



**CLARENCE CITY COUNCIL**  
**Annual Plan – 2015/2016**

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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 2015/16 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 continuation 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; and
- Increased maintenance costs associated with new facilities.

In order to deal with these issues whilst maintaining service levels and extending the capital expenditure programme, the overall increase in rates is 1.0% net of growth, State Government charges and Council's rebate programme.

The total capital expenditure programme for additional projects (excluding salaries capitalised) is \$17.970 million and is fully funded from identified sources. Sources of capital funds include:

- \$9.38 million from Council's infrastructure renewal reserve;
- \$2.60 million from grants allocated through the State Grants Commission;
- \$1.17 million from other grants and contributions;
- \$1.90 million from Council's rating effort;
- \$0.68 million from property sales; and
- \$2.24 million from reserves/other sources.

The total capital expenditure programme for both additional and carried forward projects (excluding salaries capitalised) is expected to be \$32.62 million, with \$14.65 million related to projects to be carried forward from the 2014/15 year. The carried forward component is fully funded from the 2014/15 Estimates.

## Clarence City Council – Annual Plan 2015/2016

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The 2015/16 Estimates forecast an accrual based operating surplus of \$7.26 million (excluding contributions of subdivision assets), after raising rates and charges of \$44.69 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.

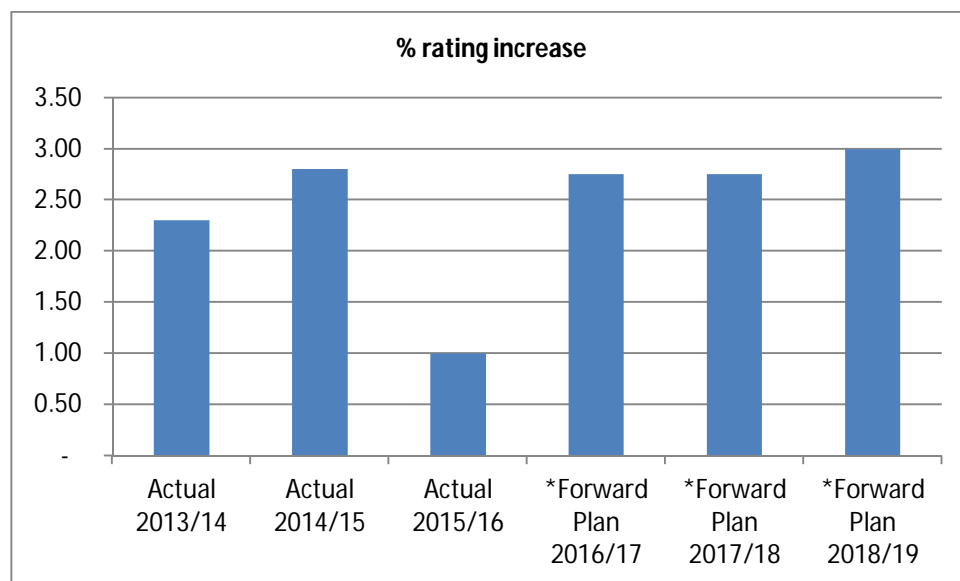
The operating result for 2014/15 is projected to be a surplus of \$11.96 million. This result is above budget primarily due to receipt of a Commonwealth Government Capital Grant of \$2.400 million for the Kangaroo Bay development and advance receipt of \$1.3 million in respect of State Grants Commission payments.

Council's 2015/16 Estimates include an amount of \$3.3 million for dividends expected to be received from TasWater. 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 2015/16 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.

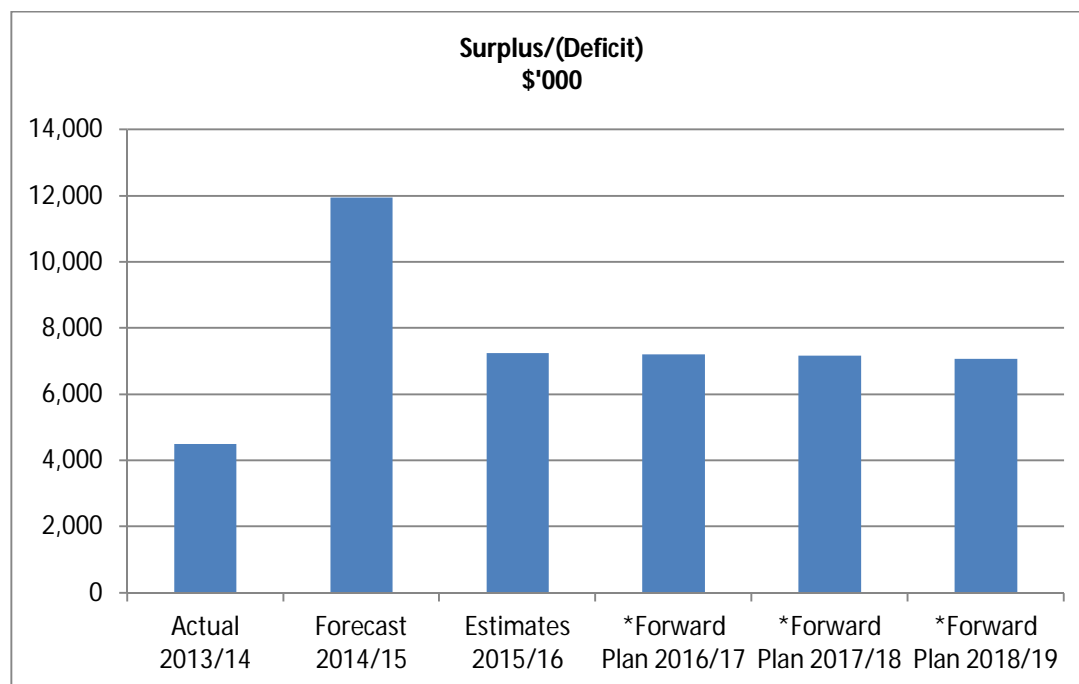
### 2.1 Rates



*\* Rate increases projected in the 10 Year Financial Management Plan assumed a higher inflationary environment than currently exists. It is anticipated that future rate increases would be considered in the context of low inflation should this trend prevail.*

It is proposed that rates increase by 1.0% for the 2015/16 financial year, raising total rates of \$44.69 million. The 1.0% 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 continuation of receipt of dividends from TasWater, and the current level of inflation.

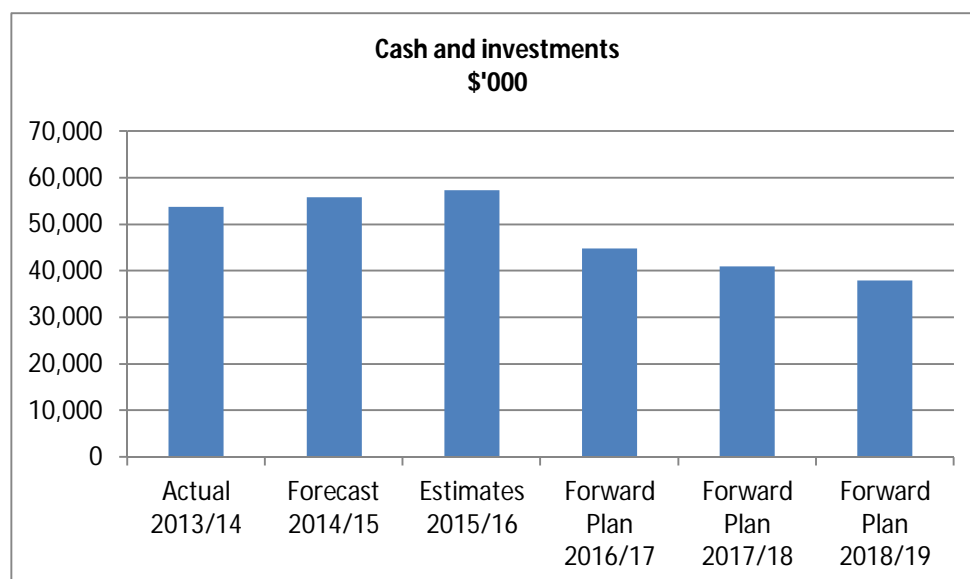
## 2.2 Operating result



*\* Results under the forward plan exclude the effect of asset contributions/retirements for consistency.*

The operating result for 2015/16 is estimated to be a surplus of \$7.26 million, which is a decrease of \$4.70 million compared with the forecast result for 2014/15. The reduction in comparative operating result is primarily due to receipt in 2014/15 of an unbudgeted grant of \$2.40 million for the development of Kangaroo Bay, receipt in advance of 2015/16 Grants Commission funds of \$1.32 million and below estimated employee costs in 2014/15 due to new positions remaining unfilled.

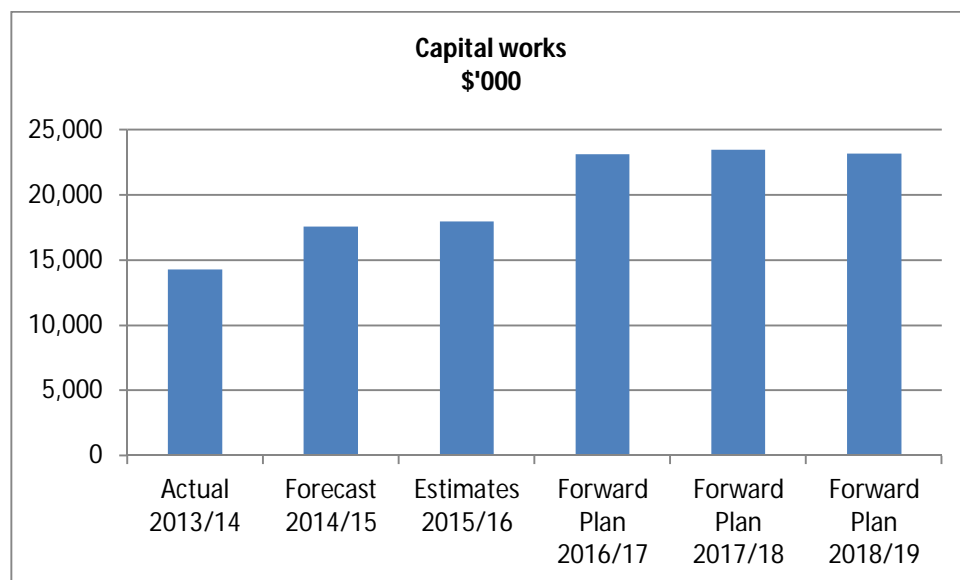
## 2.3 Cash and investments



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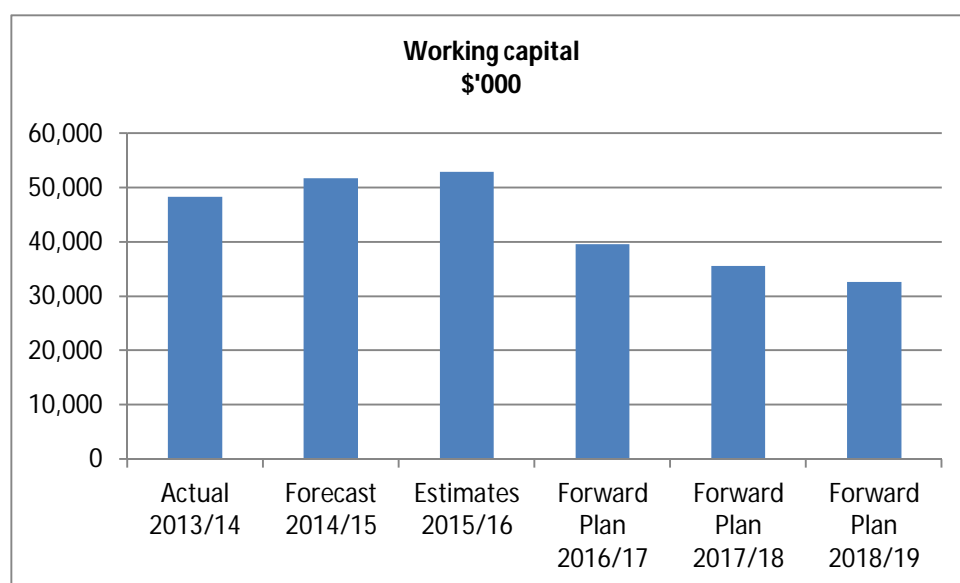
During the 2015/16 financial year cash and investments are expected to increase by \$1.52 million. This increase is primarily due to timing differences between cash raised for future infrastructure renewal and the undertaking of those projects. Cash has increased more than anticipated since the 10 Year Financial Management Plan was last reviewed.

### 2.4 Capital works



The 2015/16 capital works programme is estimated to be \$17.970 million, an increase of \$1.506 million over the estimate for the 2014/15 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.

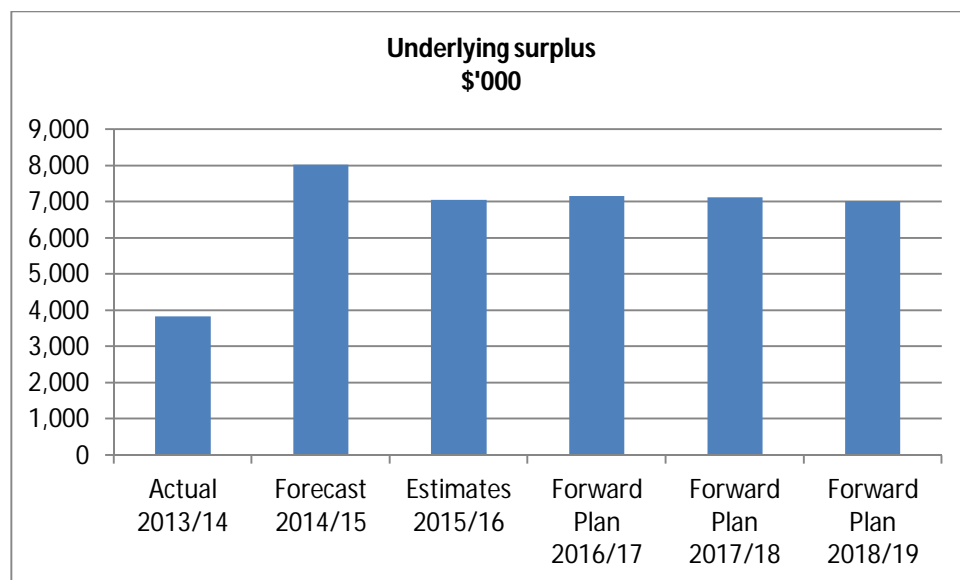
### 2.5 Financial position



Working capital is expected to gradually decline as capital expenditure on infrastructure renewal continues to increase. Council has built up considerable cash reserves over a

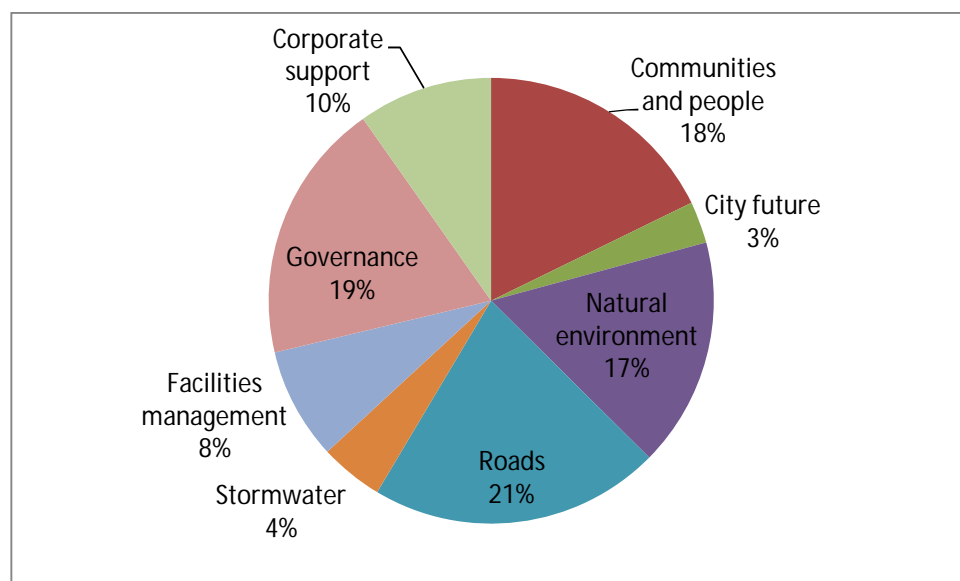
number of years for the purpose of funding significant infrastructure renewal works which will be undertaken progressively over future periods.

### 2.6 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 \$7.06 million for the 2015/16 financial year, and expected to remain stable through to 2018/19.

### 2.7 Where rates are spent



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



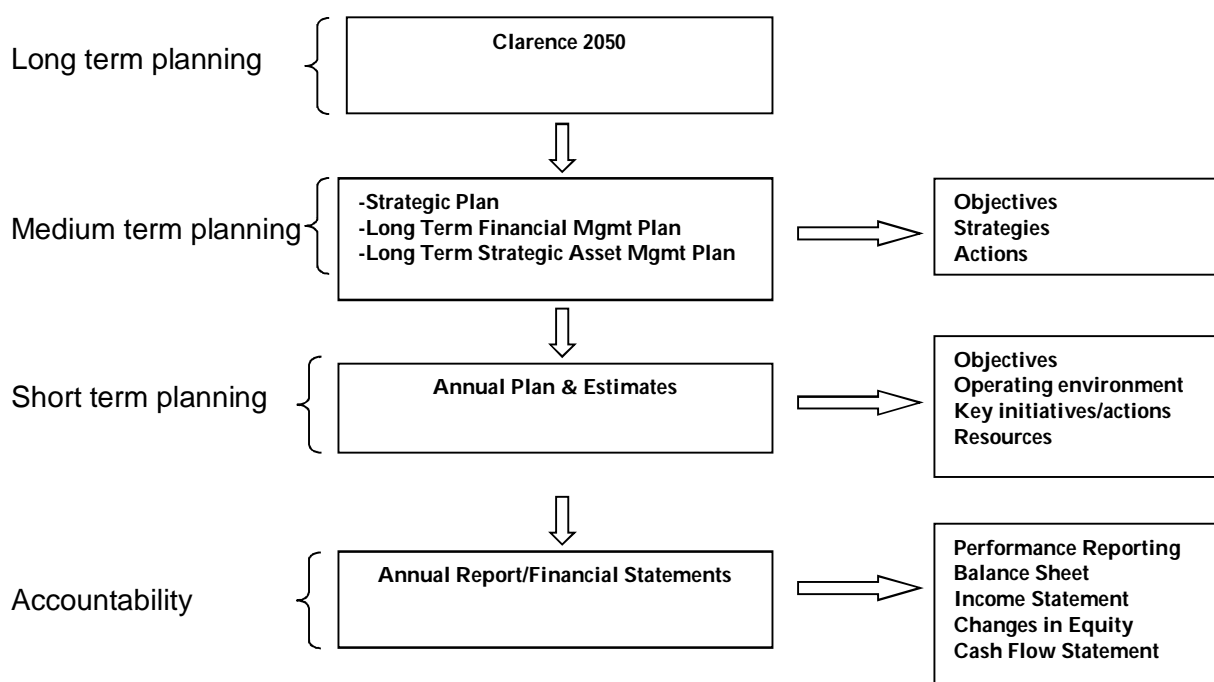
## 3 Estimates overview

### 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 important to the successful achievement of the planned outcomes. Reviews of the Strategic Plan are undertaken at appropriate intervals, normally following each Council election to allow the new Council to consider the organisation's longer term objectives. These objectives inform the development of subsequent Estimates and Annual Plans.

## 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.

Programme	Programme Objectives
<b>CITY FUTURE</b>	<p><b>Goal:</b> To plan, lead and provide for the growth of the City</p> <p>This programme provides the following services:</p> <ul style="list-style-type: none"> <li>Administration of Council's Planning Schemes.</li> <li>Services associated with building and plumbing approvals and inspections.</li> <li>Maximisation of the economic benefits of tourism.</li> <li>Enhancement of the vibrancy and profile of the City.</li> <li>Encouragement of broadly based economic growth within the City.</li> </ul>
<b>NATURAL ENVIRONMENT</b>	<p><b>Goal:</b> Care for the Natural Environment.</p> <p>This programme provides the following services:</p> <ul style="list-style-type: none"> <li>Enhancement and protection of the City's natural assets.</li> <li>Preparation for the effective management of natural events and other emergencies.</li> <li>Encouraging and facilitating water reuse activities.</li> <li>Managing waste within the City, including ensuring the availability of waste disposal services to residents and businesses.</li> <li>Monitoring air quality.</li> <li>Ensuring that natural areas within the City meet and satisfy long term needs of the community.</li> <li>Monitoring and controlling weeds within the municipality.</li> </ul>
<b>INFRASTRUCTURE</b>	<p><b>Goal:</b> To provide infrastructure that underpins and enhances the life and growth of the City.</p> <p>This programme provides the following services:</p> <ul style="list-style-type: none"> <li>Adequate infrastructure for the effective and safe transport of goods and people through the City.</li> <li>Adequate footpaths for the safety of pedestrians within the City.</li> <li>Appropriate stormwater infrastructure to ensure the safety of the built and natural environments, and the public.</li> <li>Ensuring that waterways within the City meet appropriate environmental obligations and standards.</li> <li>Equitable access for the community to active and passive recreational opportunities, and to civic buildings.</li> </ul>

Programme	Programme Objectives
<b>GOVERNANCE</b>	<p><b>Goal:</b> To represent the community through leadership in a consistent, accountable and financially responsible manner.</p> <p>This programme provides the following services:</p> <p>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.</p> <p>Minimising Council's exposure to financial risk; maintaining Council's sound financial position; optimising use of resources; developing / protecting Council's financial sustainability.</p> <p>Strategic direction for the City in the area of marketing and associated activities.</p> <p>Engaging the community in Council activities and issues.</p> <p>Ensuring that the operations of the Council include the effective management of risk.</p>
<b>CORPORATE SUPPORT</b>	<p><b>Goal:</b> to provide support services to other business areas of the Council.</p> <p>This programme provides the following services:</p> <p>Providing leadership and management to all aspects of the organisation.</p> <p>Providing human resource management, industrial relations, payroll and related services.</p> <p>Providing hardware and software services and support; and record management services to Council.</p>

### 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 2015/16 Estimates were adopted by Council at its meeting of 1 June 2015.

The 2015/16 Estimates, which are included in this Plan, are for the year 1 July 2015 to 30 June 2016 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 2016 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. Estimates adopted by Council	June
4. Adopt rates and charges required by the Estimates	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 2015/16 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 be at a level commensurate with Council's equity share;
- Consumer Price Index (CPI) increases on goods and services of 0.9% per annum;
- LGAT Local Government Cost Index of 2.48% as at 31 March 2015;
- The level and trend of interest rates; and
- Growth in the rate base.

### Internal influences

There are several internal influences arising from the 2014/15 financial year and Council policy that have had a significant impact on the Estimates for 2015/16. 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; and
- Enterprise agreement obligations.

Section 8 of this report '2014/15 Performance' provides more detailed analysis of these internal influences.

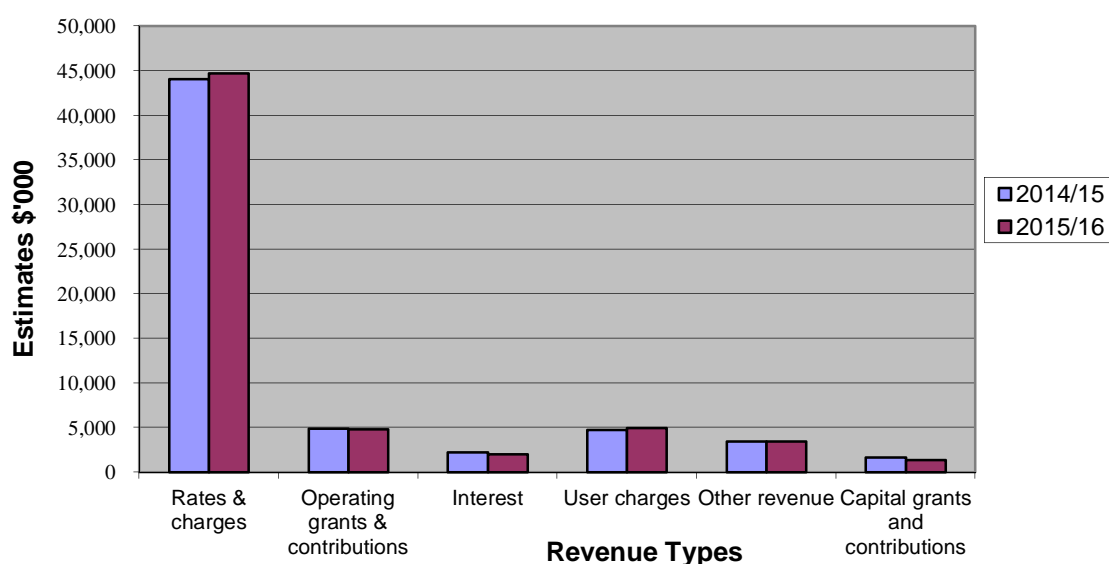
## 4 Analysis of Operating Estimates

This section analyses the expected revenues and expenses of the Council for the 2015/16 year. It also includes analysis of service unit financial performance in a format which aligns with Council's organisational structure.

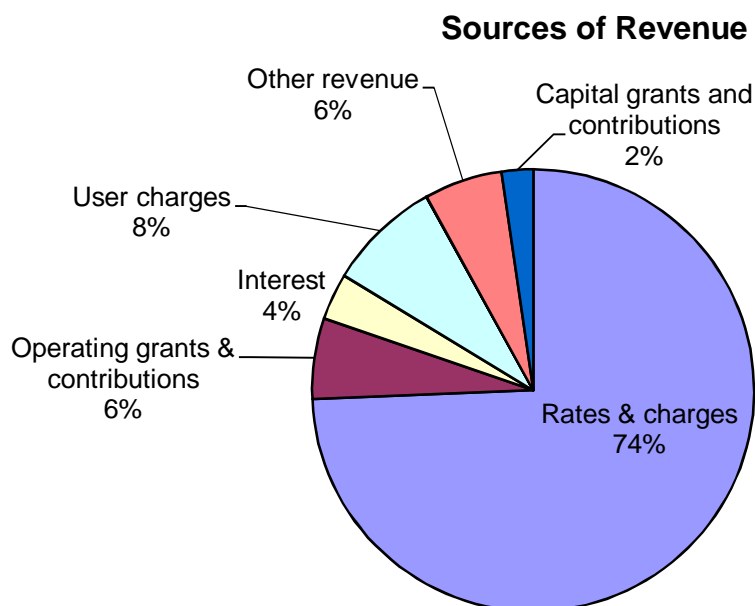
### 4.1 Operating Revenue

Revenue Types	Reference	Estimates 2014/15 \$'000	Estimates 2015/16 \$'000	Increase (Decrease) \$'000
Rates & charges	4.1.1	44,063	44,689	626
Operating grants & contributions	4.1.2	4,885	4,849	(36)
Interest	4.1.4	2,216	2,046	(170)
User charges	4.1.5	4,735	4,988	253
Proceeds from sale of assets	4.1.7	0	0	0
Other revenue	4.1.8	3,426	3,443	17
Operating revenue before capital		59,325	60,015	690
Capital grants and contributions	4.1.3	1,675	1,373	(302)
<b>Total operating revenue</b>		<b>61,000</b>	<b>61,388</b>	<b>388</b>

## Sources of Revenue



Source: Appendix A



### **4.1.1 Rates and Charges (\$626,000 increase)**

It is estimated that rate income will increase by 1.0% 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 \$0.626 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 2015/16.

### **4.1.2 Operating Grants and Contributions (\$36,000 decrease)**

Operating grants and contributions includes monies received from State and Commonwealth governments for the purposes of funding delivery of services to ratepayers. There is a small reduction arising from a “freezing” of the level of State Grants Commission funding from the Australian Government.

### **4.1.3 Capital Grants and Contributions (\$302,000 decrease)**

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 decrease due to a number of 2014/2015 projects being based on external contributions.

### **4.1.4 Interest Revenue (\$170,000 decrease)**

Interest revenue includes interest on investments and rate arrears. It is forecast to decrease due to a lower interest rate environment.

### **4.1.5 User Charges (\$253,000 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 increased demand for use of some of Council's services, combined with an increase in the level of user charges.

User charges are budgeted on a conservative basis because 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 2014/15 or 2015/16.

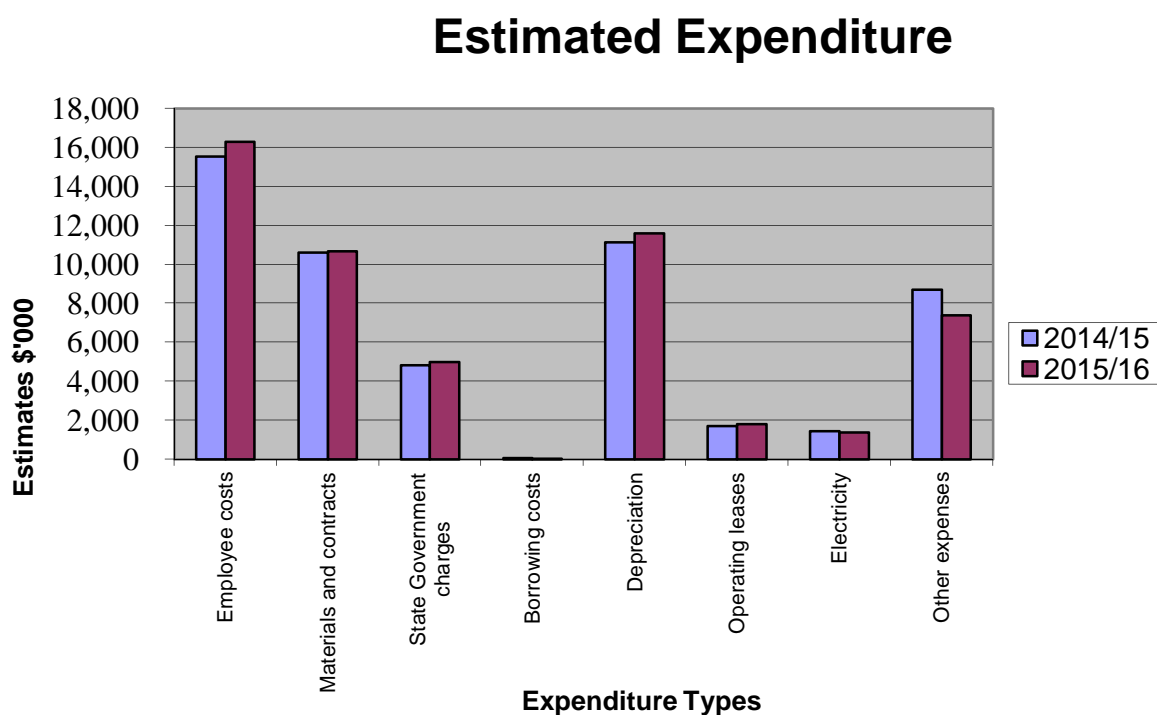
### **4.1.7 *Other Revenue (\$17,000 increase)***

Other revenue relates to a broad range of unclassified items including dividends from TasWater, private works, cost recoups and other miscellaneous income items. No material changes to any individual item are forecast in 2015/16, however dividends from TasWater have remained at 2014/2015 levels and will not be increased in nominal terms for a period of 3 years.

## 4.2 Operating Expenditure

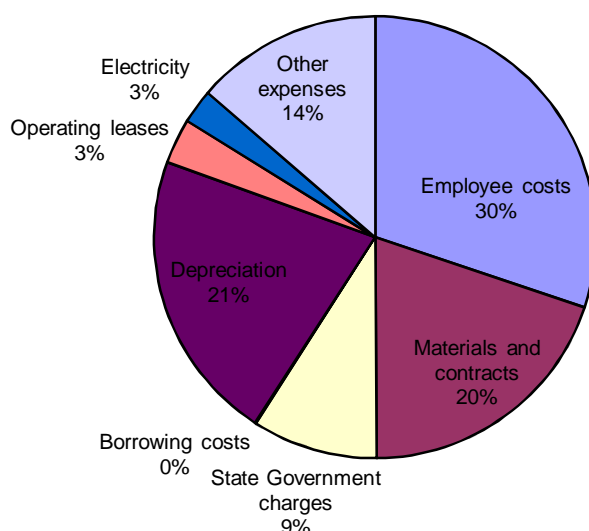
Expenditure Types	Reference	Estimates 2014/15 \$'000	Estimates 2015/16 \$'000	Increase (Decrease) \$'000
Employee costs	4.2.1	15,545	16,311	766
Materials and contracts	4.2.2	10,609	10,684	75
State Government charges	4.2.3	4,807	4,981	174
Borrowing costs	4.2.4	39	30	(9)
Depreciation	4.2.5	11,150	11,584	434
Operating leases	4.2.6	1,705	1,787	82
Electricity	4.2.7	1,420	1,353	(67)
Other expenses	4.2.8	8,698	7,398	(1,300)
<b>Total operating expenditure</b>		<b>53,973</b>	<b>54,128</b>	<b>155</b>

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



Source: Appendix A

## Operating Expenditure



### 4.2.1 Employee Costs (\$766,000 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 \$766,000 compared to the 2014/15 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 three new positions (refer below).

Average staff numbers during the Estimates period are as follows:

Type of employment	Number of Employees	
	2014/15	2015/16
Permanent	241	244
Casual	75	75
<b>Total</b>	<b>316</b>	<b>319</b>

Additional resources approved as part of the Estimates process are:

Program	Position	Purpose
Asset Management Group	Subdivision & Works Engineer	Supplement resources to facilitate increasing development within the municipality
Asset Management Group	Recreational Planner	Develop recreation plans and assets

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Communities & People	City Ranger	Animal control and parking enforcement
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### **4.2.2 Materials & Contracts (\$75,000 increase)**

The change in the budget for Materials and Contracts is immaterial and less than annual inflation.

### **4.2.3 State Government Charges (\$174,000 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 (\$434,000 increase)**

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 adopted as part of Council's 10 Year Financial Management Plan, including asset revaluations to be reflected in Council's 2014/2015 financial statements.

The current Estimates year increase relates to increases in Council's asset values resulting from revaluations, combined with additions during the year.

### **4.2.6 Operating Leases (\$82,000 increase)**

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

### **4.2.7 Electricity (\$67,000 decrease)**

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

### **4.2.8 Other Expenses (\$1,300,000 decrease)**

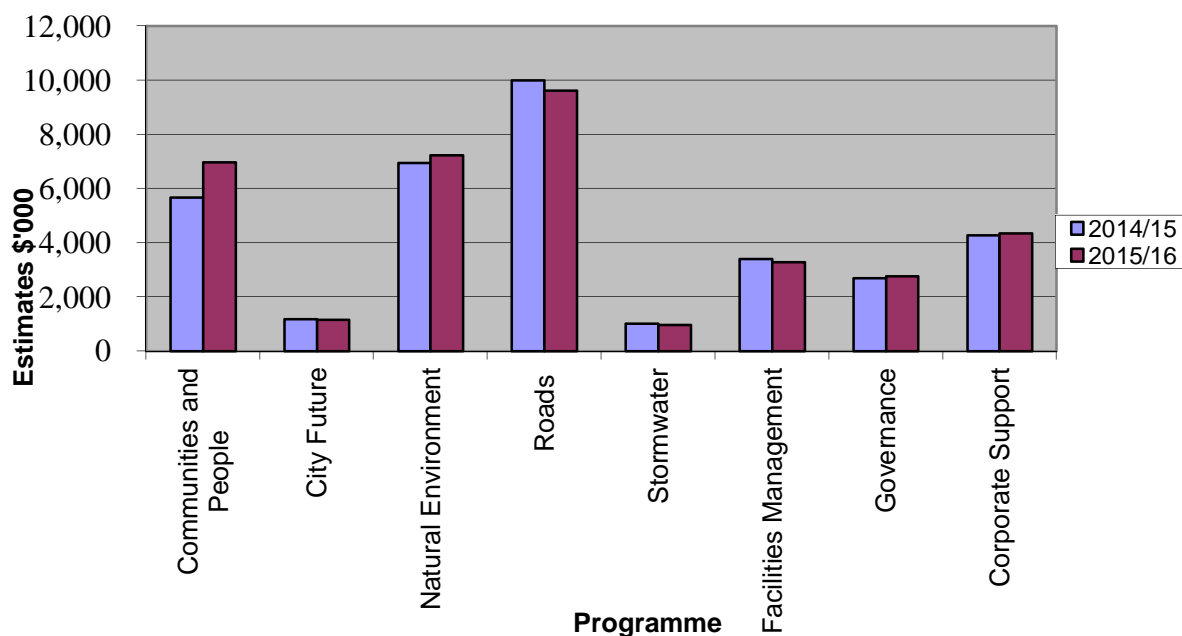
Other expenses relate to a range of unclassified items including contributions to community groups, advertising, insurances, motor vehicle registrations and other miscellaneous expenditure items. Being a "balancing item" it is subject to changes in classification of individual expenditure items.

## 4.3 Organisational analysis

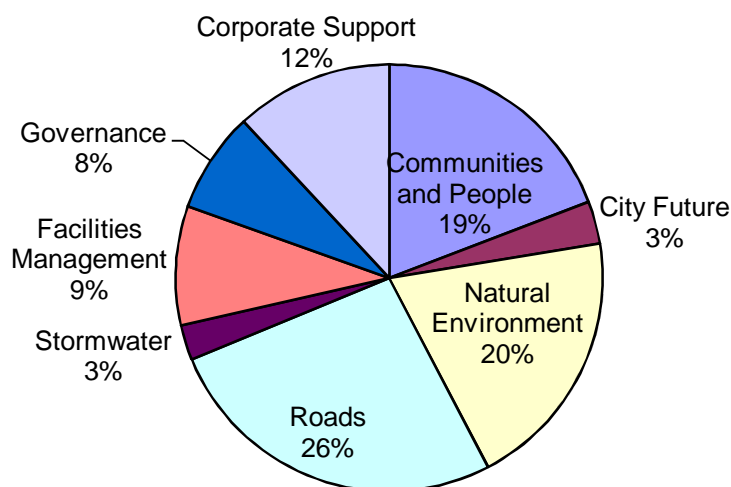
The following is a summary of the Net Expenses of each programme. Net Expenses represents the rating effort required to fund ongoing operations taking into account operational expenditure and income. It includes expenses which are expected to be capitalised, and includes grants and other revenue which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

Program	Reference	Estimates 2014/15 \$'000	Estimates 2015/16 \$'000	Increase (Decrease) \$'000
Communities and People	4.3.1	5,676	6,985	1,309
City Future	4.3.2	1,174	1,171	(3)
Natural Environment	4.3.3	6,944	7,244	300
Infrastructure:	4.3.4			
Roads	4.3.4.1	9,994	9,613	(381)
Stormwater	4.3.4.2	1,010	966	(44)
Facilities Management	4.3.4.3	3,405	3,284	(121)
Governance	4.3.5	2,696	2,770	74
Corporate Support	4.3.6	4,290	4,344	54
<b>Net Expenses</b>		<b>35,189</b>	<b>36,377</b>	<b>1,188</b>

## Net Expenses



## Net Expenses by Programme



### **4.3.1 Communities and People (\$1,309,000 increase)**

The net expense for Communities & People has increased due to the allocation/recognition of revenues, in particular a decrease in allocated Grants Commission funding of \$377,000 and several prior year capital contributions for one off active and passive recreation projects.

### **4.3.2 City Future (\$3,000 decrease)**

The net decrease in 2015/16 relates to expectations that revenues will increase at a slightly higher rate than costs.

### **4.3.3 Natural Environment (\$300,000 increase)**

Net operating costs in Natural Environment have increased primarily due to a decrease in allocated Grants Commission funding of \$245,000.

### **4.3.4 Infrastructure (\$546,000 decrease)**

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

#### **4.3.4.1 Roads (\$381,000 decrease)**

Net expenses has decreased primarily due to the allocation/recognition of revenues, in particular a slight increase in allocated Grants Commission funding of \$59,000, and an increase in Roads to Recovery funding of \$484,674.

#### **4.3.4.2 Stormwater (\$44,000 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 \$141,000.

#### **4.3.4.3 Facilities Management (\$121,000 decrease)**

Net expenditure in this area has decreased primarily due to the allocation/recognition of revenues, in particular an increase in allocated Grants Commission funding of \$308,000.

### **4.3.5 Governance (\$74,000 increase)**

This programme contains a range of corporate items which affect the 2015/16 Estimates. The most significant item this year is an increase in the State Fire Commission Levy of \$169,479.

### **4.3.6 Corporate Support (\$54,000 increase)**

Estimates in this programme have generally increased in line with inflation, with no single item being subject to significant changes in the current Estimates period.

## 5 Analysis of estimated cash position

This section analyses the expected cash flows for the 2015/2016 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 2014/15 \$'000	Estimates 2015/16 \$'000	Variance Inflow (Outflow) \$'000
<b>Operating Activities</b>	5.1.1			
Receipts		62,636	62,824	188
Payments		(46,542)	(44,776)	1,766
<b>Net cash inflow (outflow)</b>		<b>16,094</b>	<b>18,048</b>	<b>1,954</b>
<b>Investing Activities</b>	5.1.2			
Receipts		0	0	0
Payments		(17,472)	(17,553)	(81)
<b>Net cash inflow (outflow)</b>		<b>(17,472)</b>	<b>(17,553)</b>	<b>(81)</b>
<b>Financing Activities</b>	5.1.3			
Receipts (Specific Purpose Grants)		3,700	1,200	(2,500)
Payments		(161)	(171)	(10)
<b>Net cash inflow (outflow)</b>		<b>3,539</b>	<b>1,029</b>	<b>(2,510)</b>
<b>Net increase (decrease) in cash held</b>		<b>2,161</b>	<b>1,524</b>	<b>(637)</b>
Cash at beginning of year		53,764	55,925	2,161
<b>Cash at end of year</b>	5.1.4	<b>55,925</b>	<b>57,449</b>	<b>1,524</b>

Source: Appendix A

#### 5.1.1 Operating Activities (\$1,954,000 increase inflow)

The change in net cash inflow from operating activities is the result of normal operations including funds raised for capital purposes.



### **5.1.2 Investing Activities (\$81,000 decrease outflow)**

Planned capital works expenditure is disclosed in Appendix C. The movement in payments relating to investment activities primarily represents the timing of major projects, in particular redevelopment of the Kangaroo Bay precinct.

### **5.1.3 Financing activities (\$2,510,000 increase outflow)**

The Estimates contain no proceeds from new debt in 2015/16. Loan repayments increasingly become principal rather than interest as Council's loans continue to mature. Receipts from specific purpose capital grants are estimated to reduce by \$2.51 million in 2015/16 compared with funds received during 2014/15. This is primarily related to the Kangaroo Bay redevelopment.

### **5.1.4 Cash at end of the Year (\$1,524,000 increase)**

Overall, total cash and investments are forecast to increase by \$1.524 million by 30 June 2016, primarily due to the net effects of capital funding and expenditure (and related timing) during the year (refer above).

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

The cash flow statement above indicates that at 30 June 2016 it is estimated Council will have cash and investments of some \$57.5 million, with some of this cash earmarked as follows:

- **Statutory purposes (\$4.296 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 (\$29.564 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 (\$23.59 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.

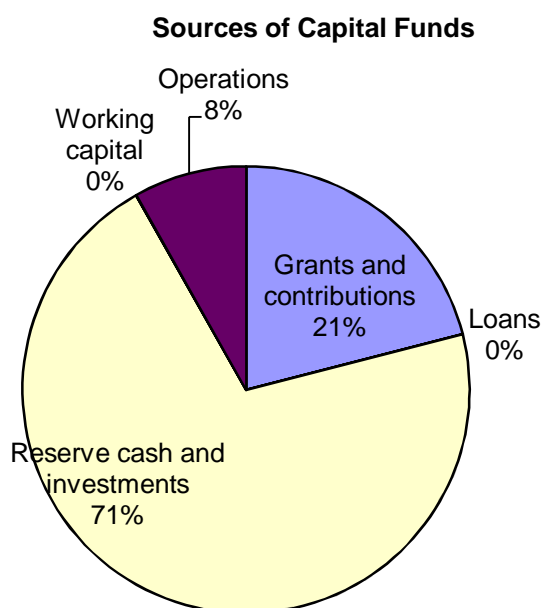
In considering its cash management, Council recognises items for which funds have been raised but may not be utilised in the short term. These include provisions for employee entitlements and approved capital projects which have yet to be undertaken.

## 6 Analysis of capital works programme

This section analyses planned capital expenditure for the 2015/16 year and the sources of funding for that expenditure.

### 6.1 Funding sources

Sources of Funding	Reference	Estimates 2014/15 \$'000	Estimates 2015/16 \$'000	Increase (Decrease) \$'000
<b>External</b>				
Grants and contributions	6.1.1	4,159	3,773	(386)
Loans	6.1.2	0	0	0
Sub total		4,159	3,773	(386)
<b>Internal</b>				
Reserve cash and investments	6.1.3	10,893	12,728	1,835
Working capital	6.1.4	0	0	0
Operations	6.1.5	1,412	1,469	57
Sub total		12,305	14,197	1,892
<b>Total funding sources</b>		<b>16,464</b>	<b>17,970</b>	<b>1,506</b>



Source: Appendix C

### **6.1.1 Grants and contributions (\$3.773 million)**

Grants and contributions used to fund the capital works programme include payments received through the State Grants Commission (\$2.600 M), Roads to Recovery Grants (\$0.953 M) 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 (\$12.728 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 \$9.383 M or an increase of \$0.043 M from the previous year. Reserve funds also include certain contributions from external parties and proceeds held from property sales.

### **6.1.4 Operations (\$1.469 million)**

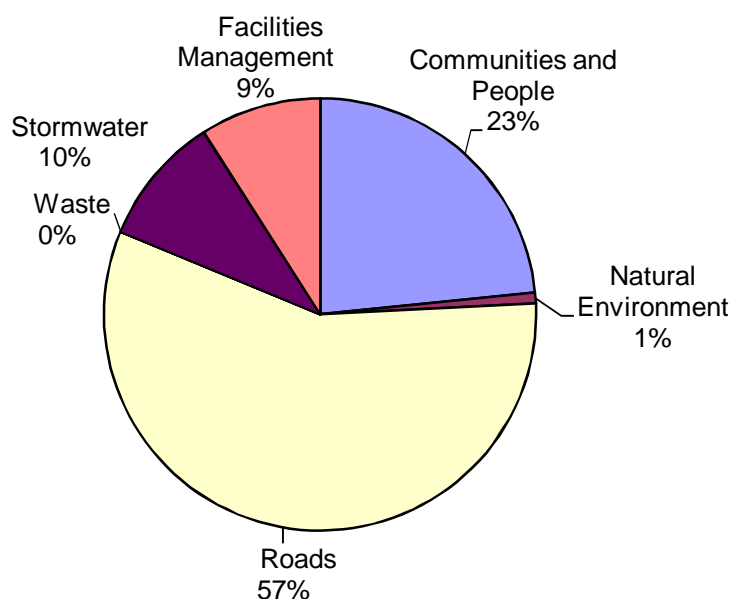
Direct rating support for the capital works programme is based on a policy position taken in the 2006/07 and successive Estimates. This support is planned to continue (indexed) into the future.

## 6.2 Capital works

Capital Works Areas	Reference	Estimates 2014/15 \$'000	Estimates 2015/16 \$'000	Increase (Decrease) \$'000
<b>Works carried forward from prior years</b>	6.2.1	12,979	14,650	1,671
<b>New works</b>				
Communities and People	6.2.2	4,718	3,825	(893)
City Future	6.2.3	0	0	0
Natural Environment	6.2.4	339	132	(207)
Infrastructure:	6.2.5			
Roads	6.2.5.1	9,614	9,336	(278)
Waste	6.2.5.2	0	0	0
Stormwater	6.2.5.3	1,099	1,590	491
Facilities Management	6.2.5.4	694	1,480	786
Governance	6.2.6	0	0	0
Corporate Support	6.2.7	0	1,607	1,607
Sub total		16,464	17,970	1,506
<b>Total capital works</b>		<b>29,443</b>	<b>32,620</b>	<b>3,177</b>
<b>New works</b>				
<b>represented by:</b>				
New assets		7,093	8,587	1,494
Existing asset improvements		9,371	9,383	12
		<b>16,464</b>	<b>17,970</b>	<b>1,506</b>

*Note: Amounts exclude salaries capitalised*

### Budgeted New Capital Works



Source: Appendix C

#### 6.2.1 Carried forward works (\$14.65 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 2014/15 year it is forecast that \$14.65 million of capital works will be incomplete and be carried forward into the 2015/16 year. The more significant projects are detailed in Section 8.4.

#### 6.2.2 Communities and People (\$3.825 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 Landscaping (\$1.700 M), Bellerive Beach Park (\$0.747 M) and Clarence High School sports field lighting (\$0.200 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 (\$0.132 million)

This program is responsible for environmental management, emergency management, waste collection and disposal and natural areas. Major projects in this area include Opossum Bay access (\$0.062 M) and Clarendon Vale vehicle barriers (\$0.043 M).

#### 6.2.5 Infrastructure (\$12.406 million)

The relatively small increase in proposed new infrastructure works is consistent with lower 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 (\$9.336 million)**

Major projects in this area include major digouts and reconstruction (\$2.500 M), road resealing (\$2.550 M), footpath/kerb and gutter renewal (\$1.224 M), and Kangaroo Bay Changerooms car park and access road (\$0.400 M).

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

There are no waste management projects of a capital nature proposed in 2015/16.

### **6.2.5.2 Stormwater (\$1.590 million)**

Major stormwater projects include Seven Mile Beach roadside drainage (\$0.285 M), urban catchment management plans (\$0.250 M) and Lauderdale drainage stage 3 (\$0.200 M).

### **6.2.5.3 Facilities Management (\$1.480 million)**

Facilities Management projects include Wentworth Park Sports Pavilion Upgrade Stage 2 (\$0.800 M), Lauderdale Canal public toilet upgrade (\$0.150 M) and Clarence Mountain Bike Park public toilet (\$0.141 M).

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

No capital expenditure will be made under the Governance programme during 2015/16.

### **6.2.7 Corporate Support (\$1,607 million)**

Council is upgrading its core Information and Communication Technology (ICT) systems. It has allocated \$1.607 million for this purpose, which includes estimated purchase costs, implementation costs, project management, and capitalisation of employee costs attributable to system implementation.

## 7 Analysis of estimated balance sheet

This section analyses the movements in Estimates for assets, liabilities and equity between 2014/15 and 2015/16.

### 7.1 Estimated balance sheet

	Reference	Estimates 30 Jun 15 \$'000	Estimates 30 Jun 16 \$'000	Increase/ Decrease \$'000
<b>Current</b>				
Assets	7.1.1	57,727	61,569	3,842
Liabilities	7.1.2	(8,927)	(9,585)	(658)
<b>Net current assets</b>		<b>48,800</b>	<b>51,984</b>	<b>3,184</b>
<b>Non-Current</b>				
Assets	7.1.3	649,495	655,300	5,805
Liabilities	7.1.4	(975)	(771)	204
<b>Net non-current assets</b>		<b>648,520</b>	<b>654,529</b>	<b>6,009</b>
<b>Net assets</b>		<b>697,320</b>	<b>706,513</b>	<b>9,193</b>
<b>Equity</b>	7.1.5			
Cash Backed Reserves		30,800	33,860	3,060
Other Reserves and Equity		666,520	672,653	6,133
<b>Total equity</b>		<b>697,320</b>	<b>706,513</b>	<b>9,193</b>

#### 7.1.1 Current Assets (\$3.842 million increase)

Council's current asset position is expected to increase compared to the 2014/15 Estimates due to the original estimate for cash holdings at 30 June 2015 being lower than the forecast actual. This is primarily due to receipt in advance of 2015/16 Grants Commission funds and timing of capital expenditure.

#### 7.1.2 Current Liabilities (\$0.658 million increase)

Current liabilities are expected to show an increase 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 (\$5.805 million increase)

Council's non-current asset position as at June 2016 is expected to increase compared to the 2014/15 Estimates by approximately \$5.805 million. Non-current assets are expected to increase from actual 2014/15 figures to 2015/16 Estimates by \$10.870 million due to the combined effects of asset revaluations (including recognition of land under roads acquired prior to 2008), asset contributions, asset retirements, capital expenditure, and depreciation.

#### 7.1.4 Non-Current Liabilities (\$0.204 decrease)

The decrease in non-current liabilities is in line with normal operations, including attribution of loan balances.

#### 7.1.5 Equity (\$9.193 million increase)

The net increase 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 2016 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 2014/15 Performance

This section analyses the impact of variances from Estimates for the current financial year (2014/15) to assess whether there are any significant implications for the current estimates year (2015/16).

### 8.1 Operating performance

	Estimates 2014/15 \$'000	Forecast Actual 2014/15 \$'000	Variance \$'000
Revenue	61,000	64,501	3,501
Expenditure	(53,973)	(52,539)	1,434
<b>Operating surplus (deficit)</b>	<b>7,027</b>	<b>11,962</b>	<b>4,935</b>

The forecast operating result for the year ending 30 June 2015 is a surplus of \$11.962 million. This is \$4.9 million above the original Estimates amount. The major influence on this variance is grant income. Grants Commission funding for the 2015/16 year was received in 2014/15. This was not expected, and amounted to \$1.319 million. Council also received unbudgeted capital grants of \$2.400 million for Kangaroo Bay.

The other major impact was the effect of not filling new positions included in the 2014/15 Estimates.

### 8.2 Cash performance

	Forecast Actual 2014/15 \$'000	Estimates 2015/16 \$'000	Increase/ Decrease \$'000
Cash Inflows (Outflows)			
Operating	16,094	18,048	1,954
Investing	(17,472)	(17,553)	(81)
Financing	3,539	1,029	(2,510)
<b>Net increase (decrease) in cash held</b>	<b>2,161</b>	<b>1,524</b>	<b>(637)</b>
Cash at beginning of year	53,764	55,925	2,161
<b>Cash at end of year</b>	<b>55,925</b>	<b>57,449</b>	<b>1,524</b>

The forecast cash performance for the year ending 30 June 2016 is a net increase in cash of \$1.524 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 2016 is based on a similar pattern of cash flows as 2014/15, 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 2014/15 \$'000	Estimates 2015/16 \$'000	Increase/ Decrease \$'000
<b>Net Surplus (Deficit) From Operations</b>	<b>11,962</b>	<b>7,260</b>	<b>(4,702)</b>
Depreciation	11,200	11,584	384
Contributed assets	(235)	(200)	35
Gain/(Loss) on retirement/disposal of assets	0	0	0
Equity interests in associates	0	0	0
Change in operating assets and liabilities	567	1,804	1,237
Payments for property, plant & equipment	(17,472)	(17,553)	(81)
Repayment of borrowings	(161)	(171)	(10)
Proceeds from borrowings	0	0	0
Capital grants	(3,700)	(1,200)	2,500
<b>Net cash inflows (outflows)</b>	<b>2,161</b>	<b>1,524</b>	<b>(637)</b>

The reconciliation between the operating result and net cash flows for comparative years shows the expected change in operating assets and liabilities, and the receipt of additional capital grant funding in 2014/15.

## 8.4 Capital performance

	Carried Forward 2014/15 \$'000	Estimates 2014/15 \$'000	Total Program 2014/15 \$'000	Forecast Actual 2014/15 \$'000	Variance \$'000
Communities and People/Environment	6,131	5,057	11,188	3,647	7,541
Roads	9,939	9,614	19,553	15,344	4,209
Waste	0	0	0	0	0
Facilities Management	1,162	694	1,856	792	1,064
Stormwater	2,855	1,099	3,954	2,118	1,836
General	0	0	0	0	0
<b>Total capital works</b>	<b>20,087</b>	<b>16,464</b>	<b>36,551</b>	<b>21,901</b>	<b>14,650</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 2015 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, estimates yet to be utilised include the Kangaroo Bay realignment (\$0.841 million) which forms part of a staged development, major digouts and resealing (\$0.805 million), Bellerive Beach Park car park (\$0.488 million) and Bayfield Street streetscape (\$0.332 million).

The major projects affecting Stormwater carryovers are capacity augmentation works (\$0.373 million), Lindisfarne Bay sediment prevention (\$0.241 million), Cremorne Stormwater improvement (\$0.235 million), and Lauderdale drainage (\$0.248 million).

The major incomplete project in Facilities Management relates to change rooms at Kangaroo Bay (\$0.527 million) which is being funded over consecutive years.

Communities and People has a range of incomplete projects, including Kangaroo Bay Redevelopment (\$3.1 million), Howrah Bowls indoor facility (\$0.927 million), Simmons Park (\$0.319 million) and Cambridge Oval (\$0.490 million),

### **8.5 Matters significant to the 2015/16 Estimates**

In framing the 2015/16 Estimates, the following key items were considered:

- Continued 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 and new positions;
- 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.

2012	3.20%
2013	3.90%
2014	2.30%
2015	2.80%
2016	1.00%
<b>Average increase over 5 yrs</b>	<b>2.64%</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 1.0% against 2014/15. This increase is set in the context of the LGAT Council Cost Index of 2.48% and CPI of 0.9%. 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 rateable properties to which a service is available, 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, 2014/15 and 2015/16 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. 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 and, while Council's own debt is currently negligible, Council views a controlled use of debt as an important 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
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	607.9%	1.6%	0.1%
2015	542	653.1%	1.2%	0.1%

The table shows that Council's borrowing reduced during the period. Council currently has one loan which is reducing in accordance with agreed payment terms. At 30 June 2015 net borrowings are expected to be \$0.542 million, and at 30 June 2016 \$0.371 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 2015/16.

Year	New Borrowings \$'000	Loan Principal Paid/Transferred \$'000	Loan Interest Paid \$'000	Balance 30 Jun \$'000
2011	0	674	88	1,138
2012	0	137	63	1,001
2013	0	145	54	856
2014	0	153	46	703
2015	0	161	37	542
<b>2016</b>	<b>0</b>	<b>171</b>	<b>28</b>	<b>371</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. To meet long term financial sustainability imperatives, Council applies a range of funding to its Infrastructure Renewal Reserve, including a capital contribution from rates (\$6.17 million 2015/2016), dividends received from TasWater, and interest earned on accumulated infrastructure renewal funds.

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.

Consistent with the high level strategy established by its 10 Year Financial Management Plan, 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
2009/10	4,993
2010/11	5,577
2011/12	8,342
2012/13	9,940
2013/14	8,827
2014/15	9,340
<b>2015/16</b>	<b>9,383</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 2015/16

The following influences had a significant impact on the Infrastructure Strategy for the 2015/16 year:

- Requirements of 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 Kangaroo Bay and urban catchment management.



## 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
2013	3,355	-	9,063	-	1,872	14,290
2014	3,809	-	8,882	-	3,849	16,540
2015	4,229	-	9,840	-	2,395	16,464
2016	3,773	-	11,615	-	2,582	17,970
2017	4,765	-	15,367	-	3,015	23,147
2018	5,350	-	14,460	-	3,670	23,480
2019	5,895	-	13,065	-	4,250	23,210

Future amounts are indicative, and may vary according to a range of factors including the assessment of physical asset conditions, funding availability, project priorities, project scheduling, and community demand.

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 2015/16 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 2016**

	Forecast Actual 2014/15 \$'000	Estimates 2015/16 \$'000	Increase (Decrease) \$'000
<b>Revenue</b>			
Rates	44,094	44,689	595
User charges	4,912	4,988	76
Interest	1,798	2,046	248
Government subsidies & grants	9,930	6,022	(3,908)
Contributions of capital	235	200	(35)
Other revenue	3,532	3,443	(89)
<b>TOTAL REVENUE</b>	<b>64,501</b>	<b>61,388</b>	<b>(3,113)</b>
<b>Expenses</b>			
Employee costs	15,354	16,311	957
Materials and contracts	10,609	10,684	75
State Government charges and levies	4,717	4,981	264
Borrowing costs	40	30	(10)
Depreciation and amortization	11,200	11,584	384
Operating leases	1,776	1,787	11
Electricity	1,171	1,353	182
Other expenses	7,672	7,398	(274)
<b>TOTAL EXPENSES</b>	<b>52,539</b>	<b>54,128</b>	<b>1,589</b>
<b>Net surplus (deficit)</b>	<b>11,962</b>	<b>7,260</b>	<b>(4,702)</b>

**CLARENCE CITY COUNCIL**  
**Estimated Balance Sheet**  
**As at 30 June 2016**

	Forecast Actual 2015 \$'000	Estimates 2016 \$'000	Increase (Decrease) \$'000
<b>Current assets</b>			
Cash assets	55,925	57,449	1,524
Other current assets	4,205	4,120	(85)
<b>Total current assets</b>	<b>60,130</b>	<b>61,569</b>	<b>1,439</b>
<b>Non current assets</b>			
Infrastructure assets	474,105	480,050	5,945
Other non current assets	170,325	175,250	4,925
<b>Total non current assets</b>	<b>644,430</b>	<b>655,300</b>	<b>10,870</b>
<b>Total assets</b>	<b>704,560</b>	<b>716,869</b>	<b>12,309</b>
<b>Current liabilities</b>			
Current borrowings	171	180	9
Other current liabilities	9,205	9,405	200
<b>Total current liabilities</b>	<b>9,376</b>	<b>9,585</b>	<b>209</b>
<b>Non current liabilities</b>			
Non current borrowings	371	191	(180)
Other non current liabilities	565	580	15
<b>Total non current liabilities</b>	<b>936</b>	<b>771</b>	<b>(165)</b>
<b>Total liabilities</b>	<b>10,312</b>	<b>10,356</b>	<b>44</b>
<b>Equity</b>			
Infrastructure renewal reserve	26,520	27,105	585
Other cash backed reserves	6,650	6,755	105
Other reserves and equity	661,078	672,653	11,575
<b>Total equity</b>	<b>694,248</b>	<b>706,513</b>	<b>12,265</b>
<b>Total liabilities and equity</b>	<b>704,560</b>	<b>716,869</b>	<b>12,309</b>

**CLARENCE CITY COUNCIL**  
**Estimated Cash Flow Statement**  
**For the year ending 30 June 2016**

	Forecast Actual 2014/15 \$'000	Estimates 2015/16 \$'000	Increase (Decrease) \$'000
	Inflows (Outflows)	Inflows (Outflows)	
<b>Cash flows from operating activities</b>			
Rates	43,644	<b>44,360</b>	716
User Charges	5,355	<b>5,450</b>	95
Interest received	1,750	<b>1,995</b>	245
Receipts from government	6,230	<b>4,822</b>	(1,408)
Net GST refund (payment)	2,655	<b>2,982</b>	327
Other income	3,002	<b>3,215</b>	213
Wages & salaries	(15,480)	<b>(15,350)</b>	130
Interest paid	(40)	<b>(30)</b>	10
Payments to suppliers	(31,022)	<b>(29,396)</b>	1,626
Net cash inflow from operating activities	16,094	<b>18,048</b>	1,954
<b>Cash flows from investing activities</b>			
Payments for property plant & equipment	(17,472)	<b>(17,553)</b>	(81)
Proceeds from sale of prop, plant & equip			
Investment water & sewer corporation			
Net cash flow from investing activities	(17,472)	<b>(17,553)</b>	(81)
<b>Cash flows from financing activities</b>			
Repayment of borrowings	(161)	<b>(171)</b>	(10)
Government grants - capital	3,700	<b>1,200</b>	(2,500)
Proceeds from borrowings			
Net cash flow from financing activities	3,539	<b>1,029</b>	(2,510)
<b>Net change in cash held</b>	2,161	<b>1,524</b>	(637)
Cash at the beginning of the year	53,764	<b>55,925</b>	2,161
<b>Cash at the end of the year</b>	55,925	<b>57,449</b>	1,524

**CLARENCE CITY COUNCIL**  
**Estimated Capital Works Programme**  
**For the year ending 30 June 2016**

	Forecast Actual 2014/15 \$'000	Estimates 2015/16 \$'000	Increase (Decrease) \$'000
<b>Capital works by programme</b>			
Communities and People	4,127	3,825	(302)
Natural Environment	155	132	(23)
Infrastructure:			
Roads	11,928	9,336	(2,592)
Waste			
Stormwater	1,937	1,590	(347)
Facilities Management	680	1,480	800
Governance			
Corporate Support		1,607	1,607
Total capital works	<b>18,827</b>	<b>17,970</b>	<b>(857)</b>
<b>Represented by</b>			
New Assets	6,483	8,587	2,104
Existing Asset Improvements	12,344	9,383	(2,961)
Total capital works	<b>18,827</b>	<b>17,970</b>	<b>(857)</b>

*NB: Works on order are not included in this schedule.*



**CLARENCE CITY COUNCIL****Reconciliation of Estimated Income Statement and Net Cash Flows****For the year ending 30 June 2016**

	Forecast Actual 2014/15 \$'000	Estimates 2015/16 \$'000	Increase (Decrease) \$'000
<b>Net surplus (deficit) from operations</b>	11,962	<b>7,260</b>	(4,702)
Depreciation	11,200	<b>11,584</b>	384
Contributed assets	(235)	<b>(200)</b>	35
(Gain)/Loss on retirement or disposal of assets			
Equity interests in associates			
Change in operating assets and liabilities	567	<b>1,804</b>	1,237
Payments for property, plant & equipment	(17,472)	<b>(17,553)</b>	(81)
Repayment of borrowings	(161)	<b>(171)</b>	(10)
Proceeds from borrowings			
Capital grants	(3,700)	<b>(1,200)</b>	2,500
<b>Net cash inflows (outflows)</b>	<u>2,161</u>	<u><b>1,524</b></u>	<u>(3,137)</u>

**CLARENCE CITY COUNCIL****Reserves****For the year ending 30 June 2016**

	<b>Forecast Actual 2014/15 \$'000</b>	<b>Estimated Transfers</b>		<b>Estimates 30 Jun 16 \$'000</b>
		<b>In \$'000</b>	<b>Out \$'000</b>	
<b>Statutory or Restricted Use</b>				
Public Open Space	2,389	100	300	2,189
Car Parking	790	100	0	890
Rosny Park Child Care	102	0	0	102
Commonwealth Funded Programmes	1,035	100	20	1,115
	4,316	300	320	4,296
<b>Discretionary</b>				
General	2,556	80	702	1,934
Infrastructure Renewal	26,298	10,716	9,384	27,630
	28,854	10,796	10,086	29,564
<b>Total Reserves</b>	33,170	11,096	10,406	33,860

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## 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 2015/2016  
(\$000)**

	<b>EXPENSES</b>	<b>REVENUES</b>	<b>NET EXPENSES</b>	<b>ASSET PURCHASES</b>	<b>EXPENSES CAPITALISED</b>	<b>TFRS TO RESERVES</b>	<b>TFRS FROM RESERVES</b>	<b>NET RATING REQU'T</b>
<b>GOVERNANCE and COMMUNITY</b>								
Communities and People	12,764	5,779	6,985	4,329	528	-	3,012	7,774
City Future	2,577	1,406	1,171			200		1,371
Natural Environment	7,350	106	7,244	198	67		95	7,280
Governance	9,006	6,236	2,770			5,767	50	8,487
Corporate Support	4,350	6	4,344	1,607	200		1,427	4,324
<b>INFRASTRUCTURE</b>								
Roads & Transport	10,998	1,385	9,613	10,079	2,274		8,024	9,394
Stormwater	2,206	1,240	966	2,004	534		350	2,086
Facilities Management	4,165	881	3,284	1,584	103		1,120	3,645
Plant	2,747	2,747	-			-		-
<b>TOTAL RATING REQUIREMENT</b>	<b>56,163</b>	<b>19,786</b>	<b>36,377</b>	<b>19,801</b>	<b>3,706</b>	<b>5,967</b>	<b>14,078</b>	<b>-</b> 44,361
<b>Net Rating Requirement</b>								44,361
Rates Raised 2014/15 Plus Growth								43,820
<b>Net Increase Including Government Charges</b>								<b>1.2%</b>
Increase Due to Govt Charges								0.2%
<b>NET INCREASE</b>								<b>1.0%</b>

**Capital works programme Appendix C****New works and works carried forward from 2014/15**

This section provides a more detailed analysis of the capital works programme for 2015/16 including those projects approved in the 2014/15 year that will be incomplete at 30 June 2015.

**CLARENCE CITY COUNCIL**  
**Capital Works Programme**  
**For the year ending 30 June 2016**

**1 New works**

<b>Capital Program</b>	<b>ESTIMATE 2015-2016</b>
<b>ROADS</b>	<b>\$</b>
Acton Creek - Vehicular Crossing	90,000
Acton Park Indented Bus Bays	50,000
Acton Road - Construct a rural footpath on low side between Opus Drive and Acton Drive (Northern end)	20,000
Bathurst Street Car Park Richmond - Provide sealed DDA access to the riverbank from the car park	70,000
Bayfield Street Stage 3 - Bligh Street to Winkleigh Place - Streetscape works	250,000
Clarence Foreshore Trail - Anzac Park – Upgrade path through park to Natone Street	40,000
Clarence Foreshore Trail - Rose Bay to Ronnie Street – upgrade existing narrow asphalt path	100,000
Clarence Foreshore Trail - Rosny Point western side of Rosny treatment plant	60,000
Clarence Foreshore Trail - Simmons Park to Anzac Park Including Bay Road intersection – investigate, design and costing	10,000
Clarence Street to Arlunya Street – investigate and install linemarking for bike lanes	50,000
Clarendon Vale Greenbelt -Pathway & Lighting - Stage 1 - Child and Family Support Centre to Dyer Place & Bradman Street	156,565
Cycle Way - Directional Signage	15,000
Dumbarton Drive - Shotcreting of bank to address erosion issues	30,000
Footpath/ Kerb & Gutter Renewal	1,224,000
Geilston Bay Road - Construct a guard rail along road in the vicinity of the Pump Station	35,000
Gravel Road Re-Sheeting	75,000
Installation of DDA ramps - Spinafex Road, Risdon Vale and Shoreline Drive and Norma Street, Howrah	50,000
Kangaroo Bay Changerooms - Construction of car park (20 spaces) including construction of access road adjacent to Rosny College	400,000
Kangaroo Bay Drive - Landscape and streetscape, Stage 1 & 3	100,000
Karoola Crescent Retaining Wall/Footpath	35,000
Kennedy Drive and Runway Place Intersection - Right turn lane construction works - Black Spot Funding Project	200,000
Kerb replacement - Major Digouts Program	500,000
Lanena Street - Construct Kerb Ramps Eastern side at Balamara Street intersection	5,000
Lindisfarne Oval - Seal gravel car park at rear of the Bowls Club and line mark existing and new area	80,000
Lindisfarne Oval Seal gravel car park (Park St) and line mark existing and new area adjacent to practice wickets	80,000
Major Digouts/ Reconstruction - Annual Program	2,000,000
Mornington Roundabout – investigate, concept design options for underpass for pedestrians and cyclists	10,000
North Terrace Bollards - opposite No4 to opposite No 68, to protect path and reserve area	56,000
Percy Street Richmond K&G/Footpath	160,000
Road reseal programme	2,550,000
Rosny Hill Road Kerb Ramps - pram crossings	30,000
Seal walkways	40,000
Seven Mile Beach Road upgrade from Estate Drive to Esplanade	350,000

<b>Capital Program</b>	<b>ESTIMATE 2015-2016</b>
Silwood Avenue Track upgrade – reduce steep gradient and provide hard surface to track	20,000
Tollard Drive - Stage 1 - Kerb and linemarking, safety improvement works	60,000
Tranmere Foreshore Path from 215 Tranmere Road to opposite 264 Tranmere Road	180,000
Tranmere Road / Anulka Street Intersection Pedestrian Refuge	30,000
Victoria Esplanade - Stage 3 Roadworks - Thomas Street to Dillon Street	125,000
<b>TOTAL</b>	<b>9,336,565</b>
<b>STORMWATER</b>	
Bridge Street to Bathurst Street open drain	100,000
Drainage Minor Construction	75,000
Kangaroo Bay Drive SW Upgrade - Rain Garden	145,000
Lauderdale Drainage - Structure Plan - Stage 3	200,000
Radiata Drive - new 450 dia to Increase drainage capacity below Jove Court through to Flagstaff Gully Creek	100,000
Riawena Road - Shotcrete the batters of the existing concrete spoon drain	30,000
Seven Mile Beach Road - Roadside Drainage Improvement	285,000
Somerset Street - Stormwater Upgrade	175,000
Surf Road - Corner Seven Mile Beach Road & Lewis Avenue - Roadside Drainage Improvement	30,000
Urban Catchment Management Plans	250,000
Victoria Street Improvements - Gunning Street to Franklin Street. Upgrade stormwater at entry to Football Ground and South East corner of Tennis Courts	200,000
<b>TOTAL</b>	<b>1,590,000</b>
<b>ACTIVE RECREATION</b>	
Clarence High School Sports Field - Completion of Little Athletics Field Facilities Stage 2 - Javelin synthetic run-up, High jump sites, adjustment to irrigation and fencing	61,600
Clarence High School Sports Field - Lighting - AFL Junior club training level	200,000
Clarendon Vale Oval Master Plan	20,000
Geilston Bay Tennis Club - replacement of one light pole	20,000
Lindisfarne Oval Practice Wicket upgrade works	80,000
Richmond Oval - Safety Fence	48,000
Sandford Oval Shade Structure	15,000
Stage 4 Kangaroo Bay Oval Building Design - Change Rooms DDA Standard Building design, Building Surveyor, Council approvals etc \$35K	25,000
<b>TOTAL</b>	<b>469,600</b>
<b>PASSIVE RECREATION</b>	
Bellerive Beach Park -Western End - All Abilities Playspace	350,000
Bellerive Beach Park -Western End - Gym	112,000
Bellerive Beach Park -Western End Picnic Plaza	285,000
Beltana Park - Equipment Upgrade	30,000
Beltana Park - Seating	11,000
Blessington Street to Fort Beach Construct Track	130,000
Clarence Mountain Bike Park - Corkscrew Track	11,000
Coal River Track – North	24,000
DeBomfords Land - Park Upgrade	75,000
Fairway Rise link track to Tasman Highway	7,500

<b>Capital Program</b>	<b>ESTIMATE 2015-2016</b>
Howrah Point to Howrah Beach Track	15,000
Howrah Recreation Centre - Playground Equipment replacement	10,500
Kangaroo Bay Urban Design Plan - Ferry Wharf Precinct - Landscaping Implementation	1,700,000
Mays Beach to Cremorne Track Stage 1 Survey & Fencing	15,000
Meehan Skyline link trail to Flagstaff Hill	15,000
Mortyn Park - Renewal of play equipment	35,000
Percy Park Play Equipment Upgrade/renewal	35,000
River Walk from Weir to Jacombe Street, Richmond	20,000
Rosny Point Park - Upgrade	30,000
Shoreline Park - Renewal of play equipment	35,000
Simmons Park - Playground Expansion	118,000
Simmons Park - Stage/Shade Structure	135,000
Tracks and Trails Signage	10,000
Tranmere Hall - Shade Structure	25,000
Wentworth Park Educational Bike Track	120,000
<b>TOTAL</b>	<b>3,354,000</b>
<b>NATURAL ENVIRONMENT</b>	
Clarendon Vale - Vehicle barriers	43,125
Clarendon Vale Tree Replacement programme	6,000
Opossum Bay - Improved access for prams etc at Beach/Reserve	62,000
Upgrading of fire trails	21,000
<b>TOTAL</b>	<b>132,125</b>
<b>FACILITIES MANAGEMENT</b>	
Bellerive Boardwalk Deck Renewals	10,500
Bellerive Boardwalk Landings	40,000
Bus Mall Seating	20,000
Cambridge Oval Memorial Oval - Repair the Gates	15,000
Clarence Mountain Bike Park - Public Toilet	141,000
Clarendon Oval Sports Pavilion Upgrade - Stage 1 Design	20,000
Howrah Recreation Facility Master Plan	20,000
Lauderdale Canal Public Toilet Upgrade - Construction	150,000
Oakdowns (Woodleigh Drive) Public Toilet - Design and Council Approvals	15,000
Refurbish Old Bellerive Library Building	104,000
Risdon Vale Oval - Sports Pavilion Upgrade - Stage 1 Design and Council Approvals	70,000
Roches Beach Toilet - refurbished Exeloo	50,000
Security Master Key System upgrade	25,000
Wentworth Park Sports Pavilion Upgrade - Stage 2 Construction	800,000
<b>TOTAL</b>	<b>1,480,500</b>
<b>CORPORATE SUPPORT</b>	
Upgrade core Information & Communication Technology (ICT) systems	1,607,000
<b>TOTAL</b>	<b>1,607,000</b>
<b>GRAND TOTAL</b>	<b>\$17,969,790</b>



**2 Works carried forward from 2014/15**

(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. Several major projects are being funded over multiple years and therefore have large funding approvals in anticipation of works in a future financial year. Projects completed during the year are excluded.)

<b>Carried Forward Capital Projects</b>	<b>Estimate 2014/2015</b>	<b>Actual 2014/2015</b>	<b>Balance</b>
<b>Deferred Projects</b>			
Rosny Farm/Golf Course Access	16,000	-	16,000
Begonia St/Flagstaff Gully	39,500	-	39,500
Bridge St - Richmond	169,000	-	169,000
Bridge St Drainage Imp	171,000	-	171,000
Franklin/Victoria St Drainage	30,000	-	30,000
Construction of Aldermen's Room	95,532	1,500	94,032
Council Chambers Chiller Upgrades	163,317	- 901	164,218
Clarence Senior Citizens	15,000	4,875	10,125
Grange Road Complex	61,915	-	61,915
Hot Water System Upgrade - various	53,000	-	53,000
Public Art	114,930	-	114,930
Bellerive Beach Park	376,135	21,057	355,078
Pindos Park	32,873	3,482	29,391
Bellerive Streetscaping	31,345	-	31,345
Beach Erosion Protection	500,000	-	500,000
	<b>1,869,547</b>	<b>30,013</b>	<b>1,839,534</b>
<b>Roads</b>			
Bayfield St Scape Redevelopment	331,840	-	331,840
South Arm Highway Bollards	21,934	17,158	4,776
Major Digouts	2,915,195	2,330,346	584,849
Renewal - Road Resealing	2,789,405	2,469,316	320,090
Black Spot Federal	319,759	318,355	1,404
Bridge Works	246,305	197,554	48,751
Lindisfarne streetscape	189,320	160,537	28,783
Cycle Way	390,817	208,985	181,832
Kangaroo Bay Road	3,456,559	2,856,839	599,720
Bayfield St Traffic Management	379,661	64,035	315,626
Kangaroo Bay Dr major works	2,486,284	2,245,595	240,689
Yolla/Topham St	3,496	-	3,496
Pindos Park Multi User Path	220,000	74,651	145,349
Otago Bay Rd Foot Path - Stage 1	125,294	123,437	1,857
Vic Esp Car Park Seal	140,000	112,381	27,619
Lindisfarne Oval Seal Car Park	70,000	-	70,000
Bell Park - Car Park Construction	793,000	305,261	487,739
Dorans Rd - Boat Ramp Car Park	60,000	45,284	14,716
Grafton Road K&G & Foot Path	90,000	-	90,000

Carried Forward Capital Projects	Estimate 2014/2015	Actual 2014/2015	Balance
Wellington St seal shoulder	25,000	24,859	141
Cambridge Rd Line Marking	50,000	-	50,000
Surf Road master plan design	50,000	-	50,000
7MB Path - Acton Rd to Ovata	200,000	53,784	146,216
Flagstaff Gully Foot Path	50,000	1,540	48,460
Clarence St Safety Assessment	50,000	11,666	38,334
Dunbarton Dr-stabilise road	15,000	10,010	4,990
Pass Road Footpath	124,000	10,110	113,890
	<b>15,567,869</b>	<b>11,616,845</b>	<b>3,951,025</b>
<b>Stormwater</b>			
Minor Stormwater Projects	334,491	235,688	98,803
Lindisfarne Bay Sediment	241,199	-	241,199
Capacity Augmentation Works	1,346,314	973,242	373,072
WSUD creek remediation	37,779	6,686	31,093
Cremorne Storm Water Imp Works	270,000	35,480	234,520
Roaches Beach Rd - Bank Stab	19,995	1,162	18,833
Luttrell Ave SW Upgrade	50,000	-	50,000
Lauderdale Drainage - Structural Plan	354,500	105,590	248,910
Cambridge Rd/Shackleton upgrade reticulation	150,436	24	150,413
Faggs creek remediation	52,000	1,200	50,800
Urban Drainage Act	250,000	120,997	129,003
Wetland Management Plans	15,000	-	15,000
	<b>3,121,714</b>	<b>1,480,068</b>	<b>1,641,646</b>
<b>Facilities Management</b>			
Barn Complex Redevelopment	47,645	32,014	15,631
Public Toilets	70,000	8,175	61,825
Kangaroo Bay Plan Implementation	551,889	24,691	527,198
Bellerive Boardwalk - DDA Toilet	324,550	272,609	51,941
Clarence Council Depot	69,237	28,780	40,457
Bellerive Community Arts Centre	68,000	49,324	18,676
	<b>1,131,321</b>	<b>415,593</b>	<b>715,728</b>
<b>Communities and People</b>			
Regional Park Development Acton Court	52,640	11,201	41,439
Cambridge Oval Sports Ground	490,000	-	490,000
Positive Ageing Plan Outcomes	44,171	8,688	35,483
Youth Plan	19,680	550	19,130
DDA Plan Review	9,417	1,810	7,607
Development of Tracks & Trails	394,389	113,471	280,918
Shade Structures	69,080	31,942	37,138
Aquatic Cent Upgrade	225,313	215,307	10,006
Richmond Village Green	12,000	4,370	7,630
Cambridge Oval	50,000	-	50,000

Carried Forward Capital Projects	Estimate 2014/2015	Actual 2014/2015	Balance
Kangaroo Bay Ovals	1,991,809	466,305	1,525,504
Lindisfarne Oval - No 1	45,000	915	44,085
Lindisfarne Oval - No 2	125,320	14,064	111,256
South Arm Oval	54,000	8,146	45,854
Wentworth Park Ovals	213,353	120,406	92,947
Geilston Bay High Ovals	200,000	198,146	1,854
Seven Mile Beach - Recreation Master Plan	134,151	15,050	119,101
Charles Hand Park	97,500	1,010	96,490
Eastwood Play Park	28,500	25,918	2,582
Kangaroo Bay Park	1,691,081	99,967	1,591,114
Kerria Play Park	28,500	24,450	4,050
Lauderdale Canal Park	22,000	3,105	18,895
Laurel Play Park	13,742	10,691	3,051
Raleigh Court Park	10,000	3,492	6,508
Simmons Park	907,212	588,518	318,694
Wentworth Park Play Park	15,000	7,451	7,549
Clarendon Vale Social Heart Park	5,830	3,659	2,171
Howrah Bowls Club Base	959,180	31,368	927,812
Montagu Bay Boat Ramp	52,526	-	52,526
Seating on bus routes	15,435	186	15,249
NBN - Connecting Community	9,210	23	9,187
RCCC Front Garden	10,000	-	10,000
Clarence High Oval Development	1,153,877	1,000,738	153,139
Cambridge Township - Master Plan	15,000	-	15,000
Risdon Vale Mountain Bike Path (Council portion)	58,000	55,152	2,848
	<b>9,222,916</b>	<b>3,066,098</b>	<b>6,156,818</b>
<b>Natural Environment</b>			
Beach Erosion Protection	167,797	13,024	154,773
Upgrading Fire Trails	21,000	14,953	6,047
Roscommon Management Plan	3,284	-	3,284
Bellerive Bluff Erosion Pro	141,000	106,085	34,915
Lauderdale Canal Closure	110,000	-	110,000
Opossum Bay - 68 Spitfarm Rd	52,000	16,044	35,956
	<b>495,081</b>	<b>150,106</b>	<b>344,975</b>
<b>Grand Total</b>	<b>31,433,448</b>	<b>16,783,583</b>	<b>14,649,866</b>

**Activities and initiatives Appendix D**

This section sets out the activities and initiatives to be funded in the Estimates for the 2015/16 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 2016

Program	Activities and Initiatives
<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, BOFA, and Dark MOFO. Provide support to the City Band.</li> </ul>
<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>
<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 develop and expand recreational facilities.</li> <li>• Develop partnership arrangements with government</li> </ul>

Program	Activities and Initiatives
	<p>and community organisations to better utilise available recreational facilities.</p> <ul style="list-style-type: none"> <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>• Upgrade boat ramp at Montagu Bay Reserve</li> <li>• Clarence High School Sports Field - Completion of Little Athletics Field Facilities Stage 2</li> <li>• Clarence High School Sports Field - Lighting - AFL Junior club training level</li> <li>• Develop the Clarendon Vale Oval Master Plan</li> <li>• Geilston Bay Tennis Club - replacement of one light pole</li> <li>• Upgrade the Lindisfarne Oval Practice Wickets</li> <li>• Construct a safety fence adjacent to the Richmond Oval along Franklin Street Richmond</li> <li>• Install a Shade Structure at Sandford Oval</li> <li>• Kangaroo Bay Oval Stage 4 - Building Approval Process</li> <li>• Implement Kangaroo Bay urban design plan Ferry Wharf precinct works</li> <li>• Develop cycle education park facility at Wentworth Park</li> <li>• Upgrade Bellerive Beach Park – provide all abilities play park, picnic plaza, dune rehabilitation works and landscaping. Develop engineering design for promenade works.</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> <li>• Establish new Outside School Hours Care service in Rokeby</li> </ul>

Program	Activities and Initiatives
<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 developing a communications plan and website, community hub project, food resource mapping, continuing fitness in the park program</li> <li>• Develop a community safety plan including reviewing the Clarence Community Road Safety committee</li> <li>• Developing an organisational community development framework</li> <li>• Implement the Events Plan including promoting the 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 which promote the City's age friendly status</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>• continue to support the Headstones and interpretative signage projects</li> <li>• Develop business case for use of council buildings in Bellerive</li> <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, reviewing service levels for ranger patrols and services in the City</li> <li>• Review work processes and improve performance</li> </ul>

Program	Activities and Initiatives
	<p>reporting in the Ranger Services group.</p> <ul style="list-style-type: none"> <li>• Implement revised food risk management regime</li> <li>• Develop an Environmental Health plan including reviewing work processes and improve performance reporting.</li> </ul>
<b><i>Civic Space and Amenity</i></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><i>Economic Development</i></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>• Undertake the preparation of a new Economic Development Plan for the City.</li> <li>• Undertake economic development activities 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 processes for Kangaroo Bay Development Precinct and Rosny Hill Nature Recreation Area.</li> </ul>
<b><i>Tourism</i></b>	<p><i>Objective:</i> To maximise the economic benefits of tourism to the City.</p> <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</li> </ul>



Program	Activities and Initiatives
	<p>including: 'Popular Trails in Clarence', 'Popular Beaches in Clarence', 'Popular Parks in Clarence', and 'The Tangara Trail' guide.</p> <ul style="list-style-type: none"> <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>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>Implement the Southern Tasmanian Regional Land Use Strategies.</li> </ul>

Program	Activities and Initiatives
	<ul style="list-style-type: none"> <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 and subdivisions processes.</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>• Completing and implementing a streetscape plan for Bayfield Street.</li> <li>• Undertake an urban design and infrastructure plan for Rosny Park.</li> <li>• Undertake car parking plans for activity centre as required to implement the relevant components of the Clarence Interim Scheme.</li> <li>• Undertake an urban design study and planning scheme amendment for the Bellerive Bluff area.</li> <li>• Undertake a review of the Lauderdale Structure Plan.</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 scheme and planning permits and investigation of complaints about land use and development in the City.</li> </ul>
<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>• Review work processes and improve performance</li> </ul>

Program	Activities and Initiatives
	reporting.
<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>• Undertake necessary environmental monitoring.</li> </ul>
<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 Beach - Bambra Reef Extension .</li> <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> </ul>

Program	Activities and Initiatives
	<ul style="list-style-type: none"> <li>Continue the development of a risk management framework for recreational waters, waterways particularly in sensitive areas.</li> <li>Upgrading of Fire Trails</li> <li>Install Vehicular Barriers at specific locations at Clarendon Vale</li> <li>Improve access at Beach Reserves at Opossum Bay</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>Weeds</b>	<p><i>Objective:</i></p> <p>To effectively manage declared weeds within the City.</p> <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</li> </ul>

Program	Activities and Initiatives
	Reserve Strategy.
<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>• Bayfield Street Streetscape Redevelopment – Implementation Stage 3</li> <li>• Victoria Esplanade Stage 3 Roadworks – Thomas Street to Dillon Street car parking area.</li> <li>• Construct access road and car park at new change pavilion Kangaroo Bay Oval.</li> <li>• Kennedy Drive &amp; Runway Place intersection upgrade.</li> <li>• Seven Mile Beach Road upgrade works - Upgrade Seven Mile Beach Road and associated drainage network from Estate Drive to Esplanade</li> <li>• Kerb &amp; Gutter &amp; Footpath construction Percy Street Richmond</li> </ul> </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>

Program	Activities and Initiatives
	<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> <li>• Upgrade stormwater system for Pages Creek network through Richmond.</li> <li>• Implement Lauderdale Structure Plan - Stormwater upgrade Stage 3</li> <li>• Undertake drainage improvement works in accordance with the adopted Capital Expenditure Programme.</li> </ul>
<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>• Wentworth Park Sports Pavilion Upgrade</li> <li>• Construction of DDA compliant public toilets at Lauderdale Canal and Roches Beach.</li> <li>• Clarence Mountain Bike Park – Construction of Public Toilet</li> <li>• Prepare design plans for DDA compliant sports pavilion upgrade at Clarendon Vale Oval.</li> <li>• Prepare design plans for DDA compliant sports pavilion upgrade at Risdon Vale Oval.</li> <li>• Refurbish the Old Bellerive Library.</li> <li>• Refurbish Rosny Park Bus Mall seating</li> </ul>

Program	Activities and Initiatives
	<ul style="list-style-type: none"> <li>Develop a Master Plan for the Howrah Recreation Centre.</li> </ul>
<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>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>Finalise implementation of changes to Council's rating policy.</li> <li>Implement control and efficiency enhancements arising from reviews undertaken by Auditor General and Council's Audit Panel.</li> </ul>
<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>

Program	Activities and Initiatives
	<p><i>Initiatives</i></p> <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>
<p><b>Council Consultation &amp; Communication</b></p>	<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>
<p><b>Risk Management</b></p>	<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>
<p><b>Information</b></p>	<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>• Implement recommendations of Council's strategic review of ICT, including seeking tenders for replacement of core ICT applications.</li> <li>• Finalise replacement solutions for Council's voice and data communication needs.</li> <li>• Manage major upgrades to Councils' core software application systems.</li> </ul>	
<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 safety compliance and management of risks</li> <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</li> </ul>	

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	<p>of the Annual Plan and Estimates.</p> <ul style="list-style-type: none"><li>• Prepare and provide legal advice to Council; and represent Council's interests in court or tribunal proceedings where required.</li></ul>	
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