with various legislative and contractual requirements. Specific amounts are identified in respect of specific purpose Government funding, public open space contributions and car parking contributions.
- **Specific purpose reserves (\$29.05 million)** – While these funds are technically available for whatever purpose Council determines, they are significantly comprised of the Infrastructure Renewal Reserve (which is the subject of a specific strategic objective) and other reserves which have specific purposes.
- **Working capital (\$21.28 million)** - These funds generally relate to capital works in progress, but also represent funds available to meet daily cash flow requirements and unexpected short term needs. In the context of normal treasury operations, this item is essentially a “balancing item” since normal cash flow requirements are clearly available through the full quantum of cash held.

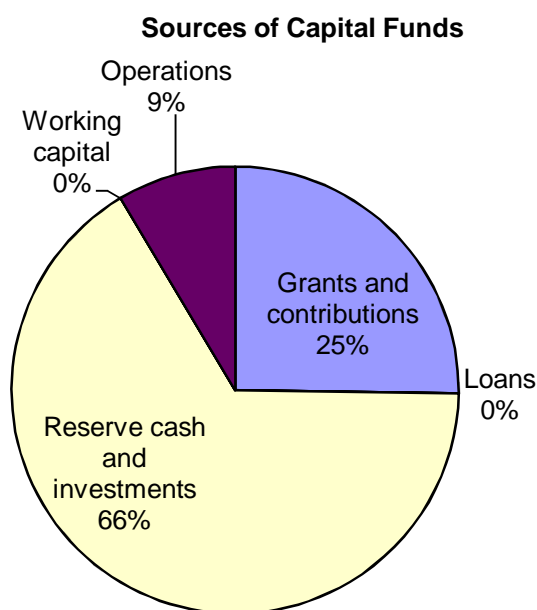
In considering its cash management, Council recognises items for which funds have been raised but may not be utilised in the short term. These include provisions for employee entitlements and approved capital projects which have yet to be undertaken.

## 6 Analysis of capital works programme

This section analyses planned capital expenditure for the 2014/15 year and the sources of funding for that expenditure.

### 6.1 Funding sources

Sources of Funding	Reference	Estimates 2013/14 \$'000	Estimates 2014/15 \$'000	Increase (Decrease) \$'000
<b>External</b>				
Grants and contributions	6.1.1	3,789	4,159	370
Loans	6.1.2	0	0	0
Sub total		3,789	4,159	370
<b>Internal</b>				
Reserve cash and investments	6.1.3	11,373	10,893	(480)
Working capital	6.1.4	0	0	0
Operations	6.1.5	1,378	1,412	34
Sub total		12,751	12,305	(446)
<b>Total funding sources</b>		<b>16,540</b>	<b>16,464</b>	<b>(76)</b>



Source: Appendix C

### **6.1.1 Grants and contributions (\$4.159 million)**

Grants and contributions used to fund the capital works programme include payments received through the State Grants Commission (\$2.71 M), Roads to Recovery Grants (\$0.468 M), contribution by Cricket Tasmania for clubrooms at Kangaroo Bay (\$500,000) and other specific purpose grants.

### **6.1.2 Loans (\$0.00 million)**

Council does not plan to borrow during the financial year.

### **6.1.3 Reserves, cash & investments (\$10.893 million)**

Reserves are used in a structured manner to support the capital programme. Increased use of the Infrastructure Renewal Reserve has been made in the Estimates being \$9.34 M or an increase of \$0.46 M from the previous year. Reserve funds also include certain contributions from external parties and proceeds held from property sales.

### **6.1.4 Operations (\$1.412 million)**

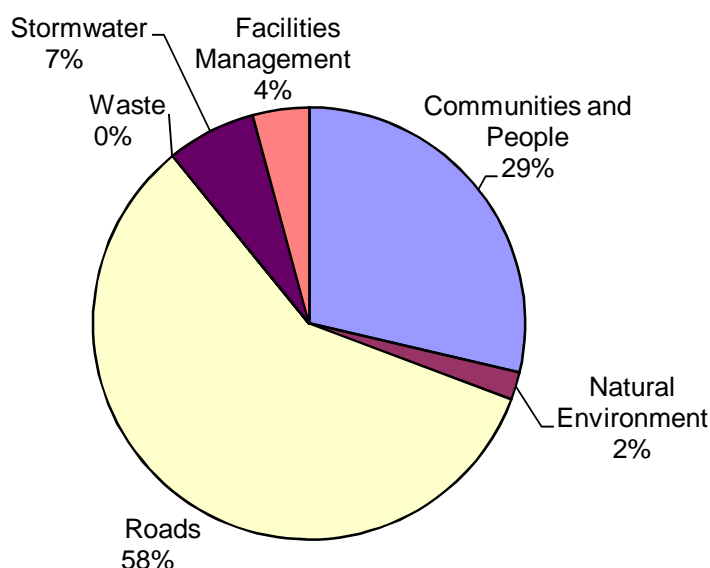
Direct rating support for the capital works programme is based on a policy position taken in the 2006/07 and successive Estimates. This support is planned to continue (indexed) into the future. This item also includes \$422,000 in respect of reseal preparation included in the recurrent programme in 2013/14.

## 6.2 Capital works

Capital Works Areas	Reference	Estimates 2013/14 \$'000	Estimates 2014/15 \$'000	Increase (Decrease) \$'000
<b>Works carried forward from prior years</b>	6.2.1	10,812	10,596	(216)
<b>New works</b>				
Communities and People	6.2.2	4,574	4,718	144
City Future	6.2.3	0	0	0
Natural Environment	6.2.4	448	339	(109)
Infrastructure:	6.2.5			
Roads	6.2.5.1	8,814	9,614	800
Waste	6.2.5.2	27	0	(27)
Stormwater	6.2.5.3	1,590	1,099	(491)
Facilities Management	6.2.5.4	1,087	694	(393)
Governance	6.2.6	0	0	0
Corporate Support	6.2.7	0	0	0
Sub total		16,540	16,464	(76)
<b>Total capital works</b>		<b>27,352</b>	<b>27,060</b>	<b>(292)</b>
<b>New works</b>				
<b>represented by:</b>				
New assets		5,429	7,093	1,664
Existing asset improvements		11,111	9,371	(1,740)
		<b>16,540</b>	<b>16,464</b>	<b>(76)</b>

Note: Amounts exclude salaries capitalised

### Budgeted New Capital Works



Source: Appendix C

#### **6.2.1 Carried forward works (\$10.6 million)**

At the end of each financial year there are projects that are either incomplete or not commenced due to planning issues, weather delays, extended consultation etc. For the 2013/14 year it is forecast that \$10.6 million of capital works will be incomplete and be carried forward into the 2014/2015 year. The more significant projects are detailed in 8.4 below.

#### **6.2.2 Communities and People (\$4.718 million)**

This programme is responsible for recreation, youth services, childcare, health, building control, arts, rangers and a number of other functions. Major projects include Kangaroo Bay Change Rooms – Stage 1 (\$1.0 M), Howrah Bowls Club indoor facility (\$0.57 M), Cambridge Oval Irrigation reuse (\$0.45 M).

#### **6.2.3 City Future (\$nil)**

City future is primarily concerned with providing for the growth of the City through strategic land use planning and development control. Its expenditure is generally operational in nature.

#### **6.2.4 Natural Environment (\$0.339 million)**

This program is responsible for environmental management, emergency management, waste collection and disposal and natural areas. Major projects in this area include Bellerive Bluff erosion protection (\$0.14 M), Lauderdale Canal closure and DDA access (\$0.11 M).

#### **6.2.5 Infrastructure (\$11.407 million)**

The relatively small increase in proposed new infrastructure works is consistent with fewer external grants and contributions being received for this purpose. The increase in planned

renewal expenditure is consistent with Council's strategies in this area. The Infrastructure Programme includes:

### **6.2.5.1 Roads (\$9.614 million)**

Major projects in this area include major digouts and reconstruction (\$2.500 M), road resealing (\$2.500 M), footpath/kerb and gutter renewal (\$1.200 M), and Seven Mile Beach to Cambridge multi-user path (\$0.2 M).

### **6.2.5.2 Waste (\$nil)**

There are no waste management projects of a capital nature proposed in 2014/15.

### **6.2.5.2 Stormwater (\$1.099 million)**

Major stormwater projects include stormwater catchment management plans (\$0.25 M), South Street stormwater upgrade – stage 3 (\$0.21 M), Lauderdale drainage stage 2 (\$0.2 M).

### **6.2.5.3 Facilities Management (\$0.694 million)**

Facilities Management projects include upgrade Howrah Recreation Centre for DDA compliance (\$0.25 M), Kangaroo Bay promenade extension (\$0.17 M), Howrah Recreation Centre "Mens Shed" (\$0.1 M).

### **6.2.6 Governance (\$nil)**

No capital expenditure will be made under the Governance programme during 2014/15.

### **6.2.7 Corporate Support (\$nil)**

Corporate Support activities are generally recurrent in nature and this program has no capital expenditure planned for 2014/15.

## 7 Analysis of estimated balance sheet

This section analyses the movements in Estimates for assets, liabilities and equity between 2013/14 and 2014/15.

### 7.1 Estimated balance sheet

	Reference	Estimates 30 Jun 14 \$'000	Estimates 30 Jun 15 \$'000	Increase/ Decrease \$'000
<b>Current</b>				
Assets	7.1.1	55,607	57,727	2,120
Liabilities	7.1.2	(8,705)	(8,927)	(222)
<b>Net current assets</b>		<b>46,902</b>	<b>48,800</b>	<b>1,898</b>
<b>Non-Current</b>				
Assets	7.1.3	688,072	649,495	(38,577)
Liabilities	7.1.4	(1,129)	(975)	154
<b>Net non-current assets</b>		<b>686,943</b>	<b>648,520</b>	<b>(38,423)</b>
<b>Net assets</b>		<b>733,845</b>	<b>697,320</b>	<b>(36,525)</b>
<b>Equity</b>	7.1.5			
Cash Backed Reserves		29,889	30,800	911
Other Reserves and Equity		703,956	666,520	(37,436)
<b>Total equity</b>		<b>733,845</b>	<b>697,320</b>	<b>(36,525)</b>

#### 7.1.1 Current Assets (\$1.831 million decrease)

Council's current asset position is expected to decrease compared to the 2013/14 Estimates due to the original estimate for cash holdings at 30 June 2014 being higher than the forecast actual. This is primarily due to the timing of capital expenditure. When compared to forecast actual, the 30 June 2015 position is an increase of \$2.1 million.

#### 7.1.2 Current Liabilities (\$0.222 million decrease)

Current liabilities are expected to show a decrease against the prior year Estimates in line with normal operations. No additional short term debt is expected to be drawn.

#### 7.1.3 Non-Current Assets (\$38.6 million decrease)

Council's non-current asset position is expected to decrease compared to the 2013/14 Estimates due to the original estimate at 30 June 2014 being higher than the forecast actual. This results from changes to accounting policies which had not been fully quantified at the time of preparing the 2013/14 estimates. Non-current assets are expected to increase on an actual to actual basis due to the combined effects of asset revaluations, asset contributions, asset retirements, capital expenditure, and depreciation expense.

#### 7.1.4 Non-Current Liabilities (\$0.154 increase)

The increase in non-current liabilities is primarily due to an increase in employee entitlements.



### **7.1.5 Equity (\$36.525 million decrease)**

The net decrease in equity is primarily a function of changes in non-current assets as described above.

### **7.2 Key assumptions**

In preparing the Estimated Balance Sheet as at 30 June 2015 it was necessary to make a number of assumptions about key assets, liabilities and equity balances. To the extent possible, these reflect items included in the adopted Estimates. The major variable factors are the effect of inflation on future asset revaluations, the extent to which the anticipated capital works are completed, and the effects of accounting policy changes including asset revaluations.

## 8 2013/14 Performance

This section analyses the impact of variances from Estimates for the current financial year (2013/14) to assess whether there are any significant implications for the current estimates year (2014/15).

### 8.1 Operating performance

	Estimates 2013/14 \$'000	Forecast Actual 2013/14 \$'000	Variance \$'000
Revenue	57,330	59,372	2,042
Expenditure	(51,231)	(53,731)	(2,500)
<b>Operating surplus (deficit)</b>	<b>6,099</b>	<b>5,641</b>	<b>(458)</b>

The forecast operating result for the year ending 30 June 2014 is a surplus of \$5.64 million. One major influence on this result is receipts of Taswater dividends of \$2.2 million and final effects of a change in asset accounting and valuation policies reducing depreciation below the amount originally estimated.

Partly offsetting these favourable outcomes is an expected result for interest income some \$0.4 M below that estimated, arising from interest rates declining further than predicted in the 2013/2014 Annual Plan.

It should be noted that some major sources of income (eg. grants and headwork contributions) are to be applied specifically to future capital purposes.

### 8.2 Cash performance

	Forecast Actual 2013/14 \$'000	Estimates 2014/15 \$'000	Increase/ Decrease \$'000
Cash Inflows (Outflows)			
Operating	16,045	18,181	2,136
Investing	(16,540)	(16,464)	76
Financing	856	307	(549)
<b>Net increase (decrease) in cash held</b>	<b>361</b>	<b>2,024</b>	<b>1,663</b>
Cash at beginning of year	51,395	51,756	361
<b>Cash at end of year</b>	<b>51,756</b>	<b>53,780</b>	<b>2,024</b>

The forecast cash performance for the year ending 30 June 2015 is a net increase in cash of \$2.024 million. The major influences are the level of effort in undertaking capital projects and changes in expected operating results.

The estimated cash outcome for the year ending 30 June 2015 is based on a similar pattern of cash flows as 2013/2014, however including an allowance for further effort in undertaking capital projects to be funded from existing reserves.

## 8.3 Reconciliation of cash and operating results

	Forecast Actual 2013/14 \$'000	Estimates 2014/15 \$'000	Increase/ Decrease \$'000
<b>Net Surplus (Deficit) From Operations</b>	<b>5,641</b>	<b>8,033</b>	<b>2,392</b>
Depreciation	10,700	11,150	450
Contributed assets	(3,000)	(3,078)	(78)
Gain/(Loss) on retirement or disposal of assets	500	513	13
Equity interests in associates	601	3,754	3,153
Change in operating assets and liabilities	2,306	(2,045)	(4,351)
Payments for property, plant & equipment	(16,540)	(16,464)	76
Repayment of borrowings	153	161	8
Proceeds from borrowings	0	0	0
<b>Net cash inflows (outflows)</b>	<b>361</b>	<b>2,024</b>	<b>1,663</b>

The reconciliation between the operating result and net cash flows for comparative years shows an increased outcome from operations. An increase in the cash position in 2014/15 is consistent with an increase in dividends expected to be received from TasWater, and the timing of capital expenditure on renewal of Council's infrastructure assets.

## 8.4 Capital performance

	Carried Forward 2013/14 \$'000	Estimates 2013/14 \$'000	Total Program 2013/14 \$'000	Forecast Actual 2013/14 \$'000	Variance \$'000
Communities and People/Environment	4,226	5,022	9,248	5,466	3,782
Roads	3,196	8,814	12,010	8,674	3,336
Waste	0	27	27	27	0
Facilities Management	954	1,087	2,041	316	1,725
Stormwater	2,667	1,590	4,257	2,505	1,752
General	0	0	0	0	0
<b>Total capital works</b>	<b>11,043</b>	<b>16,540</b>	<b>27,583</b>	<b>16,988</b>	<b>10,595</b>

NB: Salaries Capitalised are not included in these figures. Commitments/orders placed are included. A range of projects which are effectively deferred due to issues such as public consultation, funding over multiple years, and awaiting approval of government grants is included.

The forecast capital performance for the year ending 30 June 2014 shows the extent to which the estimated capital works programme for the year, including projects brought forward from prior years, was achieved. The delivery of capital projects is subject to a range of factors which will extend time frames including planning issues, undertaking community consultation, and funding (or staging) projects over more than one year. It is therefore typical for a range of projects to remain incomplete at the conclusion of any one year.

In the Roads programme, the Kangaroo Bay realignment (\$1.48 million in total) forms part of a staged development, major digouts (\$0.451 million) and cycleways (\$0.166 million) are ongoing renewal/enhancement programmes.

The major projects affecting Stormwater carryovers are Lindisfarne Bay Sediment works (\$0.241 million) which forms part of the Simmons Park redevelopment, Kangaroo Bay Drive

(\$0.270 million) which is part of the overall Kangaroo Bay development project, and capacity augmentation works (\$0.27 million net).

Communities and People has a range of incomplete projects, including Beach Erosion Protection (\$0.668 million) which is subject to dune conditions, Howrah Bowls Club Base (\$0.389 million) which is subject to a proposal for an indoor facility, Bellerive Beach Park (\$0.463 million), Kangaroo Bay master plan implementation (\$0.348 million) and Simmons Park (\$0.325 million) which are staged projects.

### **8.5 Matters significant to the 2014/2015 Estimates**

In framing the 2014/15 Estimates, the following key items were considered:

- Increased dividend payments from TasWater;
- No additional borrowings;
- A significant appropriation of infrastructure renewal funds for capital refurbishment;
- Increased employee costs primarily due to enterprise agreement obligations;
- Increased demand for greenwaste and hardwaste kerbside collection; and
- Increased maintenance costs associated with new facilities.

## 9 Rating strategy

### 9.1 Strategy development

Rates and charges are Council's principal source of revenue, accounting for some 75% of Council's annual revenue. Planning for future rate requirements is therefore an important process.

It has been necessary to balance the importance of rate revenue as a funding source with community sensitivity to rate increases including rates affordability to the general community, and the level of service demanded by the community.

The following table shows a comparison for the last five years.

2011	3.90%
2012	3.20%
2013	3.90%
2014	2.30%
2015	2.80%
<b>Average increase over 5 years</b>	<b>3.22%</b>

N.B. Increases shown are net of increase in growth, State Government charges and special rebates.

### 9.2 Current year rate increase

Council's own increase in its net rating requirement is 2.8% against 2013/14. This increase is set in the context of the LGAT Council Cost Index of 2.63% and CPI of 2.8%. In addition, there is a range of cost pressures on Council including increased demand for greenwaste and hardwaste kerbside collection, maintenance costs associated with new/upgraded facilities and infrastructure, together with various initiatives and resource additions contained within the Estimates. Growth in the rates base provided support to total rate revenue.

### 9.3 Rating structure and policy

Council has a rating structure consisting of numerous components. This structure complies with the Act. The key components are:

- a general rate calculated as a rate in the dollar applied to the Capital Value (CV) of the rateable property, with a fixed amount. This component supports a broad range of Council's services including roads, parks, recreational facilities, regulatory services and community services;
- a service charge in respect of solid waste collection. This component is charged where the service is available to a property and varies according to the level of service provided;
- a fire service rate in respect of the Fire Service Contribution payable directly to the State Government, calculated as a rate in the dollar applied to the CV of the rateable property, with a minimum amount payable. The amount to be collected in each fire district and the minimum amount to be paid in respect of each property is set by the State Fire Commission;
- a stormwater service rate calculated as a rate in the dollar applied to the CV of the rateable property, with a minimum amount payable. This component relates to the provision of stormwater services across much of the City by way of stormwater mains, kerb and gutter infrastructure, maintenance of creeks and drainage easements, and gross pollutant trap infrastructure.

In respect of service rates, the rate amounts are set so that the full cost of providing the service is recovered. Amounts of each rate type may vary based on the level of service provided or on the location or use of the property. For instance, the fire service rate differs between urban areas and rural areas.

The CV is determined by the Valuer-General, as required by the Act. Properties within the municipality are revalued on a periodic basis, currently each six years. Council's most recent general revaluation took effect from 1 July 2013.

Where appropriate, Council provides rebates to certain classes of ratepayers. These typically include pensioners and holders of certain rural land, however in 2013/14 and 2014/15 this includes rebates employed to cap the level of rate increases which otherwise may have been experienced by certain property owners.

The structure of Council's rates and the underlying policy rationale is set out in Council's adopted rates and charges policy as required by the Act.

## 10 Borrowing strategy

### 10.1 Strategy fundamentals

Borrowings can be an important funding source for the capital expenditure programme. Council has a formal policy whereby debt will only be used for income generating infrastructure. Borrowings are typically used in support of the construction of a major asset rather than providing general support to the capital expenditure programme.

While there is a general industry trend towards debt reduction, Council views a controlled use of debt as a critical tool for the management of infrastructure improvement and expansion. It provides access to an alternative source of capital, minimises pressure on cash flows and income streams at the point of construction, and ensures that the cost of long life assets is spread over time and therefore better met by those deriving the benefit from those assets.

Year	Total Borrowings 30 June \$'000	Liquidity CA/CL Ratio	Debt Mgt Debt/Rates %	Cost of Debt Interest / Operating Revenue
2009	20,968	262.0%	44.0%	1.9%
2010	1,812	688.0%	5.2%	0.2%
2011	1,137	611.3%	3.1%	0.2%
2012	1,001	664.1%	2.6%	0.1%
2013	856	682.6%	2.1%	0.1%
2014	703	646.7%	1.6%	0.1%

*Note: amounts exclude loan offset facilities*

The table shows that Council's borrowing reduced substantially during the period. A major transfer of debt to Southern Water took place on 1 July 2009, comprising all debt relating to Council's water and sewerage operations. At 30 June 2014 net borrowings are expected to be \$0.703 million, and at 30 June 2015 \$0.542 million.

Council's liquidity position has been consistently strong, with cash and investments well in excess of current liabilities in all years.

### 10.2 Current year borrowings

Council does not intend to borrow funds during 2014/15.

Year	New Borrowings \$'000	Loan Principal Paid/Transferred \$'000	Loan Interest Paid \$'000	Balance 30 Jun \$'000
2010	0	19,156	114	1,812
2011	0	674	88	1,138
2012	0	137	63	1,001
2013	0	145	54	856
2014	0	153	46	703
<b>2015</b>	<b>0</b>	<b>161</b>	<b>37</b>	<b>542</b>

## 11 Infrastructure strategy

### 11.1 Strategy development

Council's infrastructure strategy centres around the two key imperatives of maintaining the capital adequacy of the existing infrastructure base, and providing additional infrastructure to improve the level of service provided to the community and to meet the needs of expanding areas.

Capital adequacy has received close attention since the early 1990's at which time Council embarked on a long term strategy to fully fund its future infrastructure renewal. While monitored through its first 10 years, a major review of funding requirements was undertaken in preparation for consideration of the 2005/06 Estimates. While the annual funding effort had reached \$4.5 million at that point, the combination of inflation, improved information, and an expanding asset base had increased the target to a minimum of \$7.5 million. Council embarked on a 5 year strategy to meet this amount.

Council has reassessed its annual target following the transfer of water/sewerage infrastructure. Based on its adopted Asset Management Strategy, Asset Management Plans, and 10 Year Financial Management Plan, Council believes its funding effort in respect of infrastructure renewal is sustainable into the future providing current levels are maintained in real terms.

Council has progressively increased the amount appropriated from renewal funding to physical works, subject to condition assessments made under Council's Asset Management Plans.

Year	Renewal Funding Appropriated \$'000
2008/09	5,324
2009/10	4,993
2010/11	5,577
2011/12	8,342
2012/13	9,940
2013/14	8,827
<b>2014/15</b>	<b>9,340</b>

Formal asset management plans have been updated for all major asset classes. These are supported by a 10 year Financial Management Plan aimed at providing an indication of likely outcomes of Council's policy positions. The 10 year financial management plan was reviewed in May 2014.

Council is also committed to providing new infrastructure where it is consistent with Council's strategic direction, including enhancing the community's lifestyle, providing for new and expanded business opportunities, and meeting legislative, social, and environmental responsibilities.

New and upgraded infrastructure and initiatives contained within the Capital Expenditure Programme are detailed in Appendix C.



### 11.2 Key influences for 2014/2015

The following influences had a significant impact on the Infrastructure Strategy for the 2014/2015 year:

- Requirements Asset Management Plans for all major asset classes;
- Continued demand throughout the community for improved standards in footpath condition;
- Continued demand throughout the community for improved standards in road condition;
- Council's continued commitment to providing for future infrastructure renewal;
- Ongoing development and upgrade of sporting and recreational facilities throughout the City;
- Implementation of major development plans including Clarence High School and Kangaroo Bay.

## 11.3 Future capital works

The following table summarises Council's likely forward programme of capital expenditure including funding sources for the next four years, as per the adopted 10 Year Financial Management Plan.

Year	Grants & Contributions \$'000	Borrowings \$'000	Renewal Funding, Investments & Reserves \$'000	Working Capital \$'000	Council Operations \$'000	Capital Program \$'000
2012	3,668	-	8,827	-	1,886	14,381
2013	3,355	-	9,063	-	1,872	14,290
2014	3,010	-	11,726	-	1,937	16,673
2015	3,691	-	10,945	-	1,828	16,464
2016	3,876	-	10,508	-	2,080	19,516
2017	3,950	-	10,319	-	2,195	23,147
2018	4,000	-	10,214	-	2,250	23,480

The major funding sources identified include government grants, use of infrastructure renewal funds, and additional rating effort. Borrowings are applied on a specific project basis where appropriate. Accelerated use of infrastructure renewal funding may be applied. Specific additional funding is likely to become available in the form of specific purpose government grants; rates arising from major new developments may also be applied by Council in support of its capital base. Council also holds specific purpose reserves arising from cash collected for public open space and car parking.

## Overview to Appendices

The following appendices include disclosures of information which provide support for the analysis contained in sections 1 to 11 of this report.

This information has not been included in the main body of the Estimates report in the interests of clarity and conciseness. Council has decided that, while the Annual Plan needs to focus on the important elements of the Estimates and provide appropriate analysis, the detail upon which the annual Estimates are based should also be provided in the interests of open and transparent local government.

The contents of the appendices are summarised below:

Appendix	Nature of information
A	Estimates statements
B	Statutory disclosures
C	Capital works program
D	Activities and initiatives

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**Estimates statements Appendix A**

Income statement

Balance sheet

Cash flow statement

Capital works programme

Reconciliation of estimated operating result and net cash flows

Investment reserves

This section sets out the Estimates statements for 2014/15 in detail. This information is the basis of the disclosures and analysis of the annual Estimates in this report.

**CLARENCE CITY COUNCIL**  
**Estimated Income Statement**  
**For the year ending 30 June 2015**

	Forecast Actual 2013/14 \$'000	Estimates 2014/15 \$'000	Increase (Decrease) \$'000
<b>Revenue</b>			
Rates	43,720	44,063	343
User charges	5,191	4,735	(456)
Interest	2,291	2,216	(75)
Government subsidies & grants	4,207	6,330	2,123
Contributions of capital	415	230	(185)
Other revenue	3,548	3,426	(122)
<b>TOTAL REVENUE</b>	<b>59,372</b>	<b>61,000</b>	<b>1,628</b>
<b>Expenses</b>			
Employee costs	14,806	15,545	739
Materials and contracts	11,324	10,609	(715)
State Government charges and levies	4,554	4,807	253
Borrowing costs	46	39	(7)
Depreciation and amortization	10,700	11,150	450
Operating leases	1,595	1,705	110
Electricity	1,320	1,420	100
Other expenses	9,386	7,692	(1,694)
<b>TOTAL EXPENSES</b>	<b>53,731</b>	<b>52,967</b>	<b>(764)</b>
<b>Net surplus (deficit)</b>	<b>5,641</b>	<b>8,033</b>	<b>2,392</b>

**CLARENCE CITY COUNCIL**  
**Estimated Balance Sheet**  
**As at 30 June 2015**

	Forecast Actual 2014 \$'000	Estimates 2015 \$'000	Increase (Decrease) \$'000
<b>Current assets</b>			
Cash assets	51,756	53,780	2,024
Other current assets	3,851	3,947	96
<b>Total current assets</b>	<b>55,607</b>	<b>57,727</b>	<b>2,120</b>
<b>Non current assets</b>			
Infrastructure assets	396,004	420,714	24,710
Other non current assets	221,044	228,781	7,737
<b>Total non current assets</b>	<b>617,048</b>	<b>649,495</b>	<b>32,447</b>
<b>Total assets</b>	<b>672,655</b>	<b>707,222</b>	<b>34,567</b>
<b>Current liabilities</b>			
Current borrowings	161	169	8
Other current liabilities	8,544	8,758	214
<b>Total current liabilities</b>	<b>8,705</b>	<b>8,927</b>	<b>222</b>
<b>Non current liabilities</b>			
Non current borrowings	542	373	(169)
Other non current liabilities	587	602	15
<b>Total non current liabilities</b>	<b>1,129</b>	<b>975</b>	<b>(154)</b>
<b>Total liabilities</b>	<b>9,834</b>	<b>9,902</b>	<b>68</b>
<b>Equity</b>			
Infrastructure renewal reserve	23,216	23,760	544
Other cash backed reserves	6,673	7,040	367
Other reserves and equity	632,932	666,520	33,588
<b>Total equity</b>	<b>662,821</b>	<b>697,320</b>	<b>34,499</b>
<b>Total liabilities and equity</b>	<b>672,655</b>	<b>707,222</b>	<b>34,567</b>

**CLARENCE CITY COUNCIL**  
**Estimated Cash Flow Statement**  
**For the year ending 30 June 2015**

	Forecast Actual 2013/14 \$'000	Estimates 2014/15 \$'000	Increase (Decrease) \$'000
	Inflows (Outflows)	Inflows (Outflows)	
<b>Cash flows from operating activities</b>			
Rates	42,134	<b>43,777</b>	1,643
User Charges	4,229	<b>4,394</b>	165
Interest received	2,765	<b>2,258</b>	(507)
Receipts from government	4,950	<b>5,073</b>	123
Other income	5,041	<b>7,266</b>	2,225
Wages & salaries	(15,011)	<b>(15,671)</b>	(660)
Interest paid	(48)	<b>(45)</b>	3
Payments to suppliers	(28,015)	<b>(28,871)</b>	(856)
Net cash inflow from operating activities	16,045	<b>18,181</b>	2,136
<b>Cash flows from investing activities</b>			
Payments for property plant & equipment	(16,540)	<b>(16,464)</b>	76
Proceeds from sale of prop, plant & equip			
Investment water & sewer corporation			
Net cash flow from investing activities	(16,540)	<b>(16,464)</b>	76
<b>Cash flows from financing activities</b>			
Repayment of borrowings	(153)	<b>(161)</b>	(8)
Government grants - capital	1,009	<b>468</b>	
Proceeds from borrowings			
Net cash flow from financing activities	856	<b>307</b>	(8)
<b>Net change in cash held</b>	361	<b>2,024</b>	1,663
Cash at the beginning of the year	51,395	<b>51,756</b>	361
<b>Cash at the end of the year</b>	51,756	<b>53,780</b>	2,024



**CLARENCE CITY COUNCIL**  
**Estimated Capital Works Programme**  
**For the year ending 30 June 2015**

	Forecast Actual 2013/14 \$'000	Estimates 2014/15 \$'000	Increase (Decrease) \$'000
<b>Capital works by programme</b>			
Communities and People	5,282	4,718	(564)
Natural Environment	184	339	155
Infrastructure:			
Roads	8,674	9,614	940
Waste	27		(27)
Stormwater	2,505	1,099	(1,406)
Facilities Management	316	694	378
Governance			
Corporate Support			
Total capital works	16,988	16,464	(524)
<b>Represented by</b>			
<b>New Assets</b>	5,850	7,093	1,243
Existing Asset Improvements	11,138	9,371	(1,767)
Total capital works	16,988	16,464	(524)

NB: Salaries capitalised are not included in these figures.

**CLARENCE CITY COUNCIL****Reconciliation of Estimated Income Statement and Net Cash Flows****For the year ending 30 June 2015**

	Forecast Actual 2013/14 \$'000	Estimates 2014/15 \$'000	Increase (Decrease) \$'000
<b>Net surplus (deficit) from operations</b>	5,641	<b>8,033</b>	2,392
Depreciation	10,700	<b>11,150</b>	450
Contributed assets	(3,000)	<b>(3,078)</b>	(78)
(Gain)/Loss on retirement or disposal of assets	500	<b>513</b>	13
Equity interests in associates	601	<b>3,754</b>	3,153
Change in operating assets and liabilities	2,306	<b>(2,045)</b>	(4,351)
Payments for property, plant & equipment	(16,540)	<b>(16,464)</b>	76
Repayment of borrowings	153	<b>161</b>	8
Proceeds from borrowings			
<b>Net cash inflows (outflows)</b>	361	<b>2,024</b>	1,663

**CLARENCE CITY COUNCIL****Reserves****For the year ending 30 June 2015**

	<b>Forecast Actual 2013/14 \$'000</b>	<b>Transfers</b>		<b>Estimates 30 Jun 15 \$'000</b>
		<b>In \$'000</b>	<b>Out \$'000</b>	
<b>Statutory or Restricted Use</b>				
Public Open Space	2,162	100	500	1,762
Car Parking	688	60	0	748
Rosny Park Child Care	76	0	5	71
Commonwealth Funded Programmes	873	0	8	865
	3,799	160	513	3,446
<b>Discretionary</b>				
General	4,012	220	180	4,052
Infrastructure Renewal	23,630	10,712	9,340	25,002
	27,642	10,932	9,520	29,054
<b>Total Reserves</b>	31,441	11,092	10,033	32,500

## **Statutory disclosures Appendix B**

The information in this Appendix corresponds with that which is required under the Act to be disclosed in the Council's annual Estimates.

### **1 Estimated revenue**

Refer also to Appendix A – Estimated Income Statement.

### **2 Estimated expenditure**

Refer also to Appendix A – Estimated Income Statement.

### **3 Estimated borrowings**

Refer also to Appendix A – Estimated Income Statement and Estimated Cash Flow Statement which discloses the total amount proposed to be borrowed for the year, the total amount of debt redemption for the year and the projected debt servicing cost for the year.

### **4 Estimated capital works**

Refer also to Appendix A – Estimated Statement of Capital Works and Appendix D – Capital Works Programme. Note that the amounts in Appendix B include the amount of salary costs expected to be capitalised as part of project costs.

**CLARENCE CITY COUNCIL  
ANNUAL ESTIMATES 2014/2015**  
(\$000)

	EXPENSES	REVENUES	NET EXPENSES	ASSET PURCHASES	EXPENSES CAPITALISED	TFRS TO RESERVES	TFRS FROM RESERVES	NET RATING REQU'T
<b>GOVERNANCE and COMMUNITY</b>								
Communities and People	12,507	6,831	5,676	5,182	486	-	2,667	7,705
City Future	2,467	1,293	1,174			160	25	1,309
Natural Environment	7,290	346	6,944	402	64		57	7,225
Governance	9,101	6,405	2,696			5,703	185	8,214
Corporate Support	4,296	6	4,290				55	4,235
<b>INFRASTRUCTURE</b>								
Roads & Transport	10,627	633	9,994	10,337	2,146		9,045	9,140
Stormwater	2,109	1,099	1,010	1,500	519		-	1,991
Facilities Management	4,060	655	3,405	793	99		575	3,524
Plant	2,579	2,579	-			-		-
<b>TOTAL RATING REQUIREMENT</b>	<b>55,036</b>	<b>19,847</b>	<b>35,189</b>	<b>18,214</b>	<b>3,314</b>	<b>5,863</b>	<b>12,609</b>	<b>43,343</b>
<b>Net Rating Requirement</b>								<b>43,343</b>
Rates Raised 2013/14 Plus Growth								42,099
<b>Net Increase Including Government Charges</b>								<b>3.0%</b>
Increase Due to Govt Charges								0.1%
<b>NET INCREASE</b>								<b>2.8%</b>

## **Capital works programme Appendix C**

### **New works and works carried forward from 2013/14**

This section provides a more detailed analysis of the capital works programme for 2014/15 including those projects approved in the 2013/2014 year that will be incomplete at 30 June 2014.

**CLARENCE CITY COUNCIL**  
**Capital Works Programme**  
**For the year ending 30 June 2015**

**1 New works**

<b>CAPITAL PROGRAMME</b>	<b>Total Cost 2014-2015 \$</b>
<b>ROADS</b>	
Acton Park Indented Bus Bays	30,000
Bayfield Street/Winkleigh Place Traffic Lights	85,000
Bicycle U Frames	5,000
Cambridge Road between Mornington Roundabout and Pass Road - on road bike lane	50,000
Clarence Street - Bellerive to Howrah Cycle Way and Multi User Path. Safety Assessment and Implementation	50,000
Cycle Way/Multi User Path - Stage 2 - Fencing, Esplanade, Lindisfarne	50,000
Cycle Way/Multi User Path, Simmons Park - Stage 3 - Esplanade, Lindisfarne	125,000
DDA Ramps - Continuing Programme	50,000
Dorans Road Boat Ramp Car Park Sealing	60,000
Droughty Point Road - Bridge Abutment replacement	60,000
Dysart Street - sealing	48,000
Flagstaff Gully Road Footpath - 10 Flagstaff Gully Road to Fairway Rise	50,000
Footpath/ Kerb & Gutter Renewal	1,200,000
Glenelg Street Footpath - Southern Side, Henley Street to Gordons Hill Road	12,000
Grafton Road Footpath & Kerb & Gutter Construction	90,000
Gravel Road Re-Sheeting	75,000
Kerb replacement	150,000
Lindisfarne Oval, Park Road - Seal Gravel Car Park adjacent to Practice Wickets	70,000
Lindisfarne Streetscape Project - Stage 3, phase 1, south side of Derwent Avenue	180,000
Major Digouts/ Reconstruction - Annual Program	2,500,000
Otago Bay Road Footpath - Stage 2	90,000
Pindos Park Foreshore Reserve Path from Tranmere Road	40,000
Road reseal programme	2,500,000
Bellerive Beach Park Master Plan -Carpark/road surface construction and associated works	293,000
Saundersons Road Embankment Stabilisation	100,000
Seal walkways	40,000
Seven Mile Beach Active Recreation Park - Stage 1 - Car Park Access	50,000
Seven Mile Beach to Cambridge - Multi User Path - Stage 3 Acton Road to Ovata Place	200,000
Spitfarm Road - Kerb & Gutter construction	35,000
St Johns Circle Turning Head	118,000
Bayfield St Rosny Park - Stage 1 & 2 - Bligh Street to Winkleigh Place - Streetscape works, consultation	25,000
Kangaroo Bay Master Plan - Roadworks Stage 2 Kangaroo Bay Drive, Bligh St, Rosny Hill Rd Junction Upgrade 4 - way junction. Including closure of slip road off Cambridge Road	345,000
Bayfield St Rosny Park-Stage 3- Bligh Street to Winkleigh Place - Streetscape works, implementation	250,000

<b>CAPITAL PROGRAMME</b>	<b>Total Cost 2014-2015 \$</b>
Topham/Yolla Street Junction DDA Ramps	23,000
Tranmere Road Foreshore Multi User Path - 215 to 264 Tranmere Road - Stage 2	120,000
Tranmere Road Retaining Walls - Stage 2	85,000
Victoria & Gunning Streets, Richmond - road alignment and footpath construction	195,000
Victoria Esplanade - Car Park - Regatta Pavilion to Thomas Street	140,000
Wellington Street / Morgan Street, Richmond - Junction Sealing	25,000
<b>TOTAL</b>	<b>\$ 9,614,000</b>
<b>STORMWATER</b>	
3 South Arm Road / Hawthorn Place - upgrade stormwater main to 450 dia	42,000
Commercial Road stormwater network extension	30,000
Drainage Minor Construction	75,000
Faggs Creek Remediation Overland flowpath development	52,000
Gunning Street Stormwater System	150,000
King Street Stormwater Outfall	15,000
Lauderdale Drainage - Structure Plan - Stage 2	200,000
Oscars Place Stormwater Upgrade - Stage 2	60,000
South Street Stormwater Upgrade - Stage 3 - South Street to Clarence Street	210,000
Urban Drainage Act - Stormwater Catchment Management Plans	250,000
Wetland Management Plans	15,000
<b>TOTAL</b>	<b>\$ 1,099,000</b>
<b>ACTIVE RECREATION</b>	
Cambridge Oval - Align Cricket Pitch North South	20,000
Clarence Aquatic Centre - Replace Security Fencing	38,000
Clarendon Vale Oval - Sportsfields Tier Seats	40,000
Geilston Bay High School - Upgrade Sports Ground including irrigation system	200,000
Howrah Point Court - Water Connection to enable Derwent Canoe Club to wash canoes	3,000
Kangaroo Bay Drive Sports Facility Development - Stage 3 - Fencing practice wickets and oval, oval extension including swale drain construction	290,000
Lauderdale Oval - Shade and Amenity trees	9,500
Lindisfarne Oval - Replace coppers log barriers around Oval Perimeter (Park Street) with chain mesh fencing	25,000
Lindisfarne Oval 2 - Drainage works - Construct grass mound between practice wicket area and Park Street Oval	45,000
Lindisfarne Tennis Club - Re-surface of 3 Tennis Courts	87,714
Montagu Bay boat ramp and Jetty	35,000
Wentworth Park, Soccer Grounds - Repair/replace irrigation equipment at major ovals/parks to enable automatic/remote operation	61,000
Cambridge Oval Sportsfield Irrigation reuse	450,000
Clarence Aquatic Centre - Upgrade Male Toilets, replace old urinal and install new pans and tiling in Male Toilets	30,000
Howrah Bowls Club Construct Indoor Bowls Facility	570,000



<b>CAPITAL PROGRAMME</b>	<b>Total Cost 2014-2015 \$</b>
Kangaroo Bay Drive Sports Facility - Change Rooms Building Design & Associated Costs	35,000
Kangaroo Bay Drive Sports Facility - Change rooms construction including Male/Female facilities to DDA standard.	1,000,000
Wentworth Park Sports - Planning and design fees for new Sports Pavilion to cater for DDA, 2 Female / 2 Male Change Rooms and Umpires	70,000
Seven Mile Beach Active Recreation Park - Stage 1 - concept plans/consultation DA lodgement	80,000
Supply and install coaches boxes at ovals - Geilston Bay & Lindisfarne No 2	18,000
<b>TOTAL</b>	<b>\$ 3,107,214</b>
<b>PASSIVE RECREATION</b>	
Simmons Park Additional Toilet	335,000
Bellerive Beach Park - Stage 1 - Dune Rehabilitation Works	5,000
Bellerive Beach Park - Stage 1 - Relocate Exercise Equipment	111,400
Bellerive Beach Park - Stage 1 - Landscaping	8,600
Bellerive Beach Park -Stage 1 - Picnic Area number 1	36,000
Bellerive Beach Park -Stage 1 - Rotary Picnic Area at entrance to park	210,800
Carella Park - Play Equipment Upgrade	30,000
Carella Park - Seating	7,000
Construct steps and walkway upgrade access to Gordons Hill State Reserve from Swansea Court.	25,000
Eastwood Park -Equipment Upgrade	25,000
Eastwood Park -Seating	3,500
Flagstaff Gully Road - Realign walking track above Quarry	40,500
Grasstree Hill Rivulet Track	30,000
Kangaroo Bay Skate Park - State Government contribution	100,000
Keria Road Reserve - Play Equipment Upgrade	25,000
Keria Road Reserve - Seating	3,500
Lauderdale Canal Upgrade BBQ facilities	14,500
Lighting - Walkways / Multi-use paths	20,000
Morrisby Park - Play Equipment Upgrade	35,000
Morrisby Park - Seating	7,000
Purchase of Public Art	21,000
Raleigh Park- Retaining Wall - Replacement	10,000
Richmond Village Green - Install 3 Flag Poles for Festivals & Events	12,000
Risdon Vale Mountain Bike Paths	219,000
Rokeby to Lauderdale Coastal Track - Development including bridges and alignment	60,000
Rosny Hill Road - Kangaroo Bay Rivulet Walking Track (from Rosny Historic Centre and Rosny Library)	90,000
Sofffall Replacement Program for Playgrounds	52,000
South Arm Oval - Install Exercise Equipment	45,000
South Arm Oval - Park Seating	9,000
Tangara Trail Extension Stage 2 Baragoola Lane to Palana Court. Trail to be constructed around the foreshore reserve.	20,000
<b>TOTAL</b>	<b>\$ 1,610,800</b>

<b>CAPITAL PROGRAMME</b>	<b>Total Cost 2014-2015 \$</b>
<b>NATURAL ENVIRONMENT</b>	
Bellerive Bluff Erosion Protection - Bellerive Beach, western end	60,000
Bellerive Bluff Erosion Protection - Bellerive Beach opposite Gunning Street	50,000
Bellerive Bluff Erosion Protection - Sea Wall	5,000
Bellerive Bluff Erosion Protection - 29-31 Victoria Esplanade	26,000
Lauderdale Canal Closure and DDA Access over sand dune	110,000
Opossum Bay, widen access to beach at 68 Spitfarm Road	52,000
Equestrian Centre - Perimeter Track Resurface (Roscommon Master Plan)	10,000
Sheoak Point Revegetation	5,000
Upgrading of fire trails	21,000
<b>TOTAL</b>	<b>\$ 339,000</b>
<b>FACILITIES MANAGEMENT</b>	
Bellerive Senior Citizen Centre - Provide Chair lift access to the Centre	15,000
Beltana Bowls Club - Roof Replacement	23,000
Cambridge Hall - Construct a DDA compliant pedestrian access	10,000
Deck renewal for Bellerive Boardwalk	10,500
Howrah Recreation Centre - "Mens Shed" Meet the cost of laying foundation and contribution to cost of shed	100,000
Howrah Recreation Centre - Assessment & overall redevelopment assessment to upgrade facilities to DDA compliant.	250,000
Kangaroo Bay Urban Design Plan Implementation - Promenade extension Stage2	170,000
Lauderdale Canal public toilet (DDA Compliant) - Building Plans and Associated Costs	40,000
Roches Beach public toilet (DDA Compliant) - Building Plans and Associated Costs	30,000
Rosny Historic Centre - External LED lighting upgrade for security and public access.	30,000
Rosny Historic Centre - Replace the existing covered walkway into Rosny Barn with sail type structure.	15,000
<b>TOTAL</b>	<b>693,500</b>
<b>GRAND TOTAL</b>	<b>16,463,514</b>

**2 Works carried forward from 2013/2014**

(N.B. Actuals include tenders accepted/orders placed. A range of projects which are effectively deferred due to issues such as public consultation, funding over multiple years, and awaiting approval of government grants is included.)

<b>Carried Forward Capital Projects</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Balance</b>
<b>Roads</b>			
Bridge Works	200,000	13,695	186,305
Kangaroo Bay Road	1,090,632	102,264	988,368
Rosny Farm/Golf Course Access	16,000	0	16,000
Bayfield St Traffic Management	225,000	5,040	219,960
Kangaroo Bay Dr major works	492,000	315	491,685
Begonia St/Flagstaff Gully	39,500	0	39,500
Bellerive Revitalisation	54,000	54,998	(998)
Bayfield St Scape Redevelopment	60,000	4,400	55,600
South Arm Highway Bollards	20,000	0	20,000
Major Digouts	2,722,210	2,270,867	451,343
Renewal - Road Resealing	1,995,914	1,918,386	77,528
Footpath Inspection Rectification	1,100,000	1,167,366	(67,366)
Black Spot Federal	185,000	138,991	46,009
Footpath & K&G Minor Construct	22,803	22,435	368
Bellerive Village Car Park	60,000	0	60,000
DDA works	266,500	250,181	16,319
Bus Bays	37,769	37,652	117
Gravel road junction seal Scotts Rd	112,973	112,688	285
Lindisfarne streetscape	20,000	10,680	9,320
Pedestrian Refuges	46,000	0	46,000
Cycle Way	945,052	778,222	166,830
Access Rd upgrade Mornington Rd	240,579	217,768	22,811
Torrens St & Victoria Esp - Seal Gravel	341,726	343,781	(2,055)
Pathways Rural and Residential	178,222	162,563	15,659
Street Lighting - Chipman's Road	20,000	0	20,000
273 Clarence St Car Park (DA)	147,410	147,410	0
Seal Car Park Grange Rd West	33,717	24,420	9,297

Carried Forward Capital Projects	Budget 2013/14	Actual 2013/14	Balance
Bus Mall - open to the public	3,000	2,638	362
Laneway Sealing - various	80,000	28,061	51,939
Walking Track 141 Tranmere Rd	1,283	1,283	(0)
Monaco Pl - embankment fence	9,747	9,747	0
Queen St - median strip & K&G replace	70,000	75,477	(5,477)
204 Tranmere Rd - Rep Wall	53,925	53,493	432
Seal Wellington St Car Park	30,883	31,289	(406)
Car Park Upgrade Wentworth Park Sps	243,960	244,413	(453)
George St Road Construction	140,000	6,700	133,300
South Arm Hwy K&G & Foot Path	110,000	0	110,000
Saundersons Rd Embank Stabilisation	20,000	2,162	17,838
Yolla/Topham St Investigation	10,000	7,880	2,120
Pindos Park Multi User Path	60,000	0	60,000
Natone St Foreshore Track	110,000	108,134	1,866
Bangalee St Footpath	25,000	24,186	814
Otago Bay Rd Foot Path - Stage 1	93,000	51,262	41,738
Chipmans Rd 400m Footpath	51,675	51,675	0
Epping St K&G and Footpath	80,000	77,832	2,168
Cambridge Rd/Richmond Rd	145,000	114,107	30,893
<b>Total Roads</b>	<b>12,010,480</b>	<b>8,674,461</b>	<b>3,336,019</b>
<b>Stormwater</b>			
Lindisfarne Bay Sediment	241,199	0	241,199
Capacity Augmentation Works	390,000	0	390,000
Cambridge Rd/Shackleton upgrade reticulation	190,000	8,396	181,604
Kangaroo Bay Dr SW Upgrade	270,000	0	270,000
Minor Stormwater Projects	258,930	153,990	104,940
Seven M Bch Drainage	186,662	257,222	(70,560)
System Capacity Flooding	10,000	900	9,100
Capacity Augmentation Works	1,198,081	1,318,151	(120,070)
WSUD creek remediation	223,574	187,028	36,546
Decommission Cambridge Lagoons	31,400	6,371	25,029
Salacia Ave - drainage system	45,332	0	45,332
SW Pump Station Upgrades	30,520	21,099	9,421
Cremorne Storm Water Imp Works	320,000	5,536	314,464
Roaches Beach Rd - Bank Stab	20,000	5	19,995
Prossers Rd/Wellington St culvert	257,143	257,143	0
Montagu Bay Rd - S/Water Upgrade	243,709	243,709	(0)
Luttrell Ave SW Upgrade	50,000	0	50,000
Lauderdale Drainage - Structural Plan	200,000	45,440	154,560
Bathurst St Flood Ass Imp	90,000	0	90,000
<b>Total Stormwater</b>	<b>4,256,550</b>	<b>2,504,989</b>	<b>1,751,561</b>

Carried Forward Capital Projects	Budget 2013/14	Actual 2013/14	Balance
<b>Facilities Management</b>			
Construction of Aldermen's Room	95,532	0	95,532
Public Toilets	237,730	26,466	211,264
Kangaroo Bay Plan Implementation	391,146	9,257	381,889
Landers Circle - Closure of pathway	20,000	0	20,000
Grange Road Complex	61,915	0	61,915
Hot Water System Upgrade - various	53,000	0	53,000
Howrah Recreation Centre	30,000	8,800	21,200
Barn Complex Redevelopment	4,886	2,241	2,645
Council Chambers Upgrades	367,837	175,125	192,712
Bellerive Boardwalk - DDA Toilet	537,000	12,950	524,050
Clarence Council Depot	82,427	3,900	78,527
Richmond Hall & Council Cham	40,700	33,933	6,767
Cemetery Bollards Torrens St	15,000	10,172	4,828
South Arm Cenotaph Imp	35,500	33,238	2,262
Bellerive Community Arts Centre	68,000	0	68,000
<b>Total Facilities Management</b>	<b>2,040,673</b>	<b>316,081</b>	<b>1,724,592</b>
<b>Communities &amp; People</b>			
Cambridge Oval Sports Ground	40,000	0	40,000
Aquatic Cent Upgrade	254,492	92,393	162,099
Public Art	113,659	20,448	93,211
Cambridge Oval	30,000	0	30,000
Charles Hand Park	27,500	0	27,500
Epping Play Park	22,092	0	22,092
Pindos Park	36,000	3,127	32,873
Waverley Street Park	11,020	0	11,020
Bellerive Streetscaping	31,345	0	31,345
Howrah Bowls Club Base	422,000	32,820	389,180
Montagu Bay Boat Ramp	17,526	0	17,526
Beach Erosion Protection	744,323	76,526	667,797
Anzac Park	42,232	11,839	30,393
Regional Park Development Acton Court	71,874	18,234	53,640
Lauderdale Oval	129,578	133,513	(3,935)
Positive Ageing Plan Outcomes	21,084	13,385	7,699
Youth Plan	13,664	984	12,680
DDA Plan Review	14,472	10,055	4,417
Development of Tracks & Trails	216,420	156,285	60,135
Shade Structures	69,640	560	69,080

Carried Forward Capital Projects	Budget 2013/14	Actual 2013/14	Balance
Kangaroo Bay Ovals	298,840	283,013	15,827
Lindisfarne Oval - No 2	90,000	0	90,000
North Warrane Oval	29,205	4,400	24,805
Richmond Oval	902,000	740,309	161,691
Oval - Sandford new irrigation system	9,000	9,416	(416)
Wentworth Park Ovals	303,393	221,040	82,353
Seven Mile Beach - Recreation Master Plan	80,000	40,174	39,826
Adina Park	2,205	0	2,205
Anzac Parks	20,475	10,582	9,893
Astor Park	753	713	40
Barana Park	39,000	37,945	1,055
Bellerive Beach Park	464,034	949	463,085
Carbeen Play Park	39,000	36,881	2,119
Clifton Beach Reserve Park	25,000	24,000	1,000
Conara Road Reserve Park	55,800	45,063	10,737
Coobar Play Park	20,250	14,691	5,559
Cremorne Apex Park	35,000	28,577	6,423
Cremorne Beach Reserve Park	30,000	22,265	7,735
Elinga Play Park	5,000	4,050	950
Geilston Bay Rec Area Park	35,300	36,643	(1,343)
Hookey Street Park	39,000	33,633	5,367
Kangaroo Bay Park	349,680	1,500	348,180
Lauderdale Canal Park	31,724	21,104	10,620
Laurel Play Park	20,250	14,880	5,370
Lewis Park	45,000	44,148	852
Minerva Park	9,000	6,289	2,711
Richmond Municipal Park	6,000	0	6,000
Richmond Riverbank Park	74,929	5,710	69,219
Risdon Vale Park	54,500	39,243	15,257
Shoreline Park Lighting	20,000	278	19,722
Simmons Park	1,123,300	797,649	325,651
Tanundal Park	39,000	34,243	4,757
Wentworth Park Play Park	15,000	0	15,000
Duke Park	4,700	0	4,700
Clarendon Vale Social Heart Park	105,000	93,192	11,808
Richmond Skate Park	20,000	0	20,000
South Street Reserve	35,000	33,713	1,287
Clarendon Vale Landscaping	23,269	11,022	12,247
Richmond Tennis Club	16,738	16,725	13
Seating on bus routes	21,684	6,249	15,435
NBN - Connecting Community	267,384	332,448	(65,064)

<b>Carried Forward Capital Projects</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Balance</b>
RCCC Front Garden	30,000	29,920	80
Clarence High Oval Development	1,966,441	1,726,888	239,553
Cambridge Town Ship - Master	15,000	0	15,000
<b>Total Communities &amp; People</b>	<b>9,145,775</b>	<b>5,379,715</b>	<b>3,766,060</b>
<b>Natural Environment</b>			
Additional Recycling Bins	27,000	26,790	210
Upgrading Fire Trails	45,400	43,677	1,723
Erosion Protection Bell bluff	15,500	14,890	610
Roscommon Management Plan	10,000	11,716	(1,716)
Sheoak Point Revegetation	10,000	8,055	1,945
Seven Mile Beach	22,000	7,377	14,623
<b>Total Natural Environment</b>	<b>129,900</b>	<b>112,505</b>	<b>17,395</b>
<b>Total</b>	<b>27,583,378</b>	<b>16,987,751</b>	<b>10,595,627</b>

**Activities and initiatives Appendix D**

This section sets out the activities and initiatives to be funded in the Estimates for the 2014/2015 year, and how these will contribute to achieving the strategic objectives specified in the Strategic Plan. Net revenue (expense) includes the effect of price (cost) increases as well as the effect of specific initiatives. The amounts included in this appendix are not all inclusive. In particular they do not include depreciation expense, interest payable on borrowings, some administration costs or any capital expenditure.



## CLARENCE CITY COUNCIL

## Activities and Initiatives

For the year ending 30 June 2015

Program	Activities and Initiatives	Net Operating Expense (Revenue) \$'000
<b>Civic Activities &amp; Events</b>	<p><i>Objective:</i></p> <p>To enhance and increase the opportunities for all people in the community to participate in cultural and social activities.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> <li>• Conduct Council's annual events program including: Australia Day; Jazz Festival; Seafarers Festival and Carols by Candlelight.</li> <li>• Support and conduct other events including: St ART Festival, World Games Day, Dance Hall Days, National Youth Week, Heritage Month and Dogs Day Out.</li> <li>• Develop relationships with other major events including MOFO, Festival of Voices and Dark MOFO. Provide support to the City Band.</li> </ul>	442
<b>Community Awareness &amp; Marketing</b>	<p><i>Objective:</i></p> <p>To promote awareness of Council services and to encourage participation in community affairs, activities and events.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> <li>• Implementation of the Council's Community Participation Policy.</li> <li>• Publish a Community Directory detailing community services and organisations as a part of Council's Marketing Plan implementation.</li> <li>• Review and update existing publications.</li> <li>• Provide timely and relevant information via Council's website; the Annual Information Book; the quarterly Clarence Newsletter; and various special interest publications.</li> <li>• Publish an Events Calendar for the City.</li> </ul>	179
<b>Recreation</b>	<p><i>Objective:</i></p> <p>To ensure community access to passive and active recreational opportunities throughout the City.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> <li>• Ongoing partnership arrangements with government and community organisations to target funds to</li> </ul>	2,239

Program	Activities and Initiatives	Net Operating Expense (Revenue) \$'000
	<p>develop and expand recreational facilities.</p> <ul style="list-style-type: none"> <li>• Develop partnership arrangements with government and community organisations to better utilise available recreational facilities.</li> <li>• Ongoing regulatory processes for Development Plans for proposed Seven Mile Beach regional recreation facility.</li> <li>• Manage major recreational facility leases such as Bellerive Oval and the Clarence Aquatic Centre.</li> <li>• Undertake drainage improvement works adjacent to Lindisfarne Oval.</li> <li>• Undertake Stormwater Harvesting works to allow reuse of irrigation water at Cambridge Oval.</li> <li>• Ongoing Sportsground works (Fencing of Practice Wickets and Oval and Drainage Swale works) at Kangaroo Bay Drive Sports Facility Development.</li> <li>• In conjunction with Howrah Bowls Club develop indoor Bowls Facility.</li> <li>• In consultation with Department of Education and other Key Stakeholders develop Oval and Field Facilities at Geilston Bay High School.</li> <li>• In conjunction with Lindisfarne Memorial Tennis Club undertake court resurfacing works.</li> <li>• Install tiered seating at Clarendon Vale Oval</li> <li>• Upgrade boat ramp at Montagu Bay Reserve.</li> <li>• Upgrade male toilet facilities at Clarence Aquatic Centre.</li> <li>• Ongoing Implementation of Master Plan for Simmons Park as a staged process including construction of DDA compliant public toilet.</li> <li>• Upgrade playground seating, shade structures, plant shade trees, play and exercise equipment and install park lighting in various neighbourhood parks.</li> <li>• Upgrade Bellerive Beach – Rotary Park - picnic area, dune rehabilitation works, landscaping and exercise equipment.</li> <li>• Develop Risdon Vale Mountain Bike Paths.</li> <li>• Continue assessment program to ensure recreation facilities meet Building and Health regulatory requirements.</li> <li>• Undertake erosion protection works at the Bellerive Bluff.</li> <li>• Install DDA access to Lauderdale Beach associated</li> </ul>	

Program	Activities and Initiatives	Net Operating Expense (Revenue) \$'000
	<p>with the closure of access in the vicinity of the Lauderdale Canal</p> <ul style="list-style-type: none"> <li>Implement Foreshore, Coastal Trail and Rosny Hill Reserve plan recommendations.</li> </ul>	
<b>Childcare Services</b>	<p><i>Objective:</i></p> <p>To deliver a variety of childcare services, all of which aim to develop, coordinate and deliver a range of accessible and cost effective quality child care services for the City.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> <li>Improve service coordination, childcare options and viability</li> <li>Maintain accreditation, licensing and registration requirements</li> <li>Develop garden at Rosny Childcare Centre</li> </ul>	<b>0</b>
<b>Community Services &amp; Programs</b>	<p><i>Objective:</i></p> <p>To enhance the health, wellbeing, safety and accessibility to services for all people in the community. To identify and respond to specific needs of different age groups within the community.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> <li>Implement the Health and Wellbeing Plan including establishing a coordination committee, developing a communications plan, community hub project, food resource mapping</li> <li>Implement the Events Plan including developing an Arts/Events website, growing Jazz Festival, attracting new events and improving promotion/marketing</li> <li>Implement the revised Access Plan including developing an newsletter and establishing a local access network</li> <li>Implement the revised Positive Ageing Plan including supporting Men's Shed, health projects, Food Connections program and produce age-friendly publications</li> <li>Review the Community Grants Policy and guidelines</li> <li>Review the Volunteer program and continue the Planting Ahead, Live Well Live Long projects</li> <li>Review the Cultural History Plan</li> <li>Conduct ANZAC exhibition and Edward Abbott celebration</li> <li>Develop business case for use of council buildings in Bellerive</li> </ul>	<b>2,656</b>

Program	Activities and Initiatives	Net Operating Expense (Revenue) \$'000
	<ul style="list-style-type: none"> <li>Implement the revised Cultural Arts Plan including commissioning public art works, conducting exhibitions, Open Art, Clarence Prize, Artist in Residence programs and improving facilities at Rosny Farm</li> <li>Review the Youth Plan and continue to support YNAG and anti-graffiti project, outreach programs and further develop Youth Assist</li> <li>Review the Dog Management Policy including regulatory signage and increase ranger patrols in the City</li> <li>Review food risk management regime and contaminated sites register</li> <li>Develop an Environmental Health plan</li> </ul>	
<b>Civic Space and Amenity</b>	<p><i>Objective:</i> To create a community focal point for the City.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> <li>Continue implementation of the Kangaroo Bay Master Plan, including an urban design plan and associated action plan.</li> <li>Implement Kangaroo Bay Urban Design Plan – Skate Park.</li> </ul>	<b>39</b>
<b>Economic Development</b>	<p><i>Objective:</i> To encourage broadly based economic growth within the City.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> <li>Implement and review the Economic Development Plan, including:               <ul style="list-style-type: none"> <li>Provide support services to new and existing business operators within the City to develop or expand their business interests within the City.</li> <li>Identify suitable sites within the City to establish new business activities in association with prospective developers.</li> <li>Distribution of the Clarence Business Opportunities Prospectus</li> </ul> </li> <li>Ongoing implementation of the Kangaroo Bay Urban Design Plan.</li> <li>Continue Expression of Interest process for Rosny Hill Nature Recreation Area.</li> </ul>	<b>116</b>
<b>Tourism</b>	<p><i>Objective:</i> To maximise the economic benefits of tourism to the City.</p>	<b>35</b>

Program	Activities and Initiatives	Net Operating Expense (Revenue) \$'000
	<p><i>Initiatives</i></p> <ul style="list-style-type: none"> <li>• Participate in, and contribute to the ongoing development of the Southern region tourism body and associated strategies.</li> <li>• Work with Cricket Tasmania to maintain and further promote the Bellerive Oval as an international sporting venue, including the Cricket Museum.</li> <li>• Publish, distribute and update recreational brochures including: 'Popular Walks in Clarence', 'Popular Beaches in Clarence', 'Popular Parks in Clarence', and 'The Tangara Trail' guide.</li> <li>• In association with the Richmond and Coal River Valley Promotions Association, promote Richmond and the Coal River Valley through tourist publications and support events within that region.</li> </ul>	
<b>City Profile</b>	<p><i>Objective:</i></p> <p>To enhance the vibrancy and profile of the City.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> <li>• Implement Council's Marketing Plan through scheduled activities and identification of other promotional opportunities for the City, and through promotion of commercial, business and residential opportunities.</li> <li>• Through Council's website, publish a development site portfolio identifying land development opportunities throughout the City.</li> <li>• Promote the Clarence Prospectus which details investment opportunities within the City.</li> <li>• Identify and secure sponsorship opportunities of major events, including promotion of venues and facilities within the City.</li> <li>• Distribute brochures to promote existing facilities within the City, including: Bellerive Oval, Rosny Farm, beaches, golf courses and recreational facilities.</li> <li>• Through prospectus publications and networking, promote opportunities for the establishment of restaurant and hospitality services within commercial precincts of the City.</li> <li>• Identify and develop opportunities for the acquisition and installation of public art within the City; and incorporate public art into major streetscape plans for the City.</li> </ul>	<b>137</b>

Program	Activities and Initiatives	Net Operating Expense (Revenue) \$'000
<b>Planning</b>	<p><i>Objective:</i></p> <p>To provide for and encourage land use planning based on community values and needs.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> <li>• Facilitate the development of strategic land holdings.</li> <li>• Maintain a contemporary Planning Scheme for the City.</li> <li>• Complete the development of a new planning scheme as part of the regional planning project facilitated by the STCA and southern region Councils, including supporting the approval of the approved draft interim scheme.</li> <li>• Implement the Southern Tasmanian Regional Strategy Plan.</li> <li>• Ensuring integration of Councils systems with on-line planning information systems of the Tasmanian Planning Commission, for planning schemes, application tracking and property enquiry.</li> <li>• Completing the implementation of a full electronic lodgement, approval and recording process for planning applications.</li> <li>• Implement the retail development strategy for the City, including undertaking any necessary reviews.</li> <li>• Implement the Richmond Townscape Review.</li> <li>• Complete a Lindisfarne urban design strategy incorporating a car parking plan.</li> <li>• Undertake a streetscape plan for Bayfield Street.</li> <li>• Undertake an urban design and infrastructure plan for Rosny Park.</li> <li>• Complete a structure plan for the Rokeby area.</li> <li>• Complete a public open space strategy to guide the location and development of open spaces.</li> <li>• Provide a free Heritage Advisory Service for the City, including a Heritage Architect and information sheets to assist property owners.</li> <li>• To implement the provisions of the relevant legislation and in particular ensure timely issue of approvals.</li> <li>• Provide timely and considered submissions on proposed changes to planning and subdivision legislation and State planning system proposals.</li> <li>• Provide ongoing enforcement of Council's planning</li> </ul>	<b>752</b>

Program	Activities and Initiatives	Net Operating Expense (Revenue) \$'000
	scheme and planning permits and investigation of complaints about land use and development in the City.	
<b>Building &amp; Plumbing</b>	<p><i>Objectives:</i></p> <ul style="list-style-type: none"> <li>• Act as a permit Authority through the issuing of permits, certificates, notices, orders; and by maintaining building / plumbing registers.</li> <li>• Provide information, assistance and support in regard to building / plumbing matters.</li> <li>• Ensure compliance so that buildings are safe, energy efficient and meet permit conditions and relevant standards.</li> <li>• Facilitate the implementation of Lauderdale sewer project.</li> </ul>	<b>128</b>
<b>Emergency Management</b>	<p><i>Objective:</i></p> <p>To prepare for the effective management of natural events or emergencies within the city.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> <li>• Further develop the emergency planning framework for the City including completion of a Recovery Plan, Business Continuity Recovery Plan, and Pandemic Plan.</li> <li>• Develop and implement an emergency management exercise program for the City, including liaison with relevant agencies to ensure proper operation of coordinated response mechanisms.</li> <li>• Implement the Fire Management Strategy for the City.</li> <li>• Initiate appropriate investigations and studies to quantify climate change impacts, including storm surge and sea level rise, to identify opportunities to protect property and ensure personal safety.</li> <li>• Continue energy management data logging renewable energy prospectivity program for Council facilities.</li> <li>• Undertake necessary environmental monitoring.</li> </ul>	<b>56</b>
<b>Environmental Management</b>	<p><i>Objective:</i></p> <p>To enhance and protect the City's natural assets.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> <li>• Implement priority recommendations from "Climate Change Impacts on Clarence Coastal Areas" report including dune nourishment for Roches Beach, Lauderdale and Ocean Beach Cremorne and Roches</li> </ul>	<b>1531</b>

Program	Activities and Initiatives	Net Operating Expense (Revenue) \$'000
	<p>Beach - Bambra Reef Extension .</p> <ul style="list-style-type: none"> <li>• Ongoing partnership arrangements with government and community organisations to target funds to better manage and sustain the environment.</li> <li>• Provide support and leadership to key community groups, including Land Care and Coast Care programs, in order to manage and enhance our natural environment and respond to emerging issues.</li> <li>• Provide support to NHT programs.</li> <li>• Develop natural Areas Rehabilitation Plans.</li> <li>• Implement Council's Tracks and Trails Strategy and associated action plan.</li> <li>• Commence community information and awareness programme on energy management and climate change.</li> <li>• Rehabilitate potential contaminated sites on Council land.</li> <li>• Continue the development of a risk management framework for recreational waters, waterways particularly in sensitive areas.</li> </ul>	
<b>Waste</b>	<p><i>Objective:</i></p> <p>To establish environmentally sustainable practices in relation to waste management within the City.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> <li>• Manage 7 year contract for wheelie bin based Green Waste, Residual Waste and Recyclables collection service.</li> <li>• Implement new 7 year contracts for the disposal of kerbside collected Recyclables.</li> <li>• Ongoing liaison with the State Government and community organisations regarding the implementation of Council's Waste Management Strategy.</li> <li>• Continued collection of public place recycling bins in the City.</li> <li>• Contribute to the governance of the Copping Refuse Disposal Site Joint Authority.</li> <li>• Participate as a member of the Southern Waste Strategy Authority to improve waste management within Southern Tasmania.</li> </ul>	<b>5,105</b>
<b>Weeds</b>	<p><i>Objective:</i></p> <p>To effectively manage declared weeds within the City.</p>	<b>-</b>



Program	Activities and Initiatives	Net Operating Expense (Revenue) \$'000
	<p><i>Initiatives</i></p> <ul style="list-style-type: none"> <li>• Adopt a Weed Management Strategy for the City.</li> <li>• Implement a rolling 3 year priority weed management plan for Council land.</li> <li>• Implement work practices to minimise the impacts of Council's operations on the environment.</li> <li>• Respond to public complaints and provide information to assist with weed eradication within the City.</li> </ul>	
<b>Natural Areas</b>	<p><i>Objective</i></p> <p>To ensure that natural areas within the City meet and satisfy the long term needs of the community.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> <li>• Implement the Council's Bushland and Coastal Reserve Strategy.</li> </ul>	<b>8</b>
<b>Roads</b>	<p><i>Objective:</i></p> <p>To provide adequate infrastructure for the effective and safe transport of people and goods through the City.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> <li>• Develop partnership arrangements with government and community organisations to target funds to develop and expand Council's road networks.</li> <li>• Conduct hazard and condition assessment programs and deliver annual replacement works programs for reseal, pavement and footpath assets in accordance with Council's Roads and Transport Asset Management Plan.</li> <li>• Pursue federal funding opportunities as part of the Roads to Recovery Initiative and 'black spot' funding programs.</li> <li>• Investigate and assess major development proposals impacts on Council's Roads and Transport Infrastructure.</li> <li>• Undertake traffic management and road safety investigations as required.</li> <li>• Undertake development projects including: <ul style="list-style-type: none"> <li>• Improve Disability Access to City infrastructure</li> <li>• Construct new footpaths and kerb &amp; gutter</li> <li>• Extend cycle way network on programmed basis.</li> <li>• Continue construction of the Foreshore Reserve path network in the Tranmere area.</li> <li>• St Johns Circle Richmond Construct Kerb &amp;</li> </ul> </li> </ul>	<b>9,994</b>

Program	Activities and Initiatives	Net Operating Expense (Revenue) \$'000
	<p>Gutter and Turning Circle.</p> <ul style="list-style-type: none"> <li>Undertake intersection upgrades at Cambridge Road/Alma Street and Rosny Hill Road/Kangaroo Bay Drive/Bligh Street intersections as part of the Kangaroo Bay Urban Design Plan.</li> </ul>	
<b>Stormwater</b>	<p><i>Objective:</i></p> <p>To protect life, property and community amenity by the effective collection and disposal of stormwater.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> <li>Develop Stormwater Catchment Management Plans for the City, in accordance with the Urban Drainage Act.</li> <li>Develop an asset renewal and extension program for stormwater assets that meets the needs of the City in accordance with the Stormwater Asset Management Plan.</li> <li>Develop stormwater software models and associated database to support the asset renewal and extension program.</li> <li>Develop a Headworks Policy for stormwater based on the Stormwater Asset Management Plan for the City.</li> <li>Pursue major specific stormwater initiatives consistent with the adopted Capital Expenditure Programme.</li> </ul>	<b>1,010</b>
<b>Facilities Management</b>	<p><i>Objective:</i></p> <p>To provide the community with equitable access to active and passive recreation opportunities, and to civic buildings.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> <li>Develop an asset renewal and extension program for community facilities and buildings that meets the needs of the City in accordance with the Council's Buildings Asset Management Plan and promotes the efficient and effective management of those facilities.</li> <li>Construct new DDA compliant toilet facilities at Howrah Recreation Centre.</li> <li>Install a chair lift at Clarence Senior Citizen Centre.</li> <li>Provide DDA access to the Cambridge Hall.</li> <li>Prepare design plans for DDA compliant public toilets at Lauderdale Canal and Roches Beach.</li> <li>In conjunction with the Beltana Bowls Club replace the roof to their facility.</li> <li>Continuation of the works associated with the</li> </ul>	<b>3,405</b>

Program	Activities and Initiatives	Net Operating Expense (Revenue) \$'000
	Kangaroo Bay Drive Promenade – Stage 2.	
<b>Governance</b>	<p><i>Objective:</i></p> <ul style="list-style-type: none"> <li>To provide clear strategic direction for the future of the City; to provide leadership in representing the interests of the City; and to ensure the operations of the Council are conducted in a responsible and accountable manner.</li> </ul> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> <li>Develop/review policies (including local laws and procedures) to guide the responsible management of the City.</li> <li>Develop relationships and partnership arrangements with Federal and State Governments, and other representative bodies, in order to promote and represent the City's interests.</li> <li>Promote accountable and transparent governance through conduct of Council Meetings and the Annual General Meeting.</li> <li>Conduct an Internal Audit Program to review and improve key operational areas within Council.</li> <li>Maintain the Code of Conduct for Aldermen including the administrative arrangements.</li> <li>Maintain a Pecuniary Interest Register for Aldermen.</li> <li>Participate in, and review, Council's performance through various review mechanisms including Local Government Board Reviews, KPI Projects, etc.</li> </ul>	<b>2,629</b>
<b>Finance</b>	<p><i>Objective:</i></p> <p>To minimise Council's exposure to financial risk; to maintain Council's sound financial position; and to optimise the use of available resources for community benefit.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> <li>Complete the current cycle of revaluation of Council assets.</li> <li>Implement 10 Year Financial Management Plan.</li> <li>Continue implementation of changes to Council's rating policy.</li> </ul>	<b>(200)</b>
<b>Strategic Marketing</b>	<p><i>Objective:</i></p> <p>To provide strategic direction for the City in the area of marketing and associated activities.</p> <p><i>Initiatives</i></p>	<b>-</b>

Program	Activities and Initiatives	Net Operating Expense (Revenue) \$'000
	<ul style="list-style-type: none"> <li>• Undertake strategies and actions identified in Council's adopted Marketing Plan Strategy.</li> <li>• Implement and review Council's adopted Customer Service Charter, including distribution of the Charter to the community through brochures and the internet.</li> <li>• Implementation of a customer request tracking system for animal control, fire hazards, health and other key areas.</li> </ul>	
<b>Council Consultation &amp; Communication</b>	<p><i>Objective:</i></p> <p>To actively engage the community in Council activities and issues.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> <li>• Implement the Community Participation Policy 2010 to ensure procedures and practices are in place to communicate and inform the community on major policy issues and projects.</li> <li>• Produce the Annual Report for presentation at the Annual General Meeting.</li> </ul>	<b>50</b>
<b>Risk Management</b>	<p><i>Objective:</i></p> <p>To ensure Council's operations are conducted in a reasonable and accountable manner through the use of effective risk management techniques.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> <li>• Implement the Council's Risk Management policy and the Risk Management System Implementation Plan.</li> <li>• Further develop Council's Corporate Risk Register to ensure the effective management and review of risks.</li> <li>• Provide risk management and health and safety training and equipment to ensure Council's workforce and the general public are not adversely affected by Council's work undertakings.</li> <li>• Facilitate the conduct of Biennial Risk Audits by Council's Insurers.</li> <li>• Undertake business systems reviews to ensure best practice standards are identified and incorporated into normal work processes and practices.</li> <li>• Maintain Council's insurance portfolio to ensure appropriate insurance coverage for identifies risks and exposures.</li> </ul>	<b>204</b>

<b>Strategic Plan Theme Area: Corporate Support</b>		
<b>Program</b>	<b>Activities and Initiatives</b>	<b>Net Revenue (Expense) \$'000</b>
<b>Information</b>	<p><i>Objective:</i></p> <p>To provide information management hardware, software, physical record and support services to Council's operations.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> <li>• Develop implementation plan for recommendations arising from Council's strategic review of ICT.</li> <li>• Undertake replacement solutions for Council's voice and data communication needs.</li> <li>• Continue upgrade and enhancement of Council's electronic data management system.</li> <li>• Manage major upgrades to Councils' core software application systems.</li> </ul>	<b>2,012</b>
<b>Human Resources</b>	<p><i>Objective:</i></p> <p>To ensure the necessary programmes, processes and policies are in place to:</p> <ul style="list-style-type: none"> <li>• Support the achievement of the organisation's operating plan within a framework of effective risk management and legislative compliance; and</li> <li>• Make Clarence City Council an employer of choice through provision of: <ul style="list-style-type: none"> <li>○ A supportive culture that promotes the well-being of staff and their families;</li> <li>○ Market competitive remuneration and benefits;</li> <li>○ Safe and healthy workplaces; and</li> <li>○ Development, learning and continuous improvement opportunities for staff.</li> </ul> </li> </ul> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> <li>• Delivery of programs aimed at retaining and developing a workforce with the appropriate skills and knowledge and with a focus on performance, and supporting organisational change and leadership development</li> <li>• Continuing review and redevelopment of position descriptions and position based training requirements which reflect new organisation structure and role requirements</li> <li>• Provision of competitive conditions of employment in an equitable manner where exceptional performance is rewarded</li> <li>• Investigation, review and implementation of work practices and policies to ensure workplace health and</li> </ul>	<b>884</b>

<b>Strategic Plan Theme Area: Corporate Support</b>		
<b>Program</b>	<b>Activities and Initiatives</b>	<b>Net Revenue (Expense) \$'000</b>
	safety compliance and management of risks <ul style="list-style-type: none"> <li>• Negotiation/implementation of certified agreements</li> <li>• Review of Human Resource Policy Manual</li> </ul>	
<b>Corporate Management</b>	<p><i>Objective:</i></p> <ul style="list-style-type: none"> <li>• To provide leadership and management to all aspects of the organisation through pro-active and timely senior management involvement and direction.</li> </ul> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> <li>• Prepare the Annual Plan and Estimates for consideration and approval of Council.</li> <li>• Provide quarterly reports to Council in regard to achievement of the Annual Plan and Estimates.</li> <li>• Prepare and provide legal advice to Council; and represent Council's interests in court or tribunal proceedings where required.</li> </ul>	<b>1,377</b>