



CLARENCE CITY COUNCIL
Annual Plan – 2016/2017

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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 2016/17 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:

- No increase in the amount of dividend payments received from TasWater;
- No additional borrowings;
- A significant appropriation of infrastructure renewal funds for capital refurbishment;
- Continued strategic funding for infrastructure renewal;
- Increased employee costs primarily due to enterprise agreement obligations; 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 1.9% net of growth and State Government charges.

The total capital expenditure programme for additional projects (excluding salaries capitalised) is \$18.487 million and is fully funded from identified sources. Sources of capital funds include:

- \$9.622 million from Council's infrastructure renewal reserve;
- \$2.500 million from grants allocated through the State Grants Commission;
- \$3.509 million from other grants and contributions;
- \$1.938 million from Council's rating effort;
- \$0.689 million from property sales; and
- \$0.229 million from reserves/other sources.

The total capital expenditure programme for both additional and carried forward projects (excluding salaries capitalised) is expected to be \$27.891 million, with \$9.404 million related to projects to be carried forward from the 2015/16 year. The carried forward component is fully funded from the 2015/16 Estimates.

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The 2016/17 Estimates forecast an accrual based operating surplus of \$9.06 million (excluding contributions of subdivision assets), after raising rates and charges of \$46.04 million (including supplementary rates). This surplus is broadly consistent with the strategy set out in Council's adopted 10 Year Financial Management Plan although slightly 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 2015/16 is projected to be a surplus of \$8.69 million. This result is only slightly less than the adopted 10 year plan but higher than the adopted Estimates due to:

- favourable operating expenditure compared with Estimates; and
- receipt of Kangaroo Bay grant tranche 2.

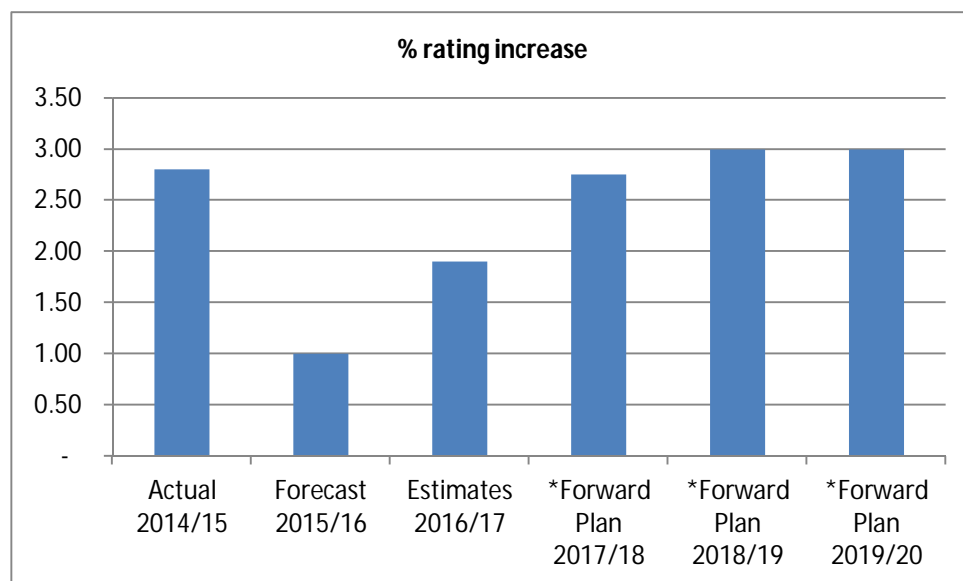
These favourable impacts were offset by the timing of receipt of Grants Commission funds, with only 2 instalments paid in 2015/16.

Council's 2016/17 Estimates include an amount of \$3.3 million for dividends expected to be received from TasWater. The amount of these dividends has been frozen for a period of 3 years.

2 Estimates key data

Council has prepared Estimates for the 2016/17 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.

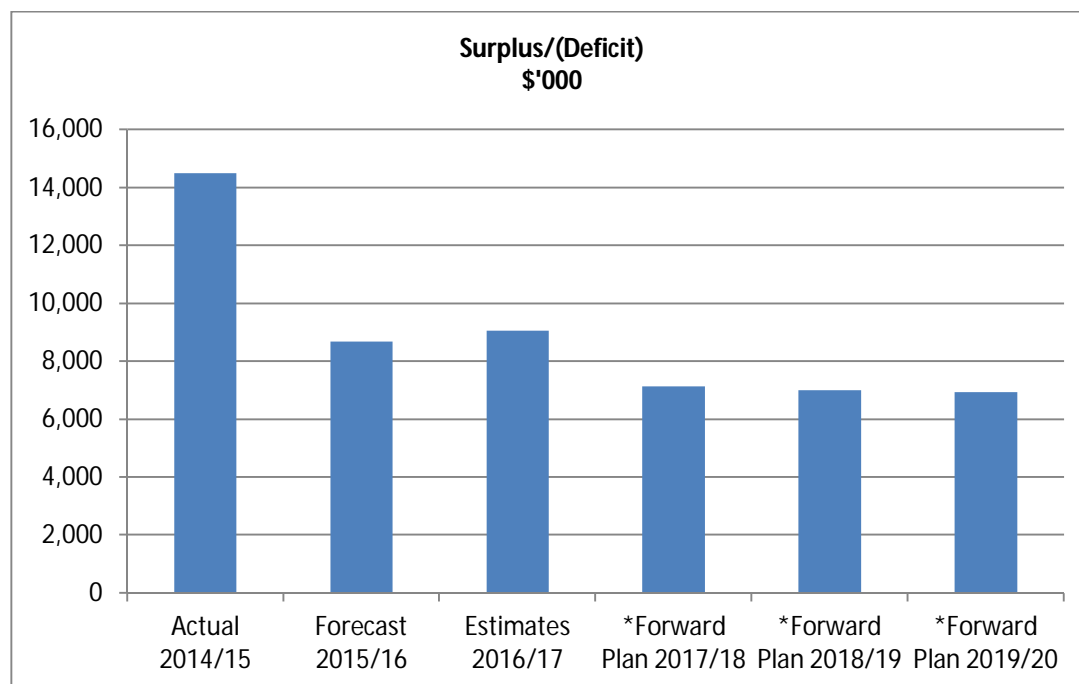
2.1 Rates



** 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.*

The increase in net rating requirement is 1.9% for the 2016/17 financial year, raising total rates of \$46.04 million. The 1.9% increase will assist in funding capital works, maintaining service levels and meeting a number of external influences affecting the Estimates. Major external influences include the continuation, and amount of, dividends from TasWater and the current level of inflation.

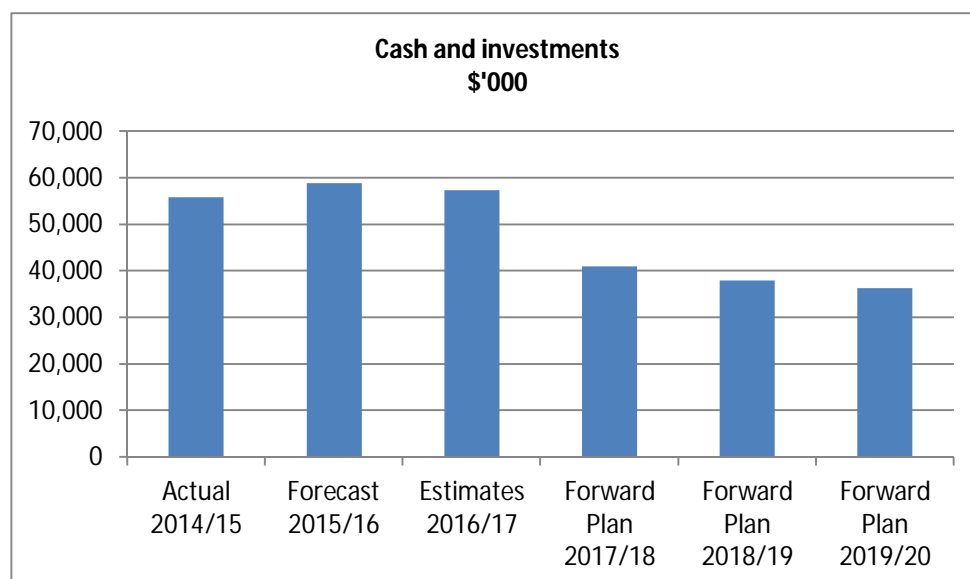
2.2 Operating result



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

The operating result for 2014/15 (\$8.69 million) has been adjusted to exclude the effect of the recognition of land under roads acquired prior to 2008. This recognition resulted in a \$98 million increase in the 2014/15 net operating result. The operating result for 2016/17 is estimated to be a surplus of \$9.06 million, which is an increase of \$0.37 million compared with the forecast result for 2015/16. The increase in comparative operating result is due to the net result of normal business operations.

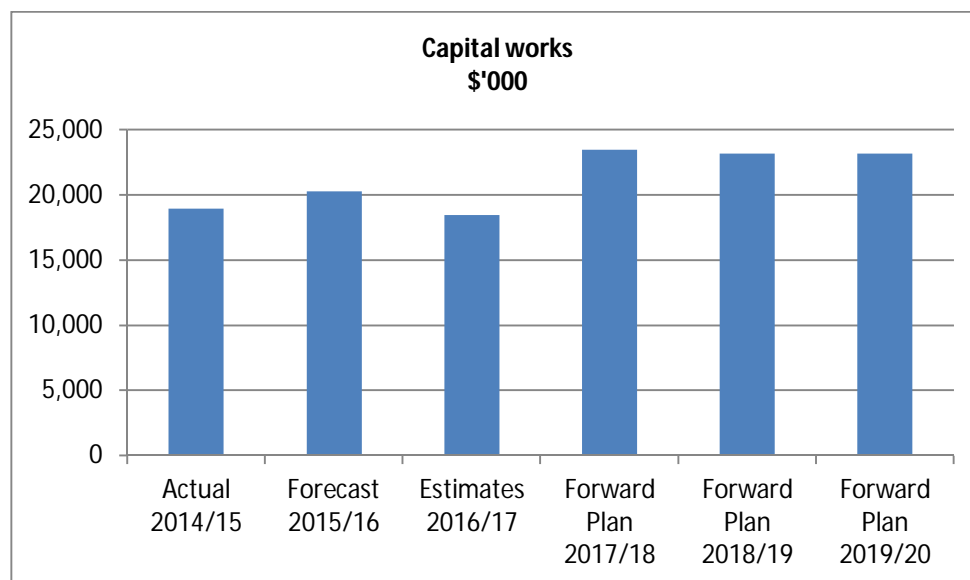
2.3 Cash and investments



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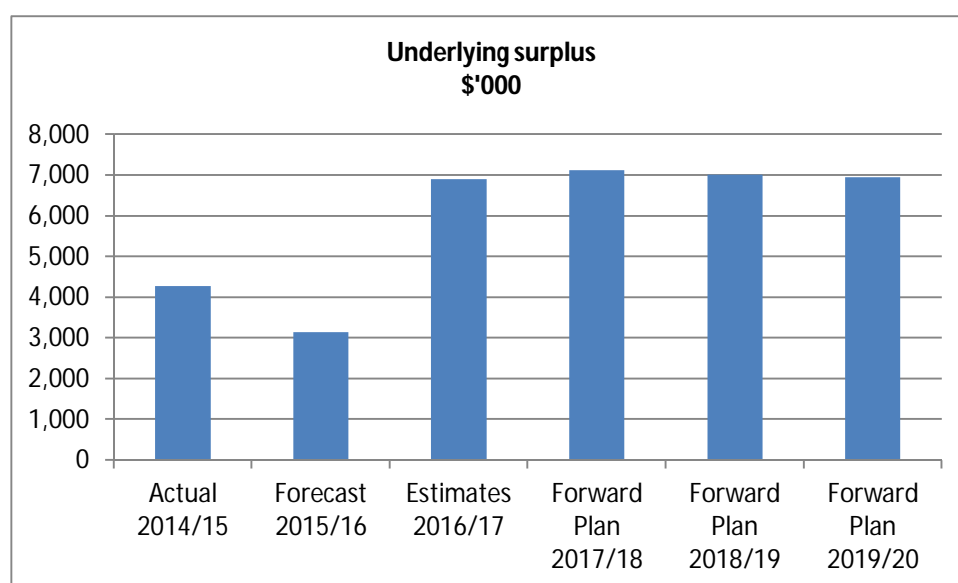
During the 2016/17 financial year cash and investments are expected to decrease by \$1.53 million. This decrease is primarily due to provision of capital in respect of the Copping Landfill site. Cash has increased more than anticipated since the 10 Year Financial Management Plan was last reviewed.

2.4 Capital works



The 2016/17 capital works programme is estimated to be \$18.487 million, an increase of \$0.524 million over the estimate for the 2015/16 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 sustainability

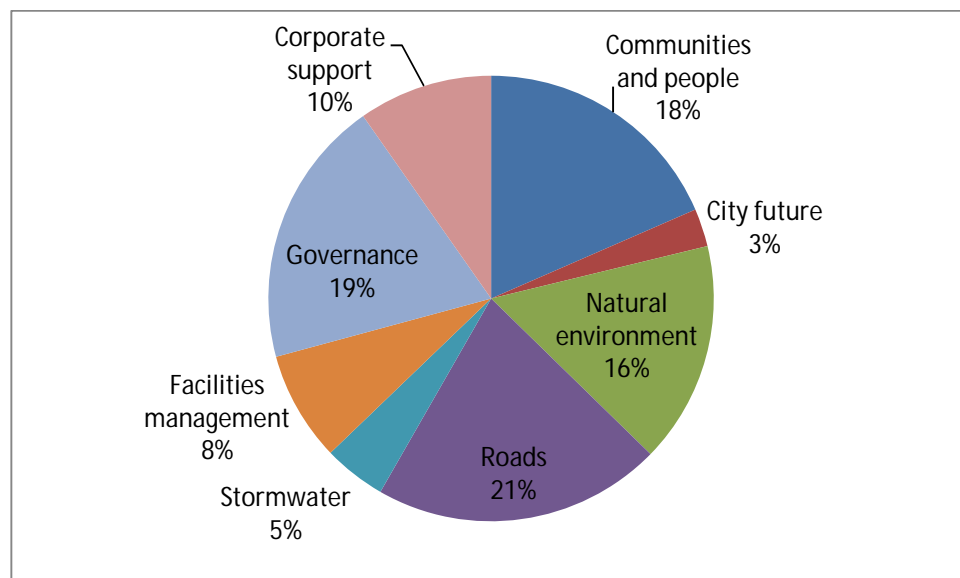


A high level 10 Year Financial Management Plan has been adopted by Council to assist it to adopt Estimates within a longer term financial framework. This 10 year plan shows a strong underlying surplus in each year included in the plan. The underlying surplus is calculated by

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excluding the effects of non-cash revenue and capital grants. The underlying surplus is estimated to be \$6.91 million for the 2016/17 financial year, and expected to remain stable through to 2019/20.

2.6 Where rates are spent



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

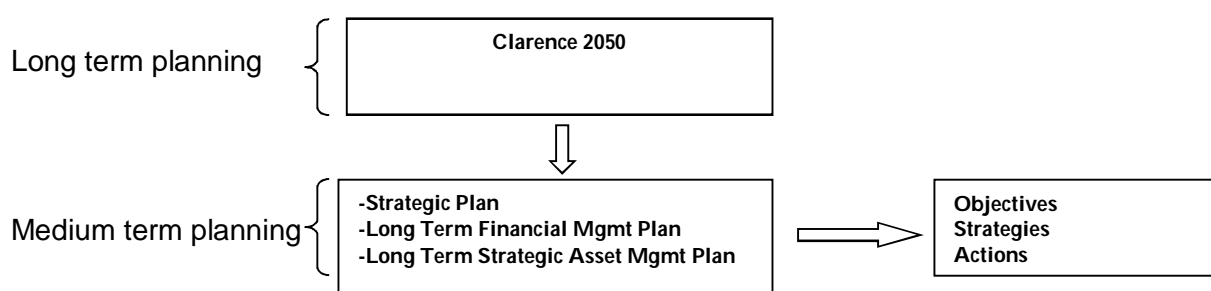
3 Estimates overview

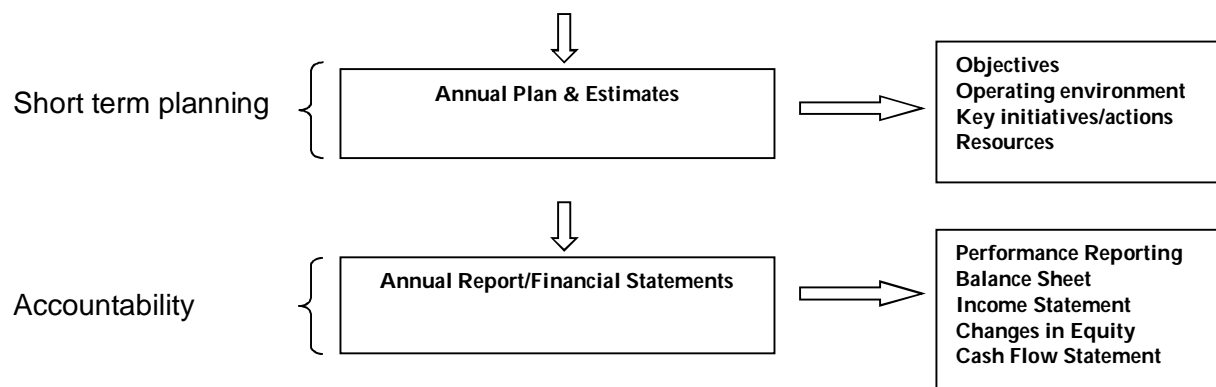
3.1 Strategic planning framework

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. The Strategic Plan is currently under review and the revised document is expected to be adopted early in the 2016/2017 financial 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
COMMUNITIES AND PEOPLE	Goal: 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
CITY FUTURE	<p>Goal: To plan, lead and provide for the growth of the City</p> <p>This programme provides the following services:</p> <p>Administration of Council's Planning Schemes.</p> <p>Services associated with building and plumbing approvals and inspections.</p> <p>Maximisation of the economic benefits of tourism.</p> <p>Enhancement of the vibrancy and profile of the City.</p> <p>Encouragement of broadly based economic growth within the City.</p>
NATURAL ENVIRONMENT	<p>Goal: Care for the Natural Environment.</p> <p>This programme provides the following services:</p> <p>Enhancement and protection of the City's natural assets.</p> <p>Preparation for the effective management of natural events and other emergencies.</p> <p>Encouraging and facilitating water reuse activities.</p> <p>Managing waste within the City, including ensuring the availability of waste disposal services to residents and businesses.</p> <p>Monitoring air quality.</p> <p>Ensuring that natural areas within the City meet and satisfy long term needs of the community.</p> <p>Monitoring and controlling weeds within the municipality.</p>
INFRASTRUCTURE	<p>Goal: To provide infrastructure that underpins and enhances the life and growth of the City.</p> <p>This programme provides the following services:</p> <p>Adequate infrastructure for the effective and safe transport of goods and people through the City.</p> <p>Adequate footpaths for the safety of pedestrians within the City.</p> <p>Appropriate stormwater infrastructure to ensure the safety of the built and natural environments, and the public.</p> <p>Ensuring that waterways within the City meet appropriate environmental obligations and standards.</p> <p>Equitable access for the community to active and passive recreational opportunities, and to civic buildings.</p>

Programme	Programme Objectives
GOVERNANCE	<p>Goal: 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>
CORPORATE SUPPORT	<p>Goal: 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 2016/17 Estimates were adopted by Council at its meeting of 6 June 2016.

The 2016/17 Estimates, which are included in this Plan, are for the year 1 July 2016 to 30 June 2017 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 2017 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 8), Borrowing Strategy (Section 9.) and Infrastructure Strategy (Section 10.).

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 2016/17 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 frozen at 2015/16 levels;
- Consumer Price Index (CPI) increases on goods and services of 1.3% per annum (March 2016) and 1.2% (June 2016);
- LGAT Local Government Cost Index of 1.87% as at 31 March 2016;
- The level and trend of interest rates; and
- Growth in the rate base of 1.3%.

Internal influences

There are several internal influences arising from the 2015/16 financial year and Council policy that have had a significant impact on the Estimates for 2016/17. 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;
- Ongoing renewal of Council's infrastructure assets;
- Additional maintenance arising from the establishment/enhancement of new facilities;
- Enterprise agreement obligations;
- Implementation of corporate strategies including Positive Ageing and Health & Wellbeing; and
- Maintenance of new facilities.

Section 8 of this report '2015/16 Performance' provides more detailed analysis of these internal influences.

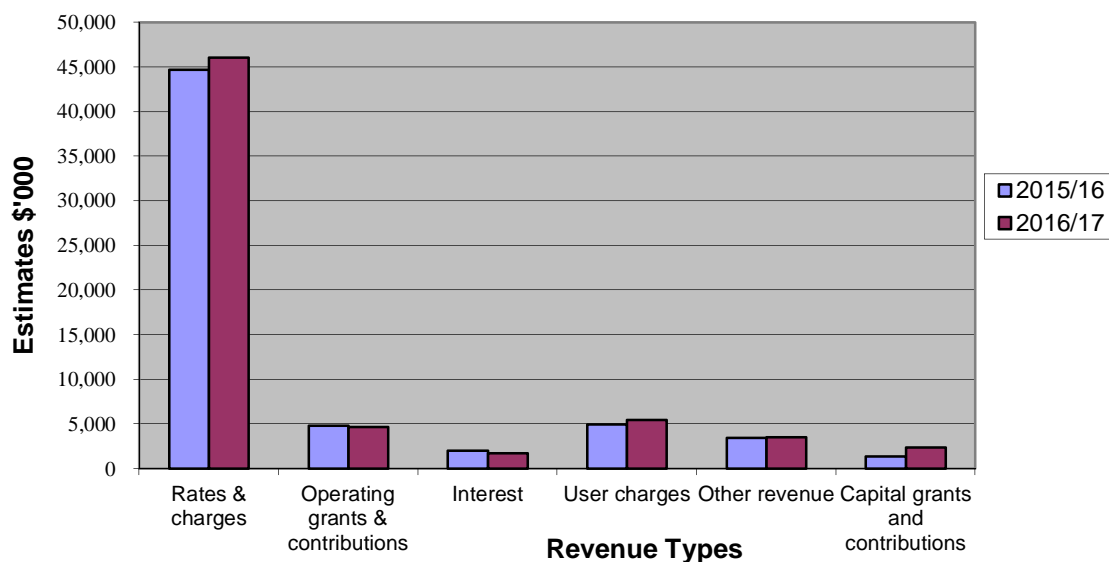
• Analysis of Operating Estimates

This section analyses the expected revenues and expenses of the Council for the 2016/17 year. It also includes analysis of service unit financial performance in a format which aligns with Council's organisational structure.

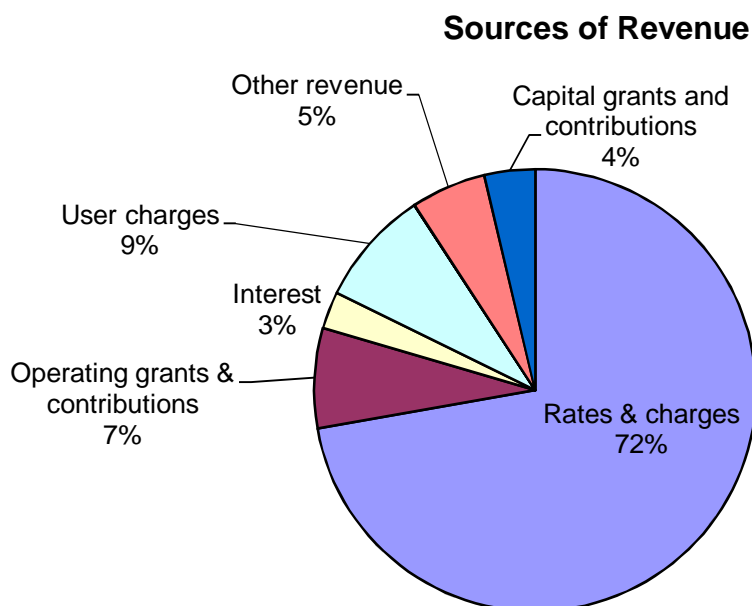
4.1 Operating Revenue

Revenue Types	Reference	Estimates 2015/16 \$'000	Estimates 2016/17 \$'000	Increase (Decrease) \$'000
Rates & charges	4.1.1	44,689	46,043	1,354
Operating grants & contributions	4.1.2	4,849	4,684	(165)
Interest	4.1.4	2,046	1,720	(326)
User charges	4.1.5	4,988	5,447	459
Proceeds from sale of assets	4.1.7	0	0	0
Other revenue	4.1.8	3,443	3,515	72
Operating revenue before capital		60,015	61,409	1,394
Capital grants and contributions	4.1.3	1,373	2,349	976
Total operating revenue		61,388	63,758	2,370

Sources of Revenue



Source: Appendix A



4.1.1 Rates and Charges (\$1,354,000 increase)

It is estimated that rate income will increase by 1.9% net of the effects of growth in the rate base, State Government charges and the effect of Council rebates. Total rate income is estimated to increase by \$1.354 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 2016/17.

4.1.2 Operating Grants and Contributions (\$165,000 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 (\$976,000 increase)

Capital grants and contributions include all monies received from State, Commonwealth and private developers for the specific purpose of funding capital works. It is expected that such funding will fluctuate from year to year.

4.1.4 Interest Revenue (\$326,000 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 (\$459,000 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 2015/16 or 2016/17.

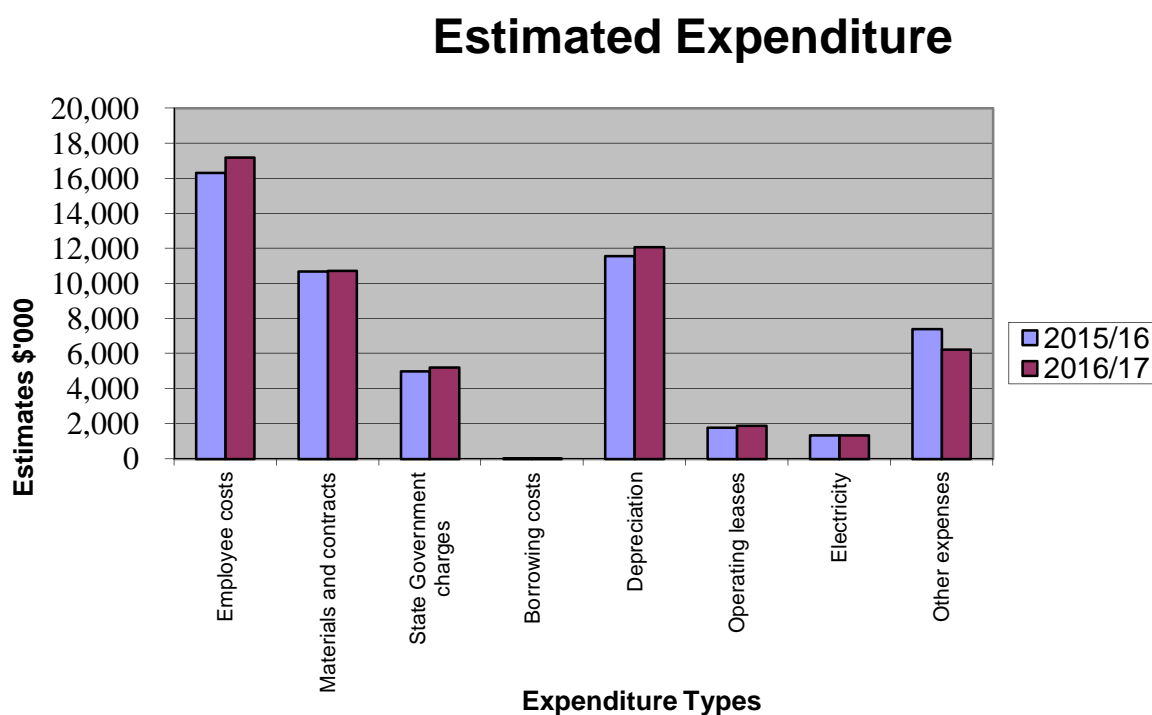
4.1.7 Other Revenue (\$72,000 increase)

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 2016/17, however dividends from TasWater have remained at 2015/2016 levels and will not be increased in nominal terms for a further 2 years.

4.2 Operating Expenditure

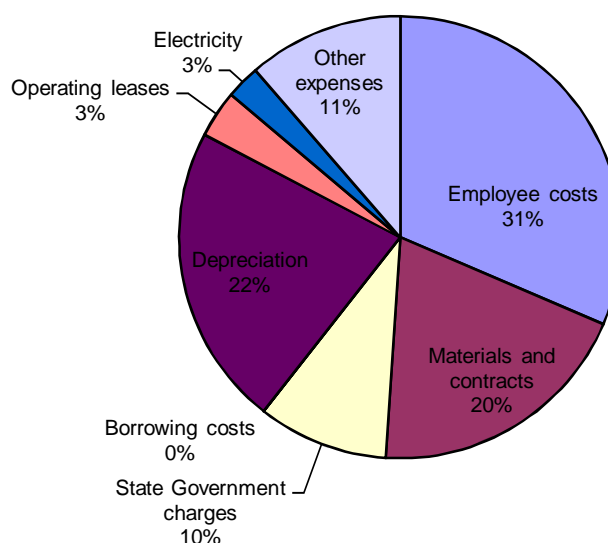
Expenditure Types	Reference	Estimates 2015/16 \$'000	Estimates 2016/17 \$'000	Increase (Decrease) \$'000
Employee costs	4.2.1	16,311	17,190	879
Materials and contracts	4.2.2	10,684	10,719	35
State Government charges	4.2.3	4,981	5,221	240
Borrowing costs	4.2.4	30	20	(10)
Depreciation	4.2.5	11,584	12,077	493
Operating leases	4.2.6	1,787	1,897	110
Electricity	4.2.7	1,353	1,352	(1)
Other expenses	4.2.8	7,398	6,221	(1,177)
Total operating expenditure		54,128	54,697	569

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



Source: Appendix A

Operating Expenditure



4.2.1 Employee Costs (\$879,000 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 \$879,000 compared to the 2015/16 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	
	2015/16	2016/17
Permanent	244	236
Casual	75	75
Total	319	311

Additional resources approved as part of the Estimates process are:

Program	Position	Purpose
Asset Management	Development Officer (Roads)	Assessment of infrastructure arising from development.
Communities & People	Administrative Support	Support City Rangers function
Asset Management	Weed Management Officer	Assist with management of declared weeds

4.2.2 Materials & Contracts (\$35,000 increase)

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

4.2.3 State Government Charges (\$240,000 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 (\$10,000 decrease)

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

4.2.5 Depreciation (\$493,000 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 2015/2016 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 (\$110,000 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 (\$1,000 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 (\$1.18 million decrease)

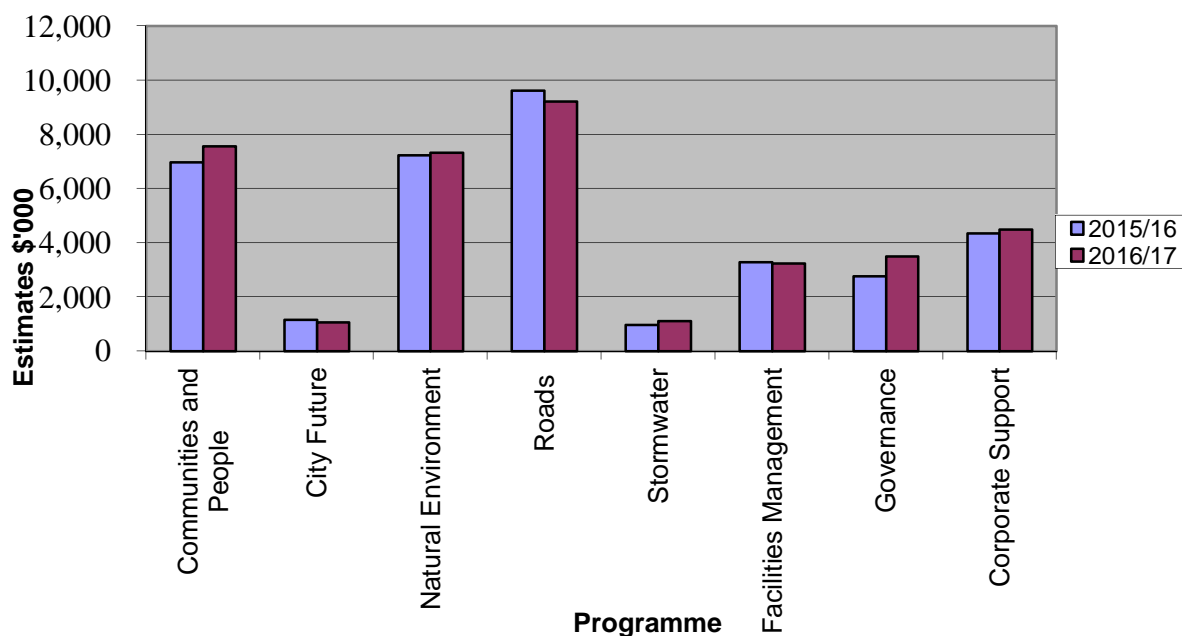
Other expenses relate to a range of unclassified items including contributions to community groups, advertising, insurances, motor vehicle registrations and other miscellaneous expenditure items. Being a "balancing item" it is subject to changes in classification of individual expenditure items.

4.3 Organisational analysis

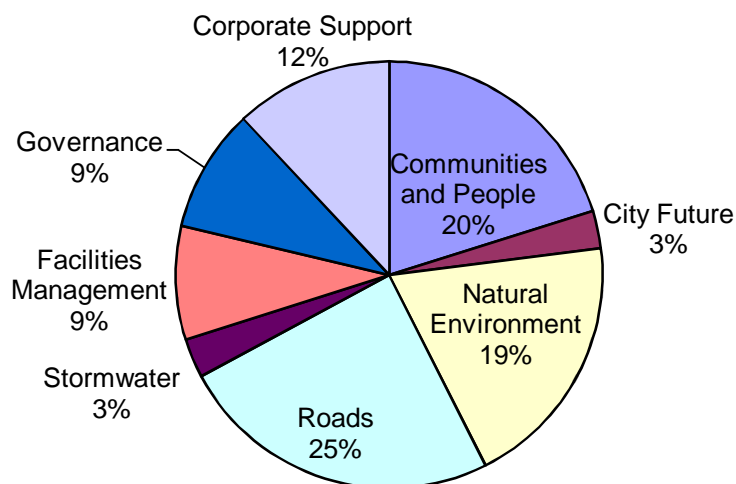
The following is a summary of the Net Expenses of each programme. Net Expenses represents the rating effort required to fund ongoing operations taking into account operational expenditure and income. It includes expenses which are expected to be capitalised, and includes grants and other revenue which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

Program	Reference	Estimates 2015/16 \$'000	Estimates 2016/17 \$'000	Increase (Decrease) \$'000
Communities and People	4.3.1	6,985	7,565	580
City Future	4.3.2	1,171	1,060	(111)
Natural Environment	4.3.3	7,244	7,339	95
Infrastructure:	4.3.4			
Roads	4.3.4.1	9,613	9,232	(381)
Stormwater	4.3.4.2	966	1,112	146
Facilities Management	4.3.4.3	3,284	3,231	(53)
Governance	4.3.5	2,770	3,502	732
Corporate Support	4.3.6	4,344	4,485	141
Net Expenses		36,377	37,526	1,149

Net Expenses



Net Expenses by Programme



4.3.1 Communities and People (\$580,000 increase)

The net expense for Communities & People has increased due to maintenance costs in respect of major new facilities such as the Kangaroo Bay Skate Park, and due to the implementation of adopted Council strategies including Positive Ageing and Health & Wellbeing.

4.3.2 City Future (\$111,000 decrease)

The net decrease in 2016/17 reflects a combination of a modest increase in revenues and reduced costs, particularly in terms of special projects.

4.3.3 Natural Environment (\$95,000 increase)

Net operating costs in Natural Environment have increased in line with inflation.

4.3.4 Infrastructure (\$288,000 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 an increase of \$550,000 in Roads to Recovery Grant funding.

4.3.4.2 Stormwater (\$146,000 increase)

Net expenditure on stormwater has increased primarily due to the allocation/recognition of revenues, in particular a decrease in allocated Grants Commission funding of some \$143,000.

4.3.4.3 Facilities Management (\$53,000 decrease)

Net expenditure in this area has decreased primarily due to an increase in rent and capital contribution income.

4.3.5 Governance (\$732,000 increase)

This programme contains a range of corporate items which affect the 2016/17 Estimates. The most significant items this year are an increase in the State Fire Commission Levy of \$235,000 and provision for a doubtful debt relating to rates equivalents applied to Hobart Airport (\$460,000).

4.3.6 Corporate Support (\$141,000 increase)

Estimates in this programme have generally increased in line with inflation, with the only item being subject to significant change in the current Estimates period being staff training (\$45,000).

5 Analysis of estimated cash position

This section analyses the expected cash flows for the 2016/2017 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 2015/16 \$'000	Estimates 2016/17 \$'000	Variance Inflow (Outflow) \$'000
Operating Activities	5.1.1			
Receipts		61,669	64,677	3,008
Payments		(45,291)	(45,326)	(35)
Net cash inflow (outflow)		16,378	19,351	2,973
Investing Activities	5.1.2			
Receipts		0	0	0
Payments		(17,020)	(20,160)	(3,140)
Net cash inflow (outflow)		(17,020)	(20,160)	(3,140)
Financing Activities	5.1.3			
Receipts (Specific Purpose Grants)		3,891	1,858	(2,033)
Payments		(171)	(2,580)	(2,409)
Net cash inflow (outflow)		3,720	(722)	(4,442)
Net increase (decrease) in cash held		3,078	(1,531)	(4,609)
Cash at beginning of year		55,824	58,902	3,078
Cash at end of year	5.1.4	58,902	57,371	(1,531)

Source: Appendix A

5.1.1 Operating Activities (\$2,973,000 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 (\$4,140,000 increase 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. It also reflects an additional investment of \$1.6 million in the Copping landfill site.

5.1.3 Financing activities (\$4,442,000 increase outflow)

The Estimates contain no proceeds from new debt in 2016/17. Loan repayments increasingly become principal rather than interest as Council's loans continue to mature. Receipts from specific purpose capital grants associated with the Kangaroo Bay redevelopment were \$2.1 million in 2015/16 and will not continue in 2016/17. This item includes a loan of \$2.4 million to be made by Council in respect of further development at the Copping landfill site.

5.1.4 Cash at end of the Year (\$1,531,000 decrease)

The reduction in total cash and investments forecast by 30 June 2017, reflects the net effects of capital funding and expenditure (and related timing) during the year (refer above) and capital flows expected in respect of development at the Copping landfill site.

5.2 Reserve cash and investments and working capital

The cash flow statement above indicates that at 30 June 2017 it is estimated Council will have cash and investments of some \$57.37 million, with some of this cash earmarked as follows:

- **Statutory purposes (\$3.817 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 (\$31.727 million)** – While these funds are technically available for whatever purpose Council determines, they are significantly comprised of the Infrastructure Renewal Reserve (which is the subject of a specific strategic objective) and other reserves which have specific purposes.
- **Working capital (\$21.83 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.

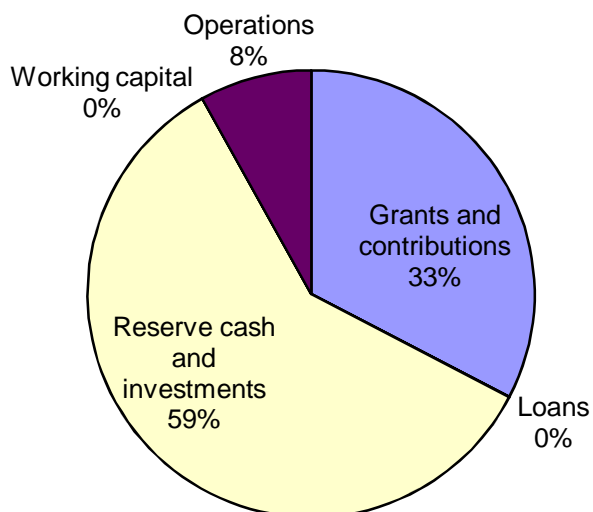
6 Analysis of capital works programme

This section analyses planned capital expenditure for the 2016/17 year and the sources of funding for that expenditure.

6.1 Funding sources

Sources of Funding	Reference	Estimates 2015/16 \$'000	Estimates 2016/17 \$'000	Increase (Decrease) \$'000
External				
Grants and contributions	6.1.1	3,773	6,009	2,236
Loans	6.1.2	0	0	0
Sub total		3,773	6,009	2,236
Internal				
Reserve cash and investments	6.1.3	12,728	10,986	(1,742)
Working capital	6.1.4	0	0	0
Operations	6.1.5	1,469	1,492	23
Sub total		14,197	12,478	(1,719)
Total funding sources		17,970	18,487	517

Sources of Capital Funds



Source: Appendix C

6.1.1 Grants and contributions (\$6.009 million)

Grants and contributions used to fund the capital works programme include payments received through the State Grants Commission (\$2.500 M), Roads to Recovery Grants (\$1.100 M), future land sales at Kangaroo Bay (\$1.600 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 (\$10.986 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 \$9.622 M or an increase of \$0.239 M from the previous year. Reserve funds also include certain contributions from external parties and proceeds held from property sales.

6.1.4 Operations (\$1.492 million)

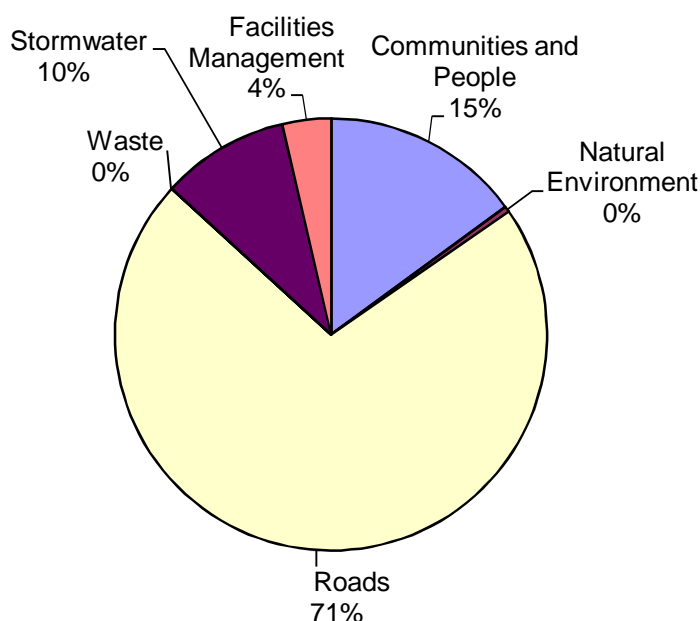
Direct rating support for the capital works programme is based on a policy position taken in the 2006/07 and successive Estimates. This support is planned to continue (indexed) into the future.

6.2 Capital works

Capital Works Areas	Reference	Estimates 2015/16 \$'000	Estimates 2016/17 \$'000	Increase (Decrease) \$'000
Works carried forward from prior years	6.2.1	14,650	9,404	(5,246)
New works				
Communities and People	6.2.2	3,825	2,762	(1,063)
City Future	6.2.3	0	0	0
Natural Environment	6.2.4	132	82	(50)
Infrastructure:	6.2.5			
Roads	6.2.5.1	9,336	13,200	3,864
Waste	6.2.5.2	0	0	0
Stormwater	6.2.5.3	1,590	1,772	182
Facilities Management	6.2.5.4	1,480	671	(809)
Governance	6.2.6	0	0	0
Corporate Support	6.2.7	1,607	0	(1,607)
Sub total		17,970	18,487	517
Total capital works		32,620	27,891	(4,729)
New works				
represented by:				
New assets		8,587	8,865	278
Existing asset improvements		9,383	9,622	239
		17,970	18,487	517

Note: Amounts exclude salaries capitalised

Budgeted New Capital Works



Source: Appendix C

6.2.1 Carried forward works (\$9.404 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 2015/16 year it is forecast that \$9.404 million of capital works will be carried forward into the 2016/17 year. Refer also Section 8.4.

6.2.2 Communities and People (\$2.762 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 Sportsground drainage (\$0.230 M), Lauderdale Oval lighting and infrastructure (\$0.380 M) Lindisfarne Oval lighting and infrastructure (\$0.268 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 (\$0.082 million)

This program is responsible for environmental management, emergency management, waste collection and disposal and natural areas. No major projects are budgeted in this area for 2016/17.

6.2.5 Infrastructure (\$15.463 million)

The increase in proposed projects reflects both new infrastructure and renewal/enhancement projects, with major new projects typically being subject to a process

of master planning and community consultation. The increase in planned renewal expenditure is consistent with Council's strategies in this area. The Infrastructure Programme includes:

6.2.5.1 Roads (\$13.2 million)

Major projects in this area include major digouts and reconstruction (\$2.000 M), road resealing (\$2.555 M), footpath/kerb and gutter renewal (\$1.224 M), Bayfield Street Streetscape (\$1.000 M), Kangaroo Bay Precinct (\$1.600 M), Bellerive Beach Park (\$0.450 M), School Road reconstruction (\$0.400 M).

6.2.5.2 Waste (\$nil)

There are no waste management projects of a capital nature proposed in 2016/17.

6.2.5.2 Stormwater (\$1.772 million)

Major stormwater projects include Elinga Street main construction (\$0.270 M), urban catchment management plans (\$0.250 M) and South Arm Road drainage improvements (\$0.200 M), Kellatie Road main upgrade (\$0.200 M).

6.2.5.3 Facilities Management (\$0.671 million)

Facilities Management projects include Roches Beach toilet (\$0.140 M) and Risdon Vale community facility (\$0.100 M).

6.2.6 Governance (\$nil)

No capital expenditure will be made under the Governance programme during 2016/17.

6.2.7 Corporate Support (\$nil)

No additional capital expenditure has been budgeted under the Corporate Support programme during 2016/17 however a major upgrade of Council's ICT platform approved in 2015/16 will be implemented over two or more financial years.

7 Analysis of estimated balance

This section analyses the movements in Estimates for assets, liabilities and equity between 2015/16 and 2016/17.

7.1 Estimated balance sheet

	Reference	Estimates 30 Jun 16 \$'000	Estimates 30 Jun 17 \$'000	Increase/ Decrease \$'000
Current				
Assets	7.1.1	61,569	64,760	3,191
Liabilities	7.1.2	(9,585)	(10,419)	(834)
Net current assets		51,984	54,341	2,357
Non-Current				
Assets	7.1.3	655,300	739,126	83,826
Liabilities	7.1.4	(771)	(751)	20
Net non-current assets		654,529	738,375	83,846
Net assets		706,513	792,716	86,203
Equity	7.1.5			
Cash Backed Reserves		33,860	35,347	1,487
Other Reserves and Equity		672,653	757,369	84,716
Total equity		706,513	792,716	86,203

7.1.1 Current Assets (\$3.191 million increase)

Council's current asset position is expected to increase compared to the 2015/16 Estimates due to the original estimate for cash holdings at 30 June 2016 being lower than the forecast actual. This is primarily due to receipt in advance of 2016/17 Grants Commission funds and timing of capital expenditure.

7.1.2 Current Liabilities (\$0.834 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 (\$83.846 million increase)

Council's non-current asset position as at June 2017 is expected to increase compared to the 2015/16 Estimates by approximately \$83.8 million. Non-current assets are expected to from estimated 2015/16 figures to 2016/17 Estimates by due to the combined effects of the 2015/16 estimates being below expected levels (largely due to recognition of land under roads acquired prior to 2008), asset revaluations, asset contributions, asset retirements, capital expenditure, and depreciation.

7.1.4 Non-Current Liabilities (\$0.020 million decrease)

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

7.1.5 Equity (\$86.203 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 2017 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 Rating strategy

8.1 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.

2013	3.90%
2014	2.30%
2015	2.80%
2016	1.00%
2017	1.90%
Average increase over 5 yrs	2.38%

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

8.2 Current year rate increase

Council's own increase in its net rating requirement is 1.9% against 2015/16. This increase is set in the context of the LGAT Council Cost Index of 1.87% and CPI of 1.3% (March 2016). 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.

8.3 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. The Valuer General subsequently issued adjustment factors effective 1 July 2015.

Where appropriate, Council provides rebates to certain classes of ratepayers. These typically include pensioners and holders of certain rural land, and, where extreme movements occur, rebates 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.

9 Borrowing strategy

9.1 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
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	634.2%	1.2%	0.1%
2016	371	651.2%	0.8%	0.0%

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 2016 net borrowings are expected to be \$0.371 million, and at 30 June 2017 \$0.191 million.

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

9.2 Current year borrowings

Council does not intend to borrow funds during 2016/17.

Year	New Borrowings \$'000	Loan Principal Paid/Transferred \$'000	Loan Interest Paid \$'000	Balance 30 Jun \$'000
2012	0	137	63	1,001
2013	0	145	54	856
2014	0	153	46	703
2015	0	161	37	542
2016	0	171	28	371
2017	0	180	18	191

10 Infrastructure strategy

10.1 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 (\$6.37 million 2016/2017), 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
2010/11	5,577
2011/12	8,342
2012/13	9,940
2013/14	8,827
2014/15	9,340
2015/16	9,383
2016/17	9,622

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.

10.2 Key influences for 2016/17

The following influences had a significant impact on the Infrastructure Strategy for the 2016/17 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, Bellerive Beach Park and urban catchment management.

10.3 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
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	6,009	-	10,986	-	1,492	18,487
2018	5,350	-	14,460	-	3,670	23,480
2019	5,895	-	13,065	-	4,250	23,210
2020	5,460	-	13,087	-	3,895	22,442

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 2016/17 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 2017

	Forecast Actual 2015/16 \$'000	Estimates 2016/17 \$'000	Increase (Decrease) \$'000
Revenue			
Rates	44,629	46,043	1,414
User charges	4,661	5,447	786
Interest	1,783	1,720	(63)
Government subsidies & grants	8,936	6,742	(2,194)
Dividends	3,300	3,300	
Contributions of capital	1,656	291	(1,365)
Other revenue	334	215	(119)
TOTAL REVENUE	65,299	63,758	(1,541)
Expenses			
Employee costs	16,854	17,190	336
Materials and contracts	12,152	10,719	(1,433)
State Government charges and levies	4,956	5,221	265
Borrowing costs	21	20	(1)
Depreciation and amortization	11,584	12,077	493
Operating leases	1,821	1,897	76
Electricity	1,308	1,352	44
Other expenses	7,915	6,221	(1,694)
TOTAL EXPENSES	56,611	54,697	(1,914)
Net surplus (deficit)	8,688	9,061	373

CLARENCE CITY COUNCIL
Estimated Balance Sheet
As at 30 June 2017

	Forecast Actual 2016 \$'000	Estimates 2017 \$'000	Increase (Decrease) \$'000
Current assets			
Cash assets	58,902	57,371	(1,531)
Other current assets	7,278	7,389	111
Total current assets	66,180	64,760	(1,420)
Non-current assets			
Infrastructure assets	521,307	551,292	29,985
Other non-current assets	174,955	187,834	12,879
Total non-current assets	696,262	739,126	42,864
Total assets	762,442	803,886	41,444
Current liabilities			
Current borrowings	180	191	11
Other current liabilities	9,982	10,228	246
Total current liabilities	10,162	10,419	257
Non-current liabilities			
Non-current borrowings	191	0	(191)
Other non-current liabilities	734	751	17
Total non-current liabilities	925	751	(174)
Total liabilities	11,087	11,170	83
Equity			
Infrastructure renewal reserve	27,608	28,614	1,006
Other cash backed reserves	6,318	6,733	415
Other reserves and equity	717,429	757,369	39,940
Total equity	751,355	792,716	41,361
Total liabilities and equity	762,442	803,886	41,444

CLARENCE CITY COUNCIL
Estimated Cash Flow Statement
For the year ending 30 June 2017

	Forecast Actual 2015/16 \$'000	Estimates 2016/17 \$'000	Increase (Decrease) \$'000
	Inflows (Outflows)	Inflows (Outflows)	
Cash flows from operating activities			
Rates	44,506	45,582	1,076
User Charges	5,202	6,108	906
Interest received	1,945	1,860	(85)
Receipts from government	4,649	4,892	243
Net GST refund (payment)	3,305	3,685	380
Other income	2,062	2,550	488
Wages & salaries	(15,665)	(15,905)	(240)
Interest paid	(21)	(20)	1
Payments to suppliers	(29,605)	(29,401)	204
Net cash inflow from operating activities	16,378	19,351	2,973
Cash flows from investing activities			
Payments for property plant & equipment	(17,020)	(18,560)	(1,540)
Proceeds from sale of prop, plant & equip			
Investment in associates		(1,600)	(1,600)
Net cash flow from investing activities	(17,020)	(20,160)	(3,140)
Cash flows from financing activities			
Repayment of borrowings	(171)	(180)	(9)
Government grants - capital	3,891	1,858	(2,033)
Loans to associates		(2,400)	(2,400)
Net cash flow from financing activities	3,720	(722)	(4,442)
Net change in cash held	3,078	(1,531)	(4,609)
Cash at the beginning of the year	55,824	58,902	3,078
Cash at the end of the year	58,902	57,371	(1,531)

CLARENCE CITY COUNCIL
Estimated Capital Works Programme
For the year ending 30 June 2017

	Forecast Actual 2015/16 \$'000	Estimates 2016/17 \$'000	Increase (Decrease) \$'000
Capital works by programme			
Communities and People	5,203	3,286	(1,917)
Natural Environment	268	150	(118)
Infrastructure:			
Roads	10,860	13,977	3,117
Waste			
Stormwater	2,416	2,186	(230)
Facilities Management	1,572	778	(794)
Governance			
Corporate Support			
Total capital works	20,319	20,377	58
Represented by			
New Assets	10,614	9,771	(842)
Existing Asset Improvements	9,705	10,606	900
Total capital works	20,319	20,377	58

NB: Works on order are not included in this schedule. Salaries attributed to capital projects are included in this schedule.

CLARENCE CITY COUNCIL

Reconciliation of Estimated Income Statement and Net Cash Flows

For the year ending 30 June 2017

	Forecast Actual 2015/16 \$'000	Estimates 2016/17 \$'000	Increase (Decrease) \$'000
Net surplus (deficit) from operations	8,688	9,061	373
Depreciation	11,584	12,077	493
Contributed assets			
(Gain)/Loss on retirement or disposal of assets	(76)		76
Capital provided to associates	(47)	(4,000)	(3,953)
Change in operating assets and liabilities	120	71	(49)
Payments for property, plant & equipment	(17,020)	(18,560)	(1,540)
Repayment of borrowings	(171)	(180)	(9)
Proceeds from borrowings			
Net cash inflows (outflows)	3,078	(1,531)	(4,609)

CLARENCE CITY COUNCIL**Reserves**

For the year ending 30 June 2017

	Forecast Actual 2015/16 \$'000	Estimated Transfers		Estimates 30 Jun 17 \$'000
		In \$'000	Out \$'000	
Statutory or Restricted Use				
Public Open Space	1,510	100	0	1,610
Car Parking	885	100	0	985
Rosny Park Child Care	212	0	0	212
Commonwealth Funded Programmes	1,010	0	0	1,010
	3,617	200		3,817
Discretionary				
General	2,536	295	275	2,556
Infrastructure Renewal	28,172	10,621	9,622	29,171
	30,708	10,916	9,897	31,727
Total Reserves	34,325	11,116	9,897	35,544

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 2016/2017
(\$000)**

	EXPENSES	REVENUES	NET EXPENSES	ASSET PURCHASES	EXPENSES CAPITALISED	TFRS TO RESERVES	TFRS FROM RESERVES	NET RATING REQU'T
GOVERNANCE and COMMUNITY								
Communities and People 32	13,813	6,248	7,565	3,285	545	-	1,847	8,458
City Future 7	2,735	1,675	1,060			240	60	1,240
Natural Environment 31	7,450	111	7,339	150	68		45	7,376
Governance 13	9,424	5,922	3,502			5,427	20	8,909
Corporate Support 18	4,493	8	4,485	-	-		30	4,455
INFRASTRUCTURE								
Roads & Transport 43	11,222	1,990	9,232	13,978	2,337		11,282	9,591
Stormwater 9	2,209	1,097	1,112	2,186	538		675	2,085
Facilities Management 17	4,185	954	3,231	778	107		259	3,643
Plant - have to update with correct numbers	2,847	2,847	-			-		-
								-
								-
TOTAL RATING REQUIREMENT	58,378	20,852	37,526	20,377	3,595	5,667	14,218	45,757
Net Rating Requirement								45,757
Rates Raised 2015/16 Plus Growth								44,805
Net Increase Including Government Charges								2.1%
Increase Due to Govt Charges								0.2%
NET INCREASE								1.9%

Capital works programme Appendix C
New works and works carried forward from 2015/16

This section provides a more detailed analysis of the capital works programme for 2016/17 including those projects approved in the 2015/16 year that will be incomplete at 30 June 2016.

CLARENCE CITY COUNCIL
Capital Works Programme
For the year ending 30 June 2017

2 New works

Capital Program	ESTIMATE 2016-2017
ROADS	
Acton Park Indented Bus Bays	20,000
Clarence Street/Cambridge Road Intersection Design - Stage 1	25,000
Bellerive Beach Park -Western End - Promenade - Stage 1	450,000
Kangaroo Bay Urban Design Plan Implementation - Ferry Wharf Precinct	1,600,000
Victoria Esplanade Landscape Plan - Stage 4 Roadworks Dillon Street to Abbott Street including irrigation	135,000
Rosny Microsimulation Traffic Modelling - Bayfield Street/Gordons Hill Road/Cambridge Road/Clarence Street traffic movements	65,000
Clarence Street - Bellerive to Howrah. - Traffic & Pedestrian Islands	295,000
Cambridge Road Footpath	50,000
Fitzgeralds Road - Passing Bays	60,000
Contribution to HIAPL construction access of Grueber Drive	130,000
Clarendon Vale Greenbelt -Pathway- Stage 2 & 3	369,000
Howrah Road Cycle Way - End of Clarence Foreshore Trail to Little Howrah Beach	10,000
Lauderdale Canal Foot Bridge - Renew Deck	15,000
Lindisfarne Streetscape Project - Stage 2 (3b) North side of Derwent Avenue - Kerb & gutter, footpath and crossovers	400,000
Clarence Foreshore Trail - Simmons Park to Anzac Park	80,000
Lindisfarne Activity Centre Footpath	4,000
Clarence Foreshore Trail -Conara Road	10,000
Montagu Bay Road - Upgrade Path from Tasman Bridge to Montagu Bay Park	100,000
Tasman Highway - Multi User Path	100,000
Cambridge Road - Kerb & gutter, retaining wall and guard railing - Brookston Drive to Solandra Court	300,000
Grahams Road Pavement Sealing - Stage 1	100,000
Back Tea Tree Road - Road curvature improvements - Black Spot	300,000
Richmond Police Station Car park	25,300
Bridge Street - Henry Street to Franklin Street full reconstruction	350,000
Franklin Street Car park - Pedestrian Access upgrade	75,000
Clarence Foreshore Trail - Lenna Street to Tasman Bridge	50,000
Gordons Hill Road - Kerb and gutter and bus stop relocation	120,000
Rosny Hill Road - Cycle Way / Multi User Path - from Rose Bay High Scholl overpass to Rosny Barn	40,000
Bayfield Street Streetscape works - Bligh Street to Winkleigh Place	1,000,000
School Road Construction	400,000
Kerb Replacement - Major Digouts program	500,000
DDA Ramps	50,000
Footpath/ Kerb & gutter Renewal	1,224,000
Major Digouts/ Reconstruction - Annual Program	2,000,000
Road reseal programme	2,555,000
Seal walkways	40,000
Gravel Road Re-Sheeting	75,000

Capital Program	ESTIMATE 2016-2017
Bicycle Committee - Permanent track counters	8,000
Bicycle Committee - Directional Signage City Wide	15,000
Bligh Street - Turning Head	35,000
Flagstaff Gully Road Footpath - Design	20,000
	13,200,300
STORMWATER	
Elinga Street - Stormwater Main construction	270,000
Mortyn Place - Stormwater Upgrade	55,000
Nelumie Street - Stormwater Upgrade	155,000
Kellatie Road - Stormwater Main Upgrade	200,000
Bathurst Street Stormwater Main. 39 Bathurst Street to Coal River	55,000
Henry Street to Franklin Street, Richmond - Additional Grated Pit and Pipework	60,000
East Derwent Highway -Stormwater construction	165,000
Roches Beach Rivulet Bank Stabilisation	62,000
South Arm Road Construct Stormwater Main - Design	20,000
Dorans Road - Culvert upgrade	50,000
Rifle Range Road/Prospect Road - Upgrade Culvert	25,000
Lynrowan Drive - Roadside Drainage	95,000
Seven Mile Beach groundwater pipe drainage Winston Avenue	10,000
South Arm Road - Drainage Improvements	200,000
Drainage Minor Construction	100,000
Urban Catchment Management Plans	250,000
	1,772,000
ACTIVE RECREATION	
Cambridge Oval - Synthetic Cricket Nets	55,000
Clarendon Vale Oval - Upgrade the oval irrigation system	80,000
Wentworth Park Cricket Pitch replacement	35,000
Kangaroo Bay Drive Sports Ground Drainage	230,000
Lauderdale Oval - Relocation of Wentworth Park Exeloos	35,000
Lauderdale Oval - Sportsfield Lights Upgrade	205,000
Lauderdale Oval - Entrance upgrade	20,000
Lauderdale Oval - Catching Nets - both ends of ground	120,000
Lindisfarne No 1 Oval Sports Ground Lighting upgrade	180,000
Lindisfarne Oval Practice Wicket upgrade works	18,000
Lindisfarne Oval - Catching net - Lincoln Street end of oval	50,000
Lindisfarne Oval - Cricket covers storage cage	20,000
Clarence Aquatic Centre - Installation of photovoltaics (solar power)	100,000
Montagu Bay boat ramp and Jetty	50,000
Seven Mile Beach Active Recreation Park - Stage 1a DA Lodgement Approvals	100,000
Supply and install coaches boxes at various ovals	15,000
Develop Master Plans for Sports Facilities Stage 1 - Lindisfarne Oval Precinct, Wentworth Park, Geilston Bay, Edgeworth Street.	25,000
Irrigation Controller System Upgrade to 3G standard	15,000
Dampier Street - Sportsground Upgrade DA and design drawings	75,000
	1,428,000

Capital Program	ESTIMATE 2016-2017
PASSIVE RECREATION	
Roscommon Master Plan 2014-2024 - Access Improvements - Dry Stone Bridges	15,000
Access from Richmond Bridge to Reserve, Western side of river	65,000
Bellerive Beach Park - All Abilities Playspace	50,000
Bellerive Beach Park - Beach Street Picnic Area	70,000
Bellerive Beach Park - Beach Street Playground	225,000
Bellerive Beach Park - Footpath realignments	30,000
Bellerive Beach Park - Public Art	50,000
Bellerive Beach Park - Toilet Block landscaping	55,000
Beltana Park - Shelter	30,000
Clarence coastal trail investigation - Cape Deslacs	5,000
Clarence coastal trail investigation - Haynes Point to Dorans Road	5,000
Clarence Foreshore Trail - Pindos Park to Gully	30,000
Clarence Kayak trail	10,000
Clarence Plains Rivulet Track - extension to Hawthorn Place, Rokeby	20,000
Clifton Beach Reserve - Construct a 1/2 Court Basketball facility	20,000
Duke Park - Fencing	16,000
Glebe Hill Reserve - Betsy Mack Track	20,000
Lindhill Reserve Track	15,000
Meehan Range Strategic Plan Review	5,000
Meehan Skyline link - Clarence mountain bike path to skyline fire trail	50,000
Minor Works - Infrastructure Replacement	16,500
Richmond Park Track to Brinktop lookout	30,000
Richmond River Bank Reserve Irrigation System Design	10,000
Richmond Village Green Fencing	10,000
Rifle Range Avenue of Honour - Design Concept Plans & Consultation	15,000
Rokeby Hill Track - stage 1 track assessment and initial work	10,000
Rosny Park Green Belt Master Plan	25,000
Simmons Park - Amphitheatre & landscaping, irrigation, and realign paths	160,000
Single Hill Track - Stage 1 track assessment and initial work	10,000
South Arm Oval - Skate Park construction	150,000
Tangara Trail - Roscommon stage 1	50,000
Tranmere Hall - Play Equipment Renewal including softfall	31,500
Warrane Community Garden	30,000
	1,334,000
NATURAL ENVIRONMENT	
Clarendon Vale Tree Replacement programme	6,000
Lindhill Bushland Reserve Access	15,000
Little Howrah Beach - Extend DDA ramp adjacent to Public Toilet onto the beach	25,000
Mountain Bike Park Track Armouring	15,000
Upgrading of fire trails	21,000
	82,000
FACILITIES MANAGEMENT	
Cambridge Road - Boardwalk Screen Fence	12,000
Cambridge Road - Demolition, 92	20,000
Eastern Shore Dog Clubrooms extension	80,000

Capital Program	ESTIMATE 2016-2017
Alma Street Senior Citizen Centre DDA Toilet design	75,000
Lauderdale Canal Public Toilet Upgrade	32,000
Equestrian Centre - water feature	7,300
Risdon Vale Community Facility	100,000
Council Chambers Security Camera Upgrade	5,000
Lauderdale Hall - Heat Pumps	11,000
Bellerive Beach Park Toilet Refurbishment	15,000
Roches Beach Toilet	140,000
Rosny Historic Centre Management Plan	63,800
Calverton Hall - DDA Public Toilet	30,000
Security Key System	25,000
DDA - Edgeworth Street Sports Pavilion Upgrade - Design and application approvals	55,000
	671,100
GRAND TOTAL	18,487,400

- Works carried forward from 2015/16**

(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.)

Carried Forward Capital Projects	Estimate 2015/2016	Actual 2015/2016	Balance
Deferred Projects			
Rosny Farm/Golf Course Access	16,000	0	16,000
Clarence St Safety Assessment	88,334	13,575	74,759
Bridge St - Richmond	169,000	0	169,000
Construction of Aldermen's Room	94,000	0	94,000
Public Art	114,900	21,710	93,190
Cambridge Oval	50,000	1,700	48,300
Pindos Park	29,000	-189	29,189
Bellerive Streetscaping	31,000	0	31,000
Beach Erosion Protection	655,656	1,116	654,540
	1,247,890	37,912	1,209,978
Roads			
Bayfield St Scape Redevelopment	581,840	74,707	507,133
Major Digouts	2,190,799	1,253,250	937,549
Renewal - Road Resealing	3,548,273	3,206,151	342,122
DDA works	476,630	380,095	96,535
Bus Bays	50,000	169	49,831
Bridge Works	138,751	106,520	32,231
Cycle Way	399,547	300,996	98,551
Kangaroo Bay Road	1,307,539	1,256,516	51,023
Bayfield St Traffic Management	389,404	88,813	300,591
Begonia St/Flagstaff Gully	39,500	11,015	28,485
Tranmere Foreshore & Pindos Park Multi User Path	375,697	349,708	25,989
Vic Esp Car Park Seal	127,000	85,515	41,485
Bell Park - Car Park Construction	707,739	696,315	11,424
Dorans Rd - Boat Ramp Car Park	14,715	0	14,715
Cambridge Rd Line Marking	50,000	0	50,000
Surf Road master plan design	111,600	800	110,800
7MB Path - Acton Rd to Ovata	169,642	162,342	7,300
Flagstaff Gully Foot Path	48,460	40,449	8,011
Dunbarton Dr-stabilise road	4,990	1,575	3,415
Pass Road Footpath	155,467	152,756	2,711
Kangaroo Bay - Road & Car Park	400,000	88,927	311,073
Seven Mile Beach Upgrade	600,000	426,150	173,850
Kennedy Dr/Runway PI-Blackspot	150,000	108,315	41,685
Tollard Dr-Kerb & Line marking	60,000	5,790	54,210
Percy Street - Kerb & Gutter	160,000	665	159,335

Carried Forward Capital Projects	Estimate 2015/2016	Actual 2015/2016	Balance
Dumbarton Dr-Bank Stabil	30,000	166	29,834
Geilston Bay Road - Guard rail	35,000	4,750	30,250
Clarendon Vale - Pathway & Lighting	156,565	0	156,565
Silwood Ave - Track Upgrade	20,000	108	19,892
Karoola Cr Retaining Wall	35,000	28,300	6,700
North Terrace Bollards	56,000	8,654	47,346
	12,590,158	8,839,515	3,750,643
Stormwater			
Minor Stormwater Projects	267,622	224,297	43,325
Lindisfarne Bay Sediment	210,000	188,818	21,182
Capacity Augmentation Works	723,502	697,701	25,801
WSUD creek remediation	29,000	2,340	26,660
Cremorne Storm Water Imp Works	234,300	211,551	22,749
Roaches Beach Rd - Bank Stab	18,000	3	17,997
Luttrell Ave SW Upgrade	50,000	644	49,356
Lauderdale Drainage - Structural Plan	456,800	286,153	170,647
Cambridge Rd/Shackleton upgrade reticulation	132,000	0	132,000
Kangaroo Bay Dr SW Upgrade	100,000	878	99,123
Faggs creek remediation	50,800	0	50,800
Urban Drainage Act	404,000	285,816	118,184
Wetland Management Plans	15,000	0	15,000
Bridge St Drainage Imp	301,000	288,963	12,037
Franklin/Victoria St Drainage	30,000	11,069	18,931
Radiata Dr - increase capacity	100,000	2,370	97,630
Somerset St - Upgrade	175,000	600	174,400
Riawena Road - Shot crete	30,000	0	30,000
7MB/Lewis Ave - Roadside SW	30,000	0	30,000
Seven Mile Beach - Upg culvert	285,000	258,400	26,600
	3,642,024	2,459,602	1,182,422
Facilities Management			
Howrah Recreation Centre	300,196	282,496	17,700
Barn Complex Redevelopment	30,800	25,519	5,281
Public Toilets	417,800	60,821	356,979
Kangaroo Bay Plan Implementation	502,500	60,291	442,210
Bellerive Boardwalk - DDA Toilet	94,900	16,295	78,605
Clarence Council Depot	48,100	29,690	18,410
Bellerive Community Arts Centre	18,600	10,099	8,501
Men's Shed Howrah	9,000	2,396	6,604
Bus Mall Seating	20,000	10,500	9,500
Cambridge Oval - Repair gates	15,000	9,775	5,225
Bellerive Library Refurbish	64,000	47,904	16,096
Risdon Vale Oval Pavilion	58,350	31,609	26,741
	1,579,246	587,395	991,851

Carried Forward Capital Projects	Estimate 2015/2016	Actual 2015/2016	Balance
Communities & People			
Tranmere Hall	25,000	4,349	20,651
Regional Park Development Acton Court	41,200	7,105	34,095
Cambridge Oval Sports Ground	490,000	8,461	481,539
Positive Ageing Plan Outcomes	45,400	26,509	18,891
Youth Plan	19,000	10,819	8,181
DDA Plan Review	12,600	4,926	7,675
Development of Tracks & Trails	558,500	259,776	298,724
Shade Structures	37,000	15,000	22,000
Clarendon Vale Oval	20,000	0	20,000
Kangaroo Bay Ovals	2,638,371	2,482,345	156,026
Lindisfarne Oval - No 1	145,000	132,623	12,377
Lindisfarne Oval - No 2	111,000	2,169	108,831
Geilston Bay High Ovals	3,875	0	3,875
Seven Mile Beach - Recreation Master Plan	119,000	5,220	113,780
Bellerive Beach Park	1,129,200	543,787	585,413
Beltana Park	41,000	12,199	28,801
Kangaroo Bay Park	2,982,368	2,496,840	485,528
Lauderdale Canal Park	16,900	0	16,900
Shoreline Park Lighting & Play Equipment	65,800	59,576	6,224
Simmons Park	586,000	537,718	48,282
Wentworth Park Play Park	131,000	129,765	1,235
Howrah Bowls Club Base	1,297,847	1,216,272	81,575
Montagu Bay Boat Ramp	52,500	4,896	47,604
Seating on bus routes	15,000	103	14,897
Clarence High Oval Development	495,500	303,209	192,291
Cambridge Township - Master Plan	1,000	814	186
Howrah Rec Centre Playground	10,500	4,594	5,906
ICT System Upgrade	1,607,000	1,313,909	293,091
Additions to Family Day Care building	180,000	37,509	142,491
	12,877,561	9,620,494	3,257,067
Natural Environment			
Upgrading Fire Trails	27,000	20,205	6,795
Lauderdale Canal Closure	145,900	17,937	127,963
Opossum Bay - 68 Spitfarm Rd	62,000	26,712	35,288
Roscommon Reserve	13,000	10,000	3,000
Clarendon Vale - Natural Env	49,125	0	49,125
	297,025	74,854	222,171
	30,986,014	21,581,859	9,404,155

Activities and initiatives Appendix D

This section sets out the activities and initiatives to be funded in the Estimates for the 2016/17 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 2017

Program	Activities and Initiatives
Civic Activities & Events	<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"> • Conduct Council's annual events program including: Australia Day; Jazz Festival; Seafarers Festival and Carols by Candlelight. • Support and conduct other events including: St ART Festival, World Games Day, Dance Hall Days, National Youth Week, Heritage Month and Dogs Day Out. • Continue relationships with other major events including MOFO, Festival of Voices, BOFA, and Dark MOFO. Provide support to the City Band.
Community Awareness & Marketing	<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"> • Implementation of the Council's Community Participation Policy. • Publish a Community Directory detailing community services and organisations. • Review and update existing publications. • Provide timely and relevant information via Council's website; the Annual Information Book; the quarterly Clarence Newsletter; and various special interest publications. • Publish an Events Calendar for the City.
Recreation	<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"> • Ongoing partnership arrangements with government and community organisations to target funds to develop and expand recreational facilities. • Develop partnership arrangements with government and community organisations to better utilise available recreational facilities.

Program	Activities and Initiatives
	<ul style="list-style-type: none"> • Ongoing regulatory processes for Development Plans for proposed Seven Mile Beach regional recreation facility. • Manage major recreational facility leases such as Bellerive Oval and the Clarence Aquatic Centre. • Undertake the following actions: <ul style="list-style-type: none"> • Upgrade boat ramp at Montagu Bay Reserve. • Cambridge Oval – Cricket Nets. • Clarence Aquatic Centre – Solar Panels. • Clarendon Vale Oval - Irrigation Upgrade. • Dampier Street Sportsground – Plans and DA Approvals. • Kangaroo Bay Oval – Sub-Soil Ground Drainage. • Kangaroo Bay Urban Design Plan Ferry Wharf Precinct Works. • Lauderdale Oval Lighting, Safety Nets, Entrance Upgrade, Exeloos. • Various Ovals - Irrigation System Control upgrades. • Lindisfarne Oval - Lighting Cricket Covers Storage, Oval Fencing, Practice Wicket Upgrade. • Richmond Oval – Coaches Boxes. • Wentworth Park – Cricket Pitch redevelopment. • Upgrade Bellerive Beach Park – provide all abilities play park, playground, footpaths, landscaping and public art. • Simmons Park – Stage 4 Design and construct. • Clarence Coastal Trail – Haynes Point to Dorans Road, Pindos Park to Gully. • South Arm Oval – Skate Park & Basketball Hoop Construction. • Clifton Beach Reserve - Construct ½ Basketball Court • Bellerive Rifle Range – Avenue of Honour – Concept Plans.
Childcare Services	<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"> • Improve service coordination, childcare options and viability. • Maintain accreditation, licensing and registration requirements.

Program	Activities and Initiatives
	<ul style="list-style-type: none"> • Transfer Outside School Hours Care office to 19 Alma Street. • Establish new Outside School Hours Care service at Eastside Lutheran and Risdon Vale.
Community Services & Programs	<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"> • 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. • Develop and implement a community safety plan including reviewing the Clarence Community Road Safety committee. • Develop and trial an organisational community development framework. • Implement the Events Plan including promoting the Arts/Events website, growing Jazz Festival, attracting new events and improving promotion/marketing. • Implement the revised Access Plan including developing an newsletter and establishing a local access network. • 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. • Review the Volunteer program and continue the Planting Ahead, Live Well Live Long projects. • Review and implement the Cultural History Plan. • Continue to support the interpretative signage projects. • Develop business case for use of council buildings in Bellerive. • Review the Cultural Arts Plan including commissioning public art works, conducting exhibitions, Open Art, Clarence Prize, Artist in Residence programs and improving facilities at Rosny Farm. • Review the Youth Plan and continue to support YNAG and anti-graffiti project, outreach programs and further develop Youth Assist. • Review work processes and improve performance reporting in the Ranger Services group. • Implement revised food risk management regime.

Program	Activities and Initiatives
	<ul style="list-style-type: none"> • Develop and implement an Environmental Health plan including reviewing work processes and improve performance reporting. • Develop Community Facility Plan for Risdon Vale.
<i>Civic Space and Amenity</i>	<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"> • Continue implementation of the Kangaroo Bay Master Plan, including an urban design plan and associated action plan.
<i>Economic Development</i>	<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"> • Undertake the preparation of a new Economic Development Plan for the City. • Undertake economic development activities including: <ul style="list-style-type: none"> • Provide support services to new and existing business operators within the City to develop or expand their business interests within the City. • Identify suitable sites within the City to establish new business activities in association with prospective developers. • Distribution of the Clarence Business Opportunities Prospectus. • Ongoing implementation of the Kangaroo Bay Urban Design Plan. • Continue Expression of Interest processes for Kangaroo Bay Development Precinct and Rosny Hill Nature Recreation Area.
<i>Tourism</i>	<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"> • Participate in, and contribute to the ongoing development of the Southern region tourism body and associated strategies. • Work with Cricket Tasmania to maintain and further promote the Bellerive Oval as an international sporting venue, including the Cricket Museum. • Publish, distribute and update recreational brochures including: 'Popular Trails in Clarence', 'Popular Beaches in Clarence' and 'Popular Parks in Clarence'.

Program	Activities and Initiatives
	<ul style="list-style-type: none"> 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.
City Profile	<p><i>Objective:</i> To enhance the vibrancy and profile of the City.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> 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. Through Council's website, publish a development site portfolio identifying land development opportunities throughout the City. Promote the Clarence Prospectus which details investment opportunities within the City. Identify and secure sponsorship opportunities of major events, including promotion of venues and facilities within the City. Distribute brochures to promote existing facilities within the City, including: Bellerive Oval, Rosny Farm, beaches, golf courses and recreational facilities. Through prospectus publications and networking, promote opportunities for the establishment of restaurant and hospitality services within commercial precincts of the City. 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.
Planning	<p><i>Objective:</i> 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"> Facilitate the development of strategic land holdings. Maintain a contemporary Planning Scheme for the City. Implement the Southern Tasmanian Regional Land Use Strategies. Provide input into the Tasmanian Planning Scheme process to ensure optimum outcomes for the City. Ensuring integration of Councils systems with on-line planning information systems of the Tasmanian Planning Commission, for planning schemes, application tracking and property enquiry.

Program	Activities and Initiatives
	<ul style="list-style-type: none"> • Ensuring continuous improvement of electronic lodgement, approval and recording process for planning applications and subdivisions processes. • Implement the retail development strategy for the City, including undertaking any necessary reviews. • Overseeing implementation of the Richmond Townscape Review and identifying any necessary improvements. • Complete a Lindisfarne urban design strategy incorporating a car parking plan. • Completing and implementing a streetscape plan for Bayfield Street. • Undertake an urban design and infrastructure plan for Rosny Park. • Develop car parking plans for activity centre as required to implement the relevant components of the Clarence Interim Scheme. • Implementing the Bellerive Bluff Precinct Neighbourhood Character and Urban Design Framework Study. • Implementing the outcomes of the Lauderdale Urban Expansion Feasibility Study. • Provide a free Heritage Advisory Service for the City, including a Heritage Architect and information sheets to assist property owners. • Implement the provisions of the relevant legislation and in particular ensure timely issue of approvals. • Provide timely and considered submissions on proposed changes to planning and subdivision legislation and State planning system proposals. • Provide ongoing enforcement of Council's planning scheme and planning permits and investigation of complaints about land use and development in the City.
Building & Plumbing	<p><i>Objectives:</i></p> <ul style="list-style-type: none"> • Act as a permit Authority through the issuing of permits, certificates, notices, orders; and by maintaining building / plumbing registers. • Provide information, assistance and support in regard to building / plumbing matters. • Ensure compliance so that buildings are safe, energy efficient and meet permit conditions and relevant standards. • Review work processes and improve performance reporting.

Program	Activities and Initiatives
Emergency Management	<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"> • Further develop the emergency planning framework for the City including completion/review of a Recovery Plan, Business Continuity Recovery Plan, and Pandemic Plan. • Develop and implement an emergency management exercise program for the City, including liaison with relevant agencies to ensure proper operation of coordinated response mechanisms. • Implement the Fire Management Strategy for the City. • Investigate and monitor climate change impacts, including storm surge and sea level rise, identifying opportunities to protect property and ensure personal safety. • Undertake necessary environmental monitoring.
Environmental Management	<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"> • 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. • Ongoing partnership arrangements with government and community organisations to target funds to better manage and sustain the environment. • 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. • Provide support to NHT programs. • Develop Natural Areas Rehabilitation Plans. • Implement Council's Tracks and Trails Strategy and associated action plan. • Commence community information and awareness programme on energy management and climate change. • Rehabilitate potential contaminated sites on Council land. • Continue the development of a risk management framework for recreational waters, waterways particularly in sensitive areas.

Program	Activities and Initiatives
	<ul style="list-style-type: none"> • Upgrading of fire trails. • Install DDA access ramp to Little Howrah Beach. • Lindhill Bushland Reserve access. • Clarence Mountain Bike Park track work.
Waste	<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"> • Manage 7 year contract for wheelie bin based Green Waste, Residual Waste and Recyclables collection service. • Manage 7 year contracts for the disposal and treatment of kerbside collected green waste, residential waste and recyclables. • Ongoing liaison with the State Government and community organisations regarding the implementation of Council's Waste Management Strategy. • Continued collection of public place recycling bins in the City. • Contribute to the governance of the Copping Refuse Disposal Site Joint Authority. • Participate as a member of the Southern Councils Association of Tasmania to improve waste management within Southern Tasmania.
Weeds	<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"> • Adopt a Weed Management Strategy for the City. • Implement a rolling 3 year priority weed management plan for Council land. • Implement work practices to minimise the impacts of Council's operations on the environment. • Respond to public complaints and provide information to assist with weed eradication within the City.
Natural Areas	<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"> • Implement the Council's Bushland and Coastal Reserve Strategy.

Program	Activities and Initiatives
Roads	<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"> • Develop partnership arrangements with government and community organisations to target funds to develop and expand Council's road networks. • 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. • Pursue federal funding opportunities as part of the Roads to Recovery Initiative and 'black spot' funding programs. • Investigate and assess major development proposals impacts on Council's Roads and Transport Infrastructure. • Undertake traffic management and road safety investigations as required. • Undertake development projects including: <ul style="list-style-type: none"> • Improve Disability Access to City infrastructure. • Construct new footpaths and kerb & gutter. • Extend cycle way network on programmed basis. • Continue construction of the Foreshore Reserve path network in the Tranmere area. • Bayfield Street Streetscape Redevelopment – Implementation Stage 3. • Clarendon Vale Greenbelt Pathway construction. • Victoria Esplanade Stage 3 Roadworks – Dillon Street to Abbott/Bluff including car parking area. • Bellerive Beach Park – Western End Promenade. • Cambridge Road, Mornington – Brookston Drive to Solandra Court – Kerb and Gutter and Bike Lane. • Bridge Street Richmond – Henry Street to Franklin Street – Reconstruction. • School Road – Construction. • Road Reseal Programme – Ongoing. • Major Digouts/Road Reconstruction Works.
Stormwater	<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"> • Develop Stormwater Catchment Management Plans for the City, in accordance with the Urban Drainage Act. • 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. • Develop stormwater software models and associated database to support the asset renewal and extension program. • Develop a Headworks Policy for stormwater based on the Stormwater Asset Management Plan for the City. • Pursue major specific stormwater initiatives consistent with the adopted Capital Expenditure Programme. • Upgrade stormwater system for Pages Creek network through Richmond. • Implement Lauderdale Structure Plan - Stormwater upgrade Stage 3. • Undertake drainage improvement works in accordance with the adopted Capital Expenditure Programme, including: <ul style="list-style-type: none"> • Kellatie Road – stormwater main upgrade. • South Arm Road, South Arm – stormwater improvements. • Elinga Street /Tranmere Rad – system upgrade.
Facilities Management	<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"> • 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. • Prepare design plans for DDA Toilet at Calverton Hall and Edgeworth Street. • Prepare management plans for Rosny Historic Centre DDA compliant focus.
Governance	<p><i>Objective:</i></p> <ul style="list-style-type: none"> • 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.

Program	Activities and Initiatives
	<p><i>Initiatives</i></p> <ul style="list-style-type: none"> • Develop/review policies (including local laws and procedures) to guide the responsible management of the City. • Develop relationships and partnership arrangements with Federal and State Governments, and other representative bodies, in order to promote and represent the City's interests. • Promote accountable and transparent governance through conduct of Council Meetings and the Annual General Meeting. • Conduct an Internal Audit Program to review and improve key operational areas within Council. • Maintain the Code of Conduct for Aldermen including the administrative arrangements. • Maintain a Pecuniary Interest Register and other interests registers in respect of Aldermen and staff. • Participate in, and review, Council's performance through various review mechanisms including Local Government Board Reviews, KPI Projects, etc.
Finance	<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"> • Complete the current cycle of revaluation of Council assets. • Finalise review of, and implement, 10 Year Financial Management Plan. • • Implement control and efficiency enhancements arising from reviews undertaken by Auditor General and Council's Audit Panel.
Strategic Marketing	<p><i>Objective:</i></p> <p>To provide strategic direction for the City in the area of marketing and associated activities.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> • Undertake strategies and actions identified in Council's adopted Marketing Plan Strategy. • Implement Council's adopted Customer Service Charter, including distribution of the Charter to the community through brochures and the internet. • Implementation of a customer request tracking system for animal control, fire hazards, health and other key areas.

Program	Activities and Initiatives
Council Consultation & Communication	<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"> • 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. • Produce the Annual Report for presentation at the Annual General Meeting.
Risk Management	<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"> • Implement the Council's Risk Management policy and the Risk Management System Implementation Plan. • Further develop Council's Corporate Risk Register to ensure the effective management and review of risks. • 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. • Facilitate the conduct of Biennial Risk Audits by Council's Insurers. • Undertake business systems reviews to ensure best practice standards are identified and incorporated into normal work processes and practices. • Maintain Council's insurance portfolio to ensure appropriate insurance coverage for identifies risks and exposures.
Information Management	<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"> • Implement Council's strategic review of ICT through full replacement of core ICT applications. • Manage support of Councils' existing core software application systems.
Human Resources	<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"> • Support the achievement of the organisation's operating plan

Program	Activities and Initiatives
	<p>within a framework of effective risk management and legislative compliance;.</p> <ul style="list-style-type: none"> • Provide for a supportive culture that promotes the well-being of staff and their families. • Provide market competitive remuneration and benefits. • Ensure safe and healthy workplaces. • Facilitate development, learning and continuous improvement opportunities for staff. <p><i>Initiatives</i></p> <ul style="list-style-type: none"> • 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. • Investigation, review and implementation of work practices and policies to ensure workplace health and safety compliance and management of risks. • Provision of a fair and flexible approach to work health and safety activities which take into consideration the individual, operational and environmental circumstances. • Provision of competitive conditions of employment in an equitable manner. • Negotiation and implementation of certified agreements. • Continuing review and redevelopment of Human Resource policies which provide a framework for workers to make decisions and reflect Council's commitment to the highest standards of honesty and integrity.
Corporate Management	<p><i>Objective:</i></p> <ul style="list-style-type: none"> • To provide leadership and management to all aspects of the organisation through pro-active and timely senior management involvement and direction. <p><i>Initiatives</i></p> <ul style="list-style-type: none"> • Prepare the Annual Plan and Estimates for consideration and approval of Council. • Provide quarterly reports to Council in regard to achievement of the Annual Plan and Estimates. • Provide legal advice to Council; represent Council's interests in court or tribunal proceedings where required. • Update Asset Management Plans for Council's Asset and Renewal Strategic Asset Plan.