



CLARENCE CITY COUNCIL
Annual Plan – 2017/2018

CONTENTS

1	EXECUTIVE SUMMARY	3
2	ESTIMATES KEY DATA.....	5
3	ESTIMATES OVERVIEW	8
4	ANALYSIS OF OPERATING ESTIMATES.....	15
5	ANALYSIS OF ESTIMATED CASH POSITION.....	24
6	ANALYSIS OF CAPITAL WORKS PROGRAMME	26
7	ANALYSIS OF ESTIMATED BALANCE SHEET.....	31
8	RATING STRATEGY	33
9	BORROWING STRATEGY	35
10	INFRASTRUCTURE STRATEGY.....	36
	OVERVIEW TO APPENDICES.....	38
	ESTIMATES STATEMENTS APPENDIX A.....	40
	STATUTORY DISCLOSURES APPENDIX B.....	46
	CAPITAL WORKS PROGRAMME APPENDIX C	48
	ACTIVITIES AND INITIATIVES APPENDIX D	58

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 2017/18 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 2.3% net of growth and State Government charges.

The total capital expenditure programme for additional projects (excluding salaries capitalised) is \$17.615 million and is fully funded from identified sources. Sources of capital funds include:

- \$9.570 million from Council's infrastructure renewal reserve;
- \$2.513 million from grants allocated through the State Grants Commission;
- \$2.020 million from other grants and contributions;
- \$1.963 million from Council's rating effort;
- \$0.659 million from property sales; and
- \$0.890 million from reserves/other sources.

The total capital expenditure programme for both additional and carried forward projects (excluding salaries capitalised) is expected to be \$28.404 million, with \$10.789 million related to projects to be carried forward from the 2016/17 year. The carried forward component is fully funded from the 2016/17 Estimates.

Clarence City Council – Annual Plan 2017/2018

The 2017/18 Estimates forecast an accrual based operating surplus of \$5.50 million (excluding contributions of subdivision assets), after raising rates and charges of \$47.95 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.

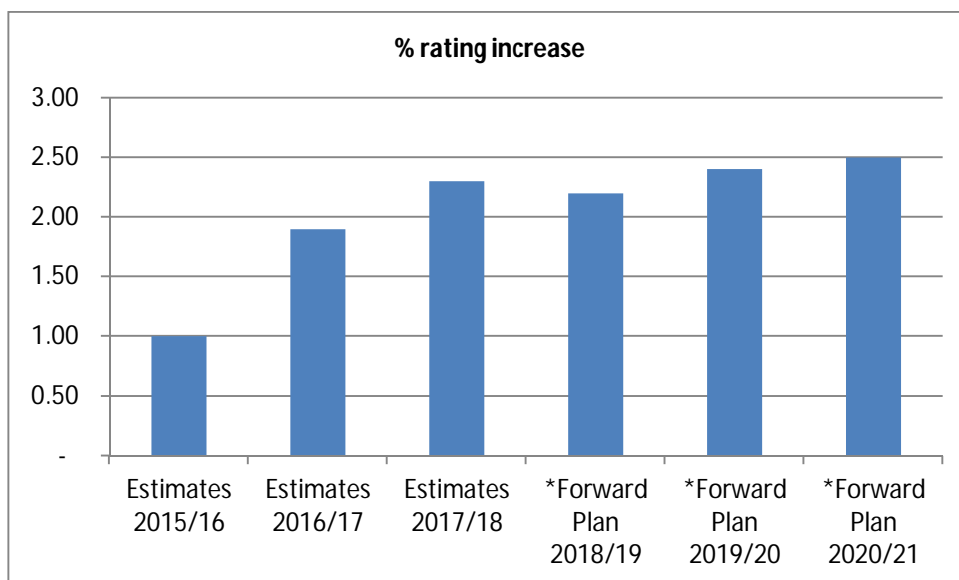
The operating result for 2016/17 is projected to be a surplus of \$8.50 million. This result is slightly more than the adopted 10 year plan, and consistent with the adopted Estimates (including Council approved amendments).

Council's 2017/18 Estimates include an amount of \$3.3 million for dividends expected to be received from TasWater. This amount is expected to reduce to \$2.2 million in 2018/19 and remain at that level in the medium term.

2 Estimates key data

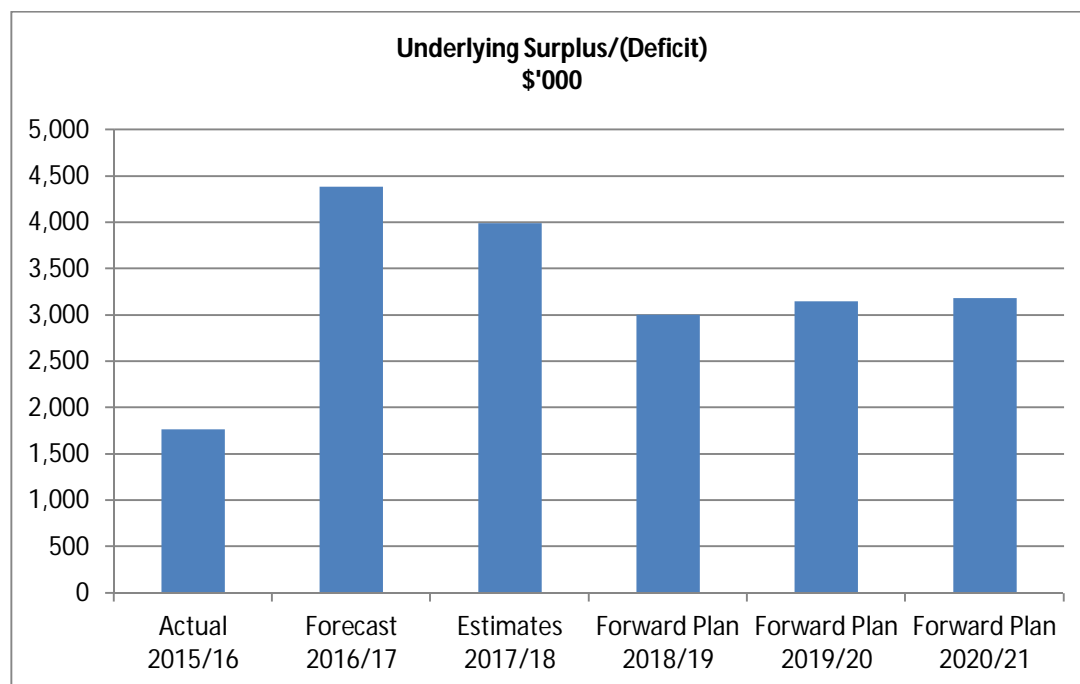
Council has prepared Estimates for the 2017/18 financial year which seek to balance the demand for services and infrastructure with the community's capacity to pay. Key Estimates information is provided below about the rate increase, operating result, service levels, cash and investments, capital works, financial position, financial sustainability and where rates are spent.

2.1 Rates



The increase in net rating requirement is 2.3% for the 2017/18 financial year, raising total rates of \$47.95 million. The 2.3% 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.

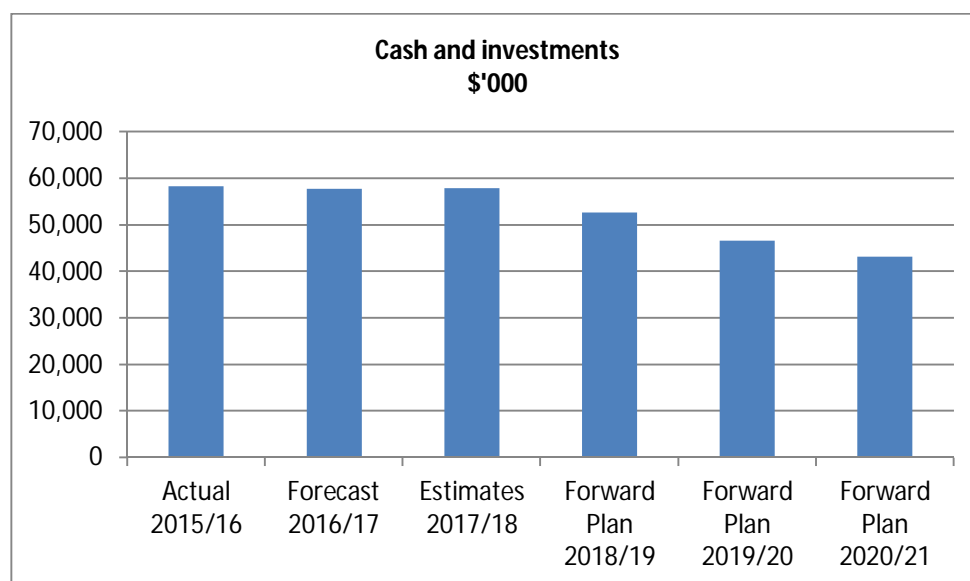
2.2 Operating result



The underlying operating result is the preferred measure due to it excluding non-structural items such as specific purpose capital grants. This measure is consistent with that used by the Auditor General, with the exception of movements in the equity of associates which has been excluded in the actual and forecast results (providing a more conservative result). For 2017/18 is estimated to be a surplus of \$3.99 million, which is a decrease of \$0.39 million compared with the forecast result for 2016/17. The decrease in comparative operating result is due to the net result of normal business operations.

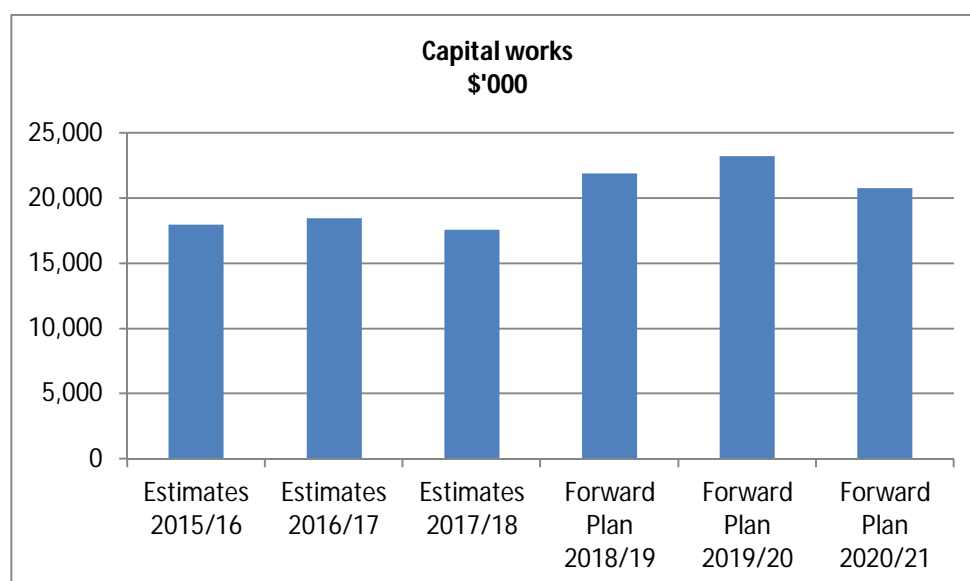
A high level 10 Year Financial Management Plan has been adopted by Council to assist it to adopt Estimates within a longer term financial framework. This 10 year plan shows the underlying surplus at approximately \$3.0 million in 2018/19 and rising steadily to approximately \$4.1 million in 2025/26.

2.3 Cash and investments



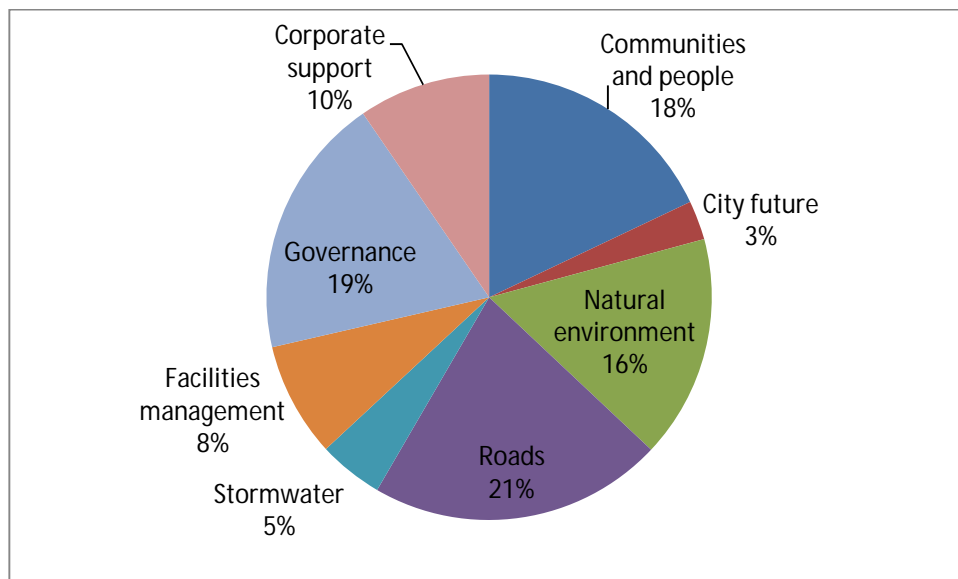
During the 2017/18 financial year cash and investments are not expected to materially differ from the prior year.

2.4 Capital works



The 2017/18 capital works programme is estimated to be \$17.615 million, a decrease of \$0.872 million compared with the estimate for the 2016/17 financial year. The increased level of expected capital works from 2018/19 relates to a potential sporting precinct at Seven Mile Beach. 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 Where rates are spent



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

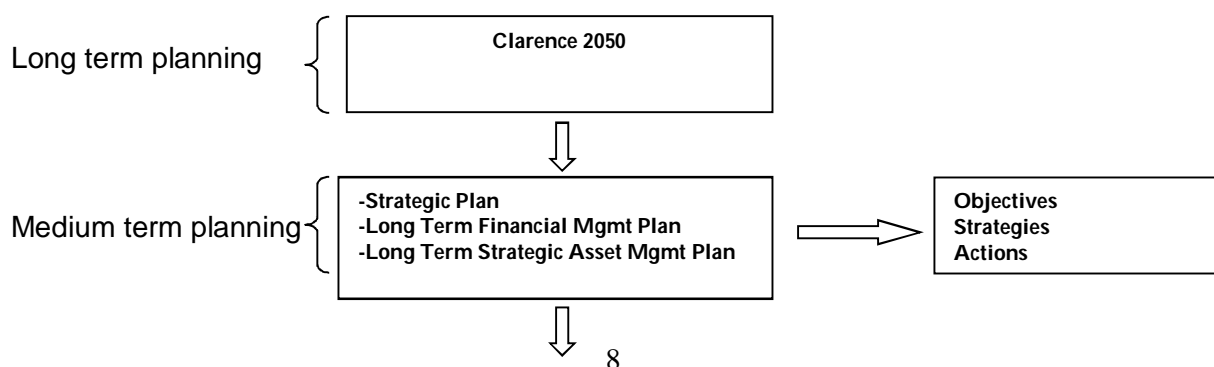
3 Estimates overview

3.1 Strategic planning framework

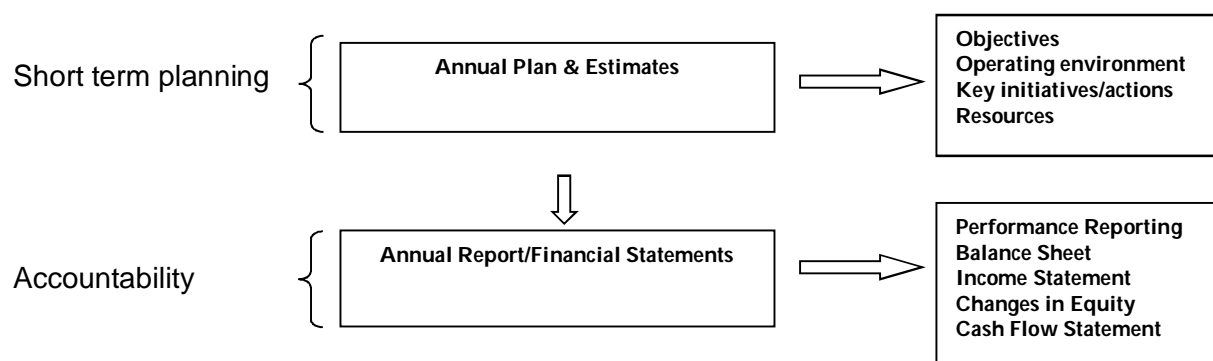
The Estimates have been developed within an overall planning framework that guides the Council in identifying and meeting community needs and aspirations over the long term (Clarence 2050). This is supported by medium term (10 year) objectives in the Strategic Plan, Long Term Financial Management Plan 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 2017/2018 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:



Clarence City Council – Annual Plan 2017/2018



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 2017/18 Estimates were adopted by Council at its meeting of 5 June 2017.

The 2017/18 Estimates, which are included in this Plan, are for the year 1 July 2017 to 30 June 2018 and have been prepared in accordance with the Act. The Annual Plan also includes an estimated Balance Sheet, Income Statement, Cash Flow Statement and schedule of estimated capital works. To the extent practicable, these statements have been prepared for the year ending 30 June 2018 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. Annual Plan and Estimates adopted by Council	June
4. Adopt rates and charges required by the Estimates/Annual Plan	June
5. Advertise new rates and charges within 21 days	June/July
6. Issue rates notices for financial year	July
7. Provide Director of Local Government with copy of rating resolution	June/July

3.5 Estimates influences

External influences

In preparing the 2017/18 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 2.3% per annum (March 2017);
- LGAT Local Government Cost Index of 1.5% as at 31 December 2016;
- The level and trend of interest rates; and
- Growth in the rate base of 1.46%.

Internal influences

There are several internal influences arising from the 2016/17 financial year and Council policy that have had a significant impact on the Estimates for 2017/18. These include:

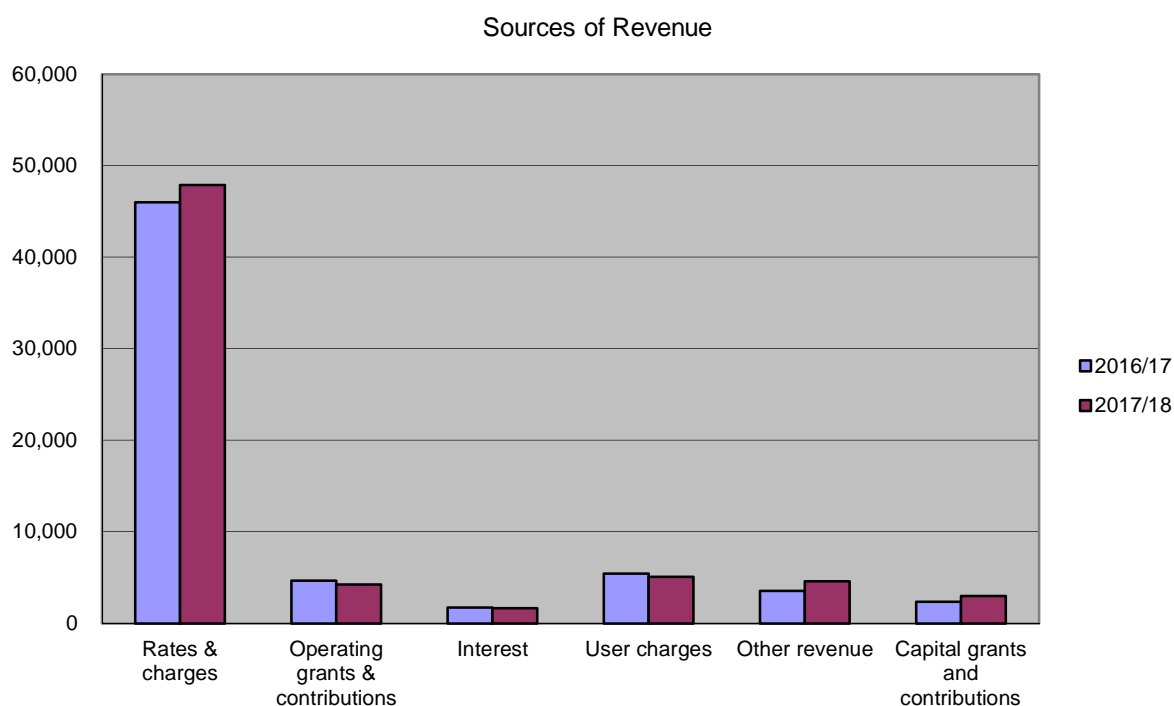
- Continued implementation of Council's infrastructure renewal funding strategy;
- Continuing implementation of key development plans including capital expenditure on the Kangaroo Bay precinct;
- Ongoing renewal of Council's infrastructure assets;
- Additional maintenance arising from the establishment/enhancement of new facilities;
- Enterprise agreement obligations;
- Implementation of corporate strategies including Positive Ageing and Health & Wellbeing; and
- Maintenance of new facilities.

4 Analysis of Operating Estimates

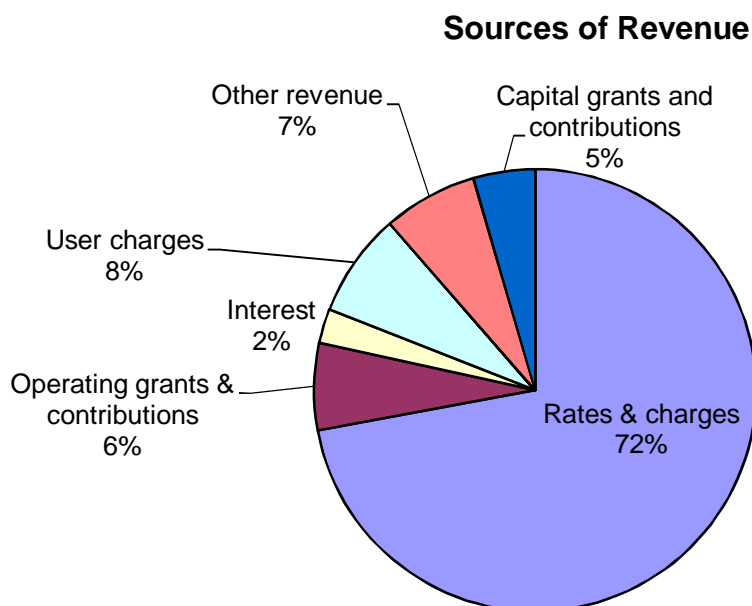
This section analyses the expected revenues and expenses of the Council for the 2017/18 year. It also includes analysis of service unit financial performance in a format which aligns with Council's organisational structure.

4.1 Operating Revenue

Revenue Types	Reference	Estimates 2016/17 \$'000	Estimates 2017/18 \$'000	Increase (Decrease) \$'000
Rates & charges	4.1.1	46,043	47,947	1,904
Operating grants & contributions	4.1.2	4,684	4,228	(456)
Interest	4.1.4	1,720	1,675	(45)
User charges	4.1.5	5,447	5,075	(372)
Proceeds from sale of assets	4.1.7	0	0	0
Other revenue	4.1.8	3,515	4,566	1,051
Operating revenue before capital		61,409	63,491	2,082
Capital grants and contributions	4.1.3	2,349	3,013	664
Total operating revenue		63,758	66,504	2,746



Source: Appendix A



4.1.1 Rates and Charges (\$1,904,000 increase)

It is estimated that rate income will increase by 2.3% 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 \$1.819 million budget to budget. The increase is due to a combination of this percentage increase and growth in the rates base through development. Section 8 Rating Strategy includes a more detailed analysis of the rates and charges to be levied for 2017/18.

4.1.2 Operating Grants and Contributions (\$456,000 decrease)

Operating grants and contributions includes monies received from State and Commonwealth governments for the purposes of funding delivery of services to ratepayers. The reduction reflects movements in child care funding and a “freezing” of the level of State Grants Commission funding from the Australian Government.

4.1.3 Capital Grants and Contributions (\$664,000 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 (\$45,000 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 (\$372,000 decrease)

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 decrease is due to an expected slight decreased demand for use of some of Council's services, partially offset by 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 2016/17 or 2017/18.

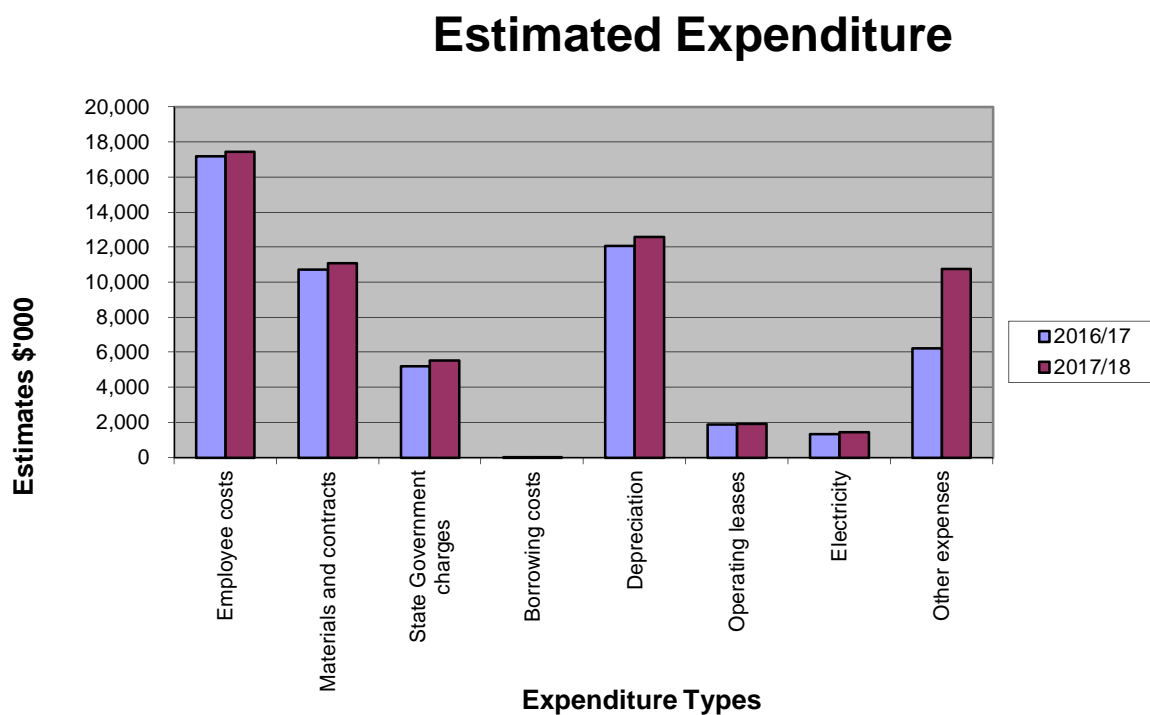
4.1.7 Other Revenue (\$1,051,000 increase)

Other revenue relates to a broad range of unclassified items including dividends from TasWater, private works, cost recoups and other miscellaneous income items. Dividends from TasWater have remained at 2016/2017 levels and will decrease in nominal terms in subsequent years. The significant movement in this item arises from an expected specific developer contribution in respect of car parking for \$840,000.

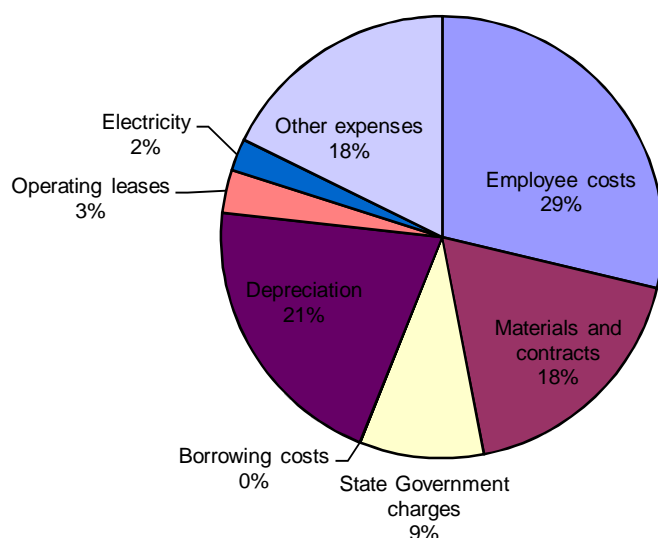
4.2 Operating Expenditure

Expenditure Types	Reference	Estimates 2016/17 \$'000	Estimates 2017/18 \$'000	Increase (Decrease) \$'000
Employee costs	4.2.1	17,190	17,456	266
Materials and contracts	4.2.2	10,719	11,078	359
State Government charges	4.2.3	5,221	5,527	306
Borrowing costs	4.2.4	20	10	(10)
Depreciation	4.2.5	12,077	12,812	735
Operating leases	4.2.6	1,897	1,915	18
Electricity	4.2.7	1,352	1,437	85
Other expenses	4.2.8	6,221	10,766	4,545
Total operating expenditure		54,697	61,001	6,304

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



Operating Expenditure



Source: Appendix A

4.2.1 Employee Costs (\$266,000 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 \$266,000 compared to the 2016/17 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 new positions (refer below).

Average staff numbers during the Estimates period are as follows:

Type of employment	Number of Employees	
	2016/17	2017/18
Permanent	236	239
Casual	75	62
Total	311	301

Clarence City Council – Annual Plan 2017/2018

Additional resources approved as part of the Estimates process are:

Program	Position	Purpose
Asset Management	Engineer	Project Management
Asset Management	Project Manager	Project Management
Governance	Manager Customer Contact	Customer Liaison

4.2.2 Materials & Contracts (\$359,000 increase)

The change in the budget for Materials and Contracts is immaterial and not significantly above annual inflation.

4.2.3 State Government Charges (\$306,000 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 (\$735,000 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 2016/2017 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 (\$18,000 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 (\$85,000 increase)

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 (\$4.55 million increase)

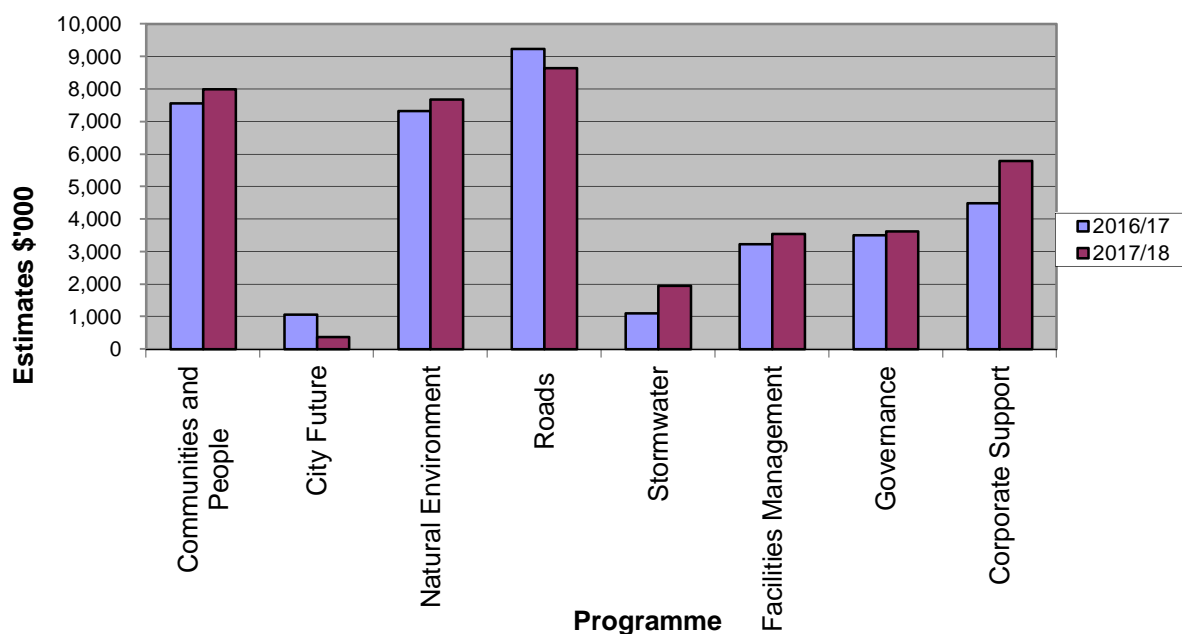
Other expenses relate to a range of unclassified items including contributions to community groups, advertising, insurances, motor vehicle registrations and other miscellaneous expenditure items. Being a "balancing item" it is subject to changes in classification of individual expenditure items. This item includes costs associated with the implementation of new core business software, including amounts carried forward from prior years.

4.3 Organisational analysis

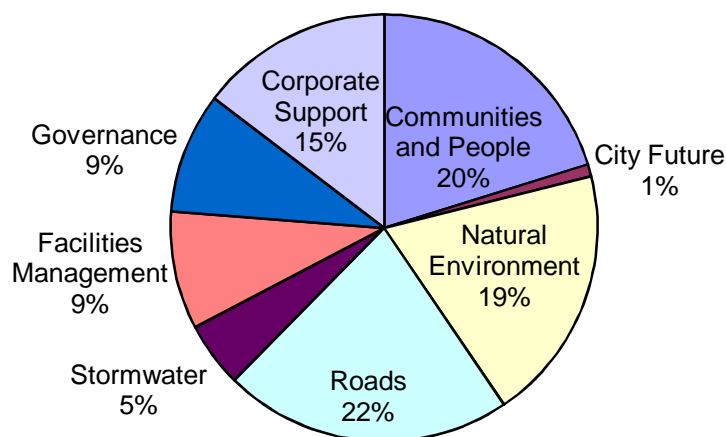
The following is a summary of the Net Expenses of each programme. Net Expenses represents the rating effort required to fund ongoing operations taking into account operational expenditure and income. It includes expenses which are expected to be capitalised, and includes grants and other revenue which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

Program	Reference	Estimates 2016/17 \$'000	Estimates 2017/18 \$'000	Increase (Decrease) \$'000
Communities and People	4.3.1	7,565	7,994	429
City Future	4.3.2	1,060	367	(693)
Natural Environment	4.3.3	7,339	7,678	339
Infrastructure:	4.3.4			
Roads	4.3.4.1	9,232	8,656	(576)
Stormwater	4.3.4.2	1,112	1,950	838
Facilities Management	4.3.4.3	3,231	3,551	320
Governance	4.3.5	3,502	3,617	115
Corporate Support	4.3.6	4,485	5,786	1,301
Net Expenses		37,526	39,599	2,073

Net Expenses



Net Expenses by Programme



4.3.1 Communities and People (\$429,000 increase)

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

4.3.2 City Future (\$693,000 decrease)

The net decrease in 2017/18 reflects a combination of a modest increase in revenues and reduced costs, particularly in terms of special projects.

4.3.3 Natural Environment (\$339,000 increase)

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

4.3.4 Infrastructure (\$582,000 increase)

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

4.3.4.1 Roads (\$576,000 decrease)

Net expenses has decreased primarily due to the allocation/recognition of revenues, in particular an increase of \$588,000 in allocation of State Grants Commission funding.

4.3.4.2 Stormwater (\$838,000 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 \$687,000.

4.3.4.3 Facilities Management (\$320,000 increase)

Net expenditure in this area has increased primarily due to a change in attributed capital income.

4.3.5 Governance (\$115,000 increase)

This programme contains a range of corporate items which affect the 2017/18 Estimates. The most significant item this year is an increase in the State Fire Commission Levy of \$256,000.

4.3.6 Corporate Support (\$1,301,000 increase)

Estimates in this programme have generally increased in line with inflation. The item subject to significant change in the current Estimates period is the cost of implementation of Council's new core IT suite.

5 Analysis of estimated cash position

This section analyses the expected cash flows for the 2017/2018 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 2016/17 \$'000	Estimates 2017/18 \$'000	Variance Inflow (Outflow) \$'000
Operating Activities	5.1.1			
Receipts		72,250	74,825	2,575
Payments		(50,598)	(50,660)	(62)
Net cash inflow (outflow)		21,652	24,165	2,513
Investing Activities	5.1.2			
Receipts		10	0	(10)
Payments		(23,790)	(23,513)	277
Net cash inflow (outflow)		(23,780)	(23,513)	267
Financing Activities	5.1.3			
Receipts (Specific Purpose Grants)		1,774	1,986	212
Payments		(180)	(2,591)	(2,411)
Net cash inflow (outflow)		1,594	(605)	(2,199)
Net increase (decrease) in cash held		(534)	47	581
Cash at beginning of year		58,384	57,850	(534)
Cash at end of year	5.1.4	57,850	57,897	47

Source: Appendix A

5.1.1 Operating Activities (\$2,513,000 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 (\$267,000 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.

5.1.3 Financing activities (\$2,199,000 increase outflow)

The Estimates contain no proceeds from new debt in 2017/18. Loan repayments increasingly become principal rather than interest as Council's loans continue to mature. 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 (\$47,000 increase)

The movement in total cash and investments forecast by 30 June 2018, 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 2018 it is estimated Council will have cash and investments of some \$57.90 million, with some of this cash earmarked as follows:

- **Statutory purposes (\$4.30 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 (\$30.75 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 (\$22.85 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.

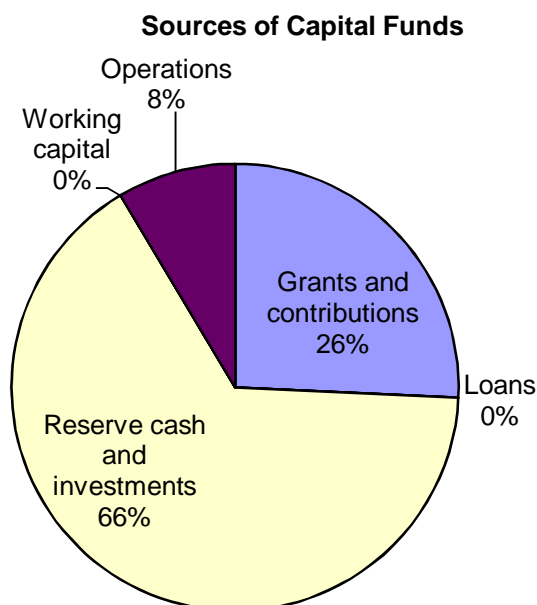
In considering its cash management, Council recognises items for which funds have been raised but may not be utilised in the short term. These include provisions for employee entitlements and approved capital projects which have yet to be undertaken.

6 Analysis of capital works programme

This section analyses planned capital expenditure for the 2017/18 year and the sources of funding for that expenditure.

6.1 Funding sources

Sources of Funding	Reference	Estimates 2016/17 \$'000	Estimates 2017/18 \$'000	Increase (Decrease) \$'000
External				
Grants and contributions	6.1.1	6,009	4,533	(1,476)
Loans	6.1.2	0	0	0
Sub total		6,009	4,533	(1,476)
Internal				
Reserve cash and investments	6.1.3	10,986	11,571	585
Working capital	6.1.4	0	0	0
Operations	6.1.5	1,492	1,511	19
Sub total		12,478	13,082	604
Total funding sources		18,487	17,615	(872)



Source: Appendix C

6.1.1 Grants and contributions (\$4.533 million)

Grants and contributions used to fund the capital works programme include payments received through the State Grants Commission (\$2.513 M), Roads to Recovery Grants (\$0.953 M), and other specific purpose grants (\$1.067 M).

6.1.2 Loans (\$0.00 million)

No new debt is included in the Estimates for the financial year.

6.1.3 Reserves, cash & investments (\$11.571 million)

Reserves are used in a structured manner to support the capital programme. Decreased use of the Infrastructure Renewal Reserve has been made in the Estimates being \$9.570 M or a decrease of \$0.052 M from the previous year. Reserve funds also include certain contributions from external parties and proceeds held from property sales.

6.1.4 Operations (\$1.511 million)

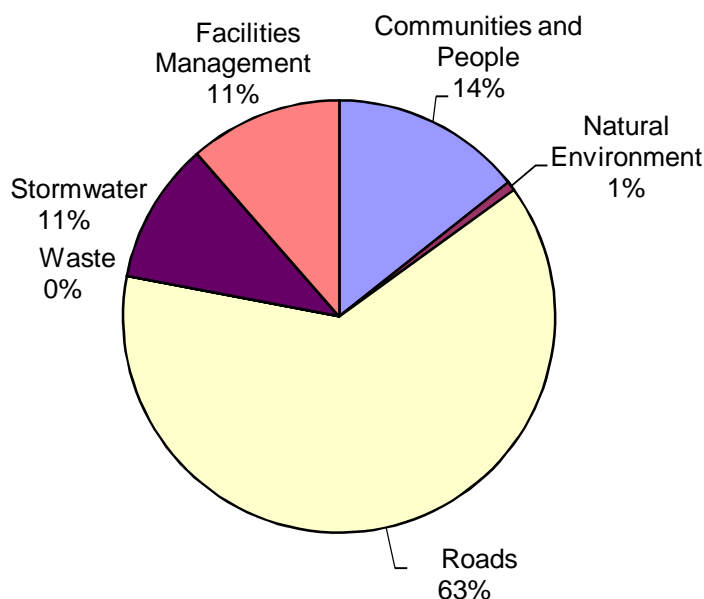
Direct rating support for the capital works programme is based on a policy position taken in the 2006/07 and successive Estimates. This support is planned to continue (indexed) into the future.

6.2 Capital works

Capital Works Areas	Reference	Estimates 2016/17 \$'000	Estimates 2017/18 \$'000	Increase (Decrease) \$'000
Works carried forward from prior years	6.2.1	9,404	10,789	1,385
New works				
Communities and People	6.2.2	2,762	2,283	(479)
City Future	6.2.3	0	0	0
Natural Environment	6.2.4	82	67	(15)
Infrastructure:	6.2.5			
Roads	6.2.5.1	13,200	11,540	(1,660)
Waste	6.2.5.2	0	0	0
Stormwater	6.2.5.3	1,772	1,580	(192)
Facilities Management	6.2.5.4	671	2,145	1,474
Governance	6.2.6	0	0	0
Corporate Support	6.2.7	0	0	0
Sub total		18,487	17,615	(872)
Total capital works		27,891	28,404	513
New works				
represented by:				
New assets		8,865	9,570	705
Existing asset improvements		9,622	8,045	(1,577)
		18,487	17,615	(872)

Note: Amounts exclude salaries capitalised

Budgeted New Capital Works



Source: Appendix C

6.2.1 Carried forward works (\$10.789 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 2016/17 year it is forecast that \$10.789 million of capital works will be carried forward into the 2017/18 year. Refer also Section 8.4.

6.2.2 Communities and People (\$2.283 million)

This programme is responsible for recreation, youth services, childcare, health, building control, arts, rangers and a number of other functions. Major projects include Bellerive Beach Park (\$0.480 M), Kangaroo Bay Sportsground drainage (\$0.230 M) and Lauderdale Oval lighting and infrastructure (\$0.205 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 (\$0.067 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 2017/18.

6.2.5 Infrastructure (\$15.265 million)

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

6.2.5.1 Roads (\$11.54 million)

Major projects in this area include major digouts and reconstruction (\$2.000 M), road resealing (\$2.500 M), footpath/kerb and gutter renewal (\$1.250 M), Bellerive public pier (\$1.350 M), Kangaroo Bay Drive car park (\$1.300 M), Bayfield Street streetscape (\$0.500 M) and Clarendon Vale greenbelt pathway and lighting (\$0.360 M)

6.2.5.2 Waste (\$nil)

There are no waste management projects of a capital nature proposed in 2017/18.

6.2.5.2 Stormwater (\$1.58 million)

Major stormwater projects include Cambridge Oval stormwater harvesting stage 2 (\$0.270 M), catchment management plan (\$0.250 M), Seven Mile Beach stormwater (\$0.200 M), South Terrace drain construction (\$0.200 M) and Houston Drive erosion remediation (\$0.200 M).

6.2.5.3 Facilities Management (\$2.145 million)

Facilities Management projects include Risdon Vale change room and public toilets (\$0.970 M), Alma Street Senior and Citizens Centre DDA toilet (\$0.300 M), Seven Mile Beach day area DDA toilet (\$0.280 M) and Bellerive boardwalk deck renewal (\$0.220 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 2017/18 however a major upgrade of Council's ICT platform approved in 2015/16 will continue to be implemented.

7 Analysis of estimated balance sheet

This section analyses the movements in Estimates for assets, liabilities and equity between 2016/17 and 2017/18.

7.1 Estimated balance sheet

	Reference	Estimates 30 Jun 17 \$'000	Estimates 30 Jun 18 \$'000	Increase/ Decrease \$'000
Current				
Assets	7.1.1	64,760	65,397	637
Liabilities	7.1.2	(10,419)	(10,433)	(14)
Net current assets		54,341	54,964	623
Non-Current				
Assets	7.1.3	739,126	726,611	(12,515)
Liabilities	7.1.4	(751)	(766)	(15)
Net non-current assets		738,375	725,845	(12,530)
Net assets		792,716	780,809	(11,907)
Equity	7.1.5			
Cash Backed Reserves		35,347	36,954	1,607
Other Reserves and Equity		757,369	743,855	(13,514)
Total equity		792,716	780,809	(11,907)

7.1.1 Current Assets (\$0.637 million increase)

Council's current asset position is expected to increase compared to the 2016/17 Estimates due to the original estimate for cash holdings at 30 June 2017 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 (\$0.014 million increase)

Current liabilities are expected to show a slight 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 (\$12.515 million decrease)

Council's non-current asset position as at June 2018 is expected to decrease compared to the 2016/17 Estimates by approximately \$12.515 million. This decrease between Estimates years is due to an overestimation in the prior year.

7.1.4 Non-Current Liabilities (\$0.015 million increase)

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

7.1.5 Equity (\$11.907 million decrease)

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

7.2 Key assumptions

In preparing the Estimated Balance Sheet as at 30 June 2018 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.

2014	2.30%
2015	2.80%
2016	1.00%
2017	1.90%
2018	2.30%
Average increase over 5 yrs	2.06%

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 2.3% against 2016/17. This increase is set in the context of the LGAT Council Cost Index of 1.5% (December 2016) and CPI of 2.3% (March 2017). 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 has issued adjustment factors effective 1 July 2017.

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
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	662.6%	0.8%	0.0%
2017	191	633.2%	0.4%	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 2017 net borrowings are expected to be \$0.191 million, and at 30 June 2018 the loan will be paid in full.

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 has not provided for additional borrowings in its 2017/18 Estimates.

Year	New Borrowings \$'000	Loan Principal Paid/Transferred \$'000	Loan Interest Paid \$'000	Balance 30 Jun \$'000
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
2018	0	191	8	0

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 (\$1.963 million 2017/2018), 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
2011/12	8,342
2012/13	9,940
2013/14	8,827
2014/15	9,340
2015/16	9,383
2016/17	9,622
2017/18	9,570

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 April 2017.

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 2017/18

The following influences had a significant impact on the Infrastructure Strategy for the 2017/18 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
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	4,533	-	13,705	-	1,511	19,749
2019	5,895	-	13,865	-	2,156	21,916
2020	5,460	-	13,990	-	3,818	23,268
2021	5,060	-	14,010	-	1,703	20,773

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 10 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
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 2018

	Estimates 2016/17 \$'000	Estimates 2017/18 \$'000	Increase (Decrease) \$'000
Revenue			
Rates	46,043	47,947	1,904
User charges	5,447	5,075	(372)
Interest	1,720	1,675	(45)
Government subsidies & grants	6,742	7,241	499
Dividends	3,300	3,300	
Contributions of capital	291	1,107	816
Other revenue	215	159	(56)
TOTAL REVENUE	63,758	66,504	2,746
Expenses			
Employee costs	17,190	17,456	266
Materials and contracts	10,719	11,078	359
State Government charges and levies	5,221	5,527	306
Borrowing costs	20	10	(10)
Depreciation and amortization	12,077	12,812	735
Operating leases	1,897	1,915	18
Electricity	1,352	1,437	85
Other expenses	6,221	10,766	4,545
TOTAL EXPENSES	54,697	61,001	6,304
Net surplus (deficit)	9,061	5,503	(3,558)

CLARENCE CITY COUNCIL
Estimated Balance Sheet
As at 30 June 2018

	Estimates 2017 \$'000	Estimates 2018 \$'000	Increase (Decrease) \$'000
Current assets			
Cash assets	57,371	57,897	526
Other current assets	7,389	7,500	111
Total current assets	64,760	65,397	637
Non-current assets			
Infrastructure assets	551,292	552,547	1,255
Other non-current assets	187,834	174,064	(13,770)
Total non-current assets	739,126	726,611	(12,515)
Total assets	803,886	792,008	(11,878)
Current liabilities			
Current borrowings	191	0	(191)
Other current liabilities	10,228	10,433	205
Total current liabilities	10,419	10,433	14
Non-current liabilities			
Non-current borrowings	0	0	
Other non-current liabilities	751	766	15
Total non-current liabilities	751	766	15
Total liabilities	11,170	11,199	29
Equity			
Infrastructure renewal reserve	28,614	29,790	1,176
Other cash backed reserves	6,733	7,164	431
Other reserves and equity	757,369	743,855	(13,514)
Total equity	792,716	780,809	(11,907)
Total liabilities and equity	803,886	792,008	(11,878)

CLARENCE CITY COUNCIL
Estimated Cash Flow Statement
For the year ending 30 June 2018

	Estimates 2016/17 \$'000	Estimates 2017/18 \$'000	Increase (Decrease) \$'000
	Inflows (Outflows)	Inflows (Outflows)	
Cash flows from operating activities			
Rates	45,582	48,010	2,428
User Charges	6,108	5,675	(433)
Interest received	1,860	1,785	(75)
Receipts from government	4,892	8,140	3,248
Net GST refund (payment)	3,685	3,955	270
Other income	2,550	7,260	4,710
Wages & salaries	(15,905)	(16,990)	(1,085)
Interest paid	(20)	(10)	10
Payments to suppliers	(29,401)	(33,660)	(4,259)
Net cash inflow from operating activities	19,351	24,165	4,814
Cash flows from investing activities			
Payments for property plant & equipment	(18,560)	(23,513)	(4,953)
Proceeds from sale of prop, plant & equip			
Investment in associates	(1,600)		1,600
Net cash flow from investing activities	(20,160)	(23,513)	(3,353)
Cash flows from financing activities			
Repayment of borrowings	(180)	(191)	(11)
Government grants - capital	1,858	1,986	128
Loans to associates	(2,400)	(2,400)	
Net cash flow from financing activities	(722)	(605)	117
Net change in cash held	(1,531)	47	1,578
Cash at the beginning of the year	58,902	57,371	(1,531)
Cash at the end of the year	57,371	57,418	47

CLARENCE CITY COUNCIL
Estimated Capital Works Programme
For the year ending 30 June 2018

	Estimates 2016/17 \$'000	Estimates 2017/18 \$'000	Increase (Decrease) \$'000
Capital works by programme			
Communities and People	3,286	2,830	(456)
Natural Environment	150	137	(13)
Infrastructure:			
Roads	13,977	12,436	(1,541)
Waste			
Stormwater	2,186	2,084	(102)
Facilities Management	778	2,262	1,484
Governance			
Corporate Support			
Total capital works	20,377	19,749	(628)
Represented by			
New Assets	9,771	10,729	958
Existing Asset Improvements	10,606	9,020	(1,586)
Total capital works	20,377	19,749	(628)

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

CLARENCE CITY COUNCIL**Reserves****For the year ending 30 June 2018**

	Estimates 2016/17 \$'000	Estimates 2017/18 \$'000
Statutory or Restricted Use		
Public Open Space	1,610	1,631
Car Parking	985	1,169
Rosny Park Child Care	212	266
Commonwealth Funded Programmes	1,010	1,234
	<u>3,817</u>	<u>4,300</u>
Discretionary		
General	2,916	2,864
Infrastructure Renewal	28,614	29,790
	<u>31,530</u>	<u>32,654</u>
Total Reserves	<u>35,347</u>	<u>36,954</u>

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 2017/2018
(\$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	13,844	5,850	7,994	2,829	568	-	1,711	8,544
City Future	2,704	2,337	367			1,070	90	1,347
Natural Environment	7,813	135	7,678	136	69		27	7,718
Governance	9,704	6,087	3,617			5,452	20	9,049
Corporate Support	5,794	8	5,786	-	-		1,224	4,562
INFRASTRUCTURE								
Roads & Transport	11,823	3,167	8,656	12,436	2,468		8,452	10,172
Stormwater	2,360	410	1,950	2,085	625		1,170	2,240
Facilities Management	4,489	938	3,551	2,262	117		1,752	3,944
Plant	2,710	2,710	-			-		-
								-
TOTAL RATING REQUIREMENT	61,241	21,642	39,599	19,748	3,847	6,522	14,446	47,576
Less additional Council remissions								-
Net Rating Requirement								47,576
Rates Raised 2016/17 Plus Growth								46,425
Net Increase Including Government Charges								2.5%
Increase Due to Govt Charges								0.2%
NET INCREASE								2.3%

Capital works programme Appendix C**New works and works carried forward from 2016/17**

This section provides a more detailed analysis of the capital works programme for 2017/18 including those projects approved in the 2016/17 year that will be incomplete at 30 June 2017.

CLARENCE CITY COUNCIL
Capital Works Programme
For the year ending 30 June 2018

1 New works

Clarence City Council - Capital Programme	Total Cost 2017/18
ROADS	
Bayfield Street Streetscape	500,000
Blackspot reduction - Gellibrand Drive / Rifle Range Rd.	250,000
Clarence Foreshore Trail between Tasman Bridge & Montagu Bay Park	100,000
Clarence Foreshore Trail from Simmons Park to Anzac Park - Stage 2	150,000
Clarendon Vale Greenbelt - Pathway and Lighting - Mockridge Road to Marsden St	360,000
Construct a rural footpath on low side of Acton Road between Estate Drive Roundabout and bend at 904 Acton Road	150,000
Construction of Bellerive public pier	1,350,000
DDA Ramps	50,000
Development of a car park at 138 East Derwent Highway	130,000
Feasibility study for a path along the Tasman Highway from Rosny Park to the Mornington Overpass	25,000
Footpath/ Kerb & Gutter Renewal	1,250,000
Gravel Road Re-Sheeting	75,000
Harmony Lane Widening	30,000
Improvements of laneway between Franklin & Bridge Streets Richmond	85,000
Kangaroo Bay Drive Car Park (Lot 4)	1,300,000
Kerb Replacement - Major Digouts Program	500,000
Kerria/Lantana Rds Traffic Island	30,000
Major Digouts/ Reconstruction - Annual Program	2,000,000
Multi User path Tasman H.Way From Overpass towards Montagu Bay Road . Dependent on joint funding from DSG	50,000
Potters Hill - Gravel car parking area construction for a minimum of 4 parking spaces	30,000
Road reseal programme	2,500,000
Road safety improvements to Charles Street Richmond including widening, due to use by heavy vehicles.	25,000
Roches Beach Bus Turning Circle	35,000

Rosny Park construct multi-storey car park - Investigation of funding options	100,000
Saundersons Rd Traffic Island	20,000
Seal the Charles Hand Park car park off Bastick Street, including base, sealing and line marking	70,000
Upgrade parking (approx 25 spaces) and minor road works at Simmons Park including footpath extension	350,000
Victoria Street Richmond Footpath (Recreation Ground side)	25,000
	11,540,000
STORMWATER	
Cambridge Oval Stormwater Harvesting - Construction Stage 2	270,000
Construct SW pipe 10 Thoona St G.Bay	100,000
Cremorne Drainage Improvements - Design	20,000
Houston Drive - Erosion Remediation	200,000
Kellatie Road - Upgrade	70,000
Lower River Street, remedial work	50,000
Ongoing - Drainage Minor Construction	50,000
Seven Mile Beach - Sub branch of Acton Creek , SW issues	200,000
South Terrace Drain Construction	200,000
Stormwater Survey / Review of the Howrah Area	50,000
Stormwater Upgrade - Bastick Street	120,000
Urban Drainage Act - Catchment Management Plan - Lindisfarne to Rosny, Geilston Bay and Barilla Bay	250,000
	1,580,000

ACTIVE RECREATION	
Seven Mile Beach Sporting Precinct - Building Plans/approvals and site establishment	600,000
Active Recreation Master Plans - Geilston Bay	25,000
Kangaroo Bay Oval - bowlers run up area	20,000
Nth Warrane / Geilston Bay cricket wicket additional synthetic	30,000
Risdon Vale Bike Path - Increase the flat area at the top to the starting ramp. Adding two bigger, longer jumps down the oval side of the pump track	16,500
Supply and install coaches boxes at ovals - Clarendon Vale .	15,000
Wentworth Park - Construct ball catching fence on the southern end of #2 soccer pitch	50,000
Wentworth Park - Replace current irrigation system with new on WWP Soccer Ovals 1,2,3.	270,000
	1,026,500
PASSIVE RECREATION	
Banyall Reserve - replacement of play equipment within park	50,500
Carella Park - upgrade Irrigation system	50,000
Design Concept Plans & Consultation for the development of the Bellerive Rifle Range Avenue of Honour	166,000
Full rehabilitation of the South Street Reserve including installing irrigation, top soiling where necessary and seeding with a grass resilient to salinity.	100,000
Implementation of Pindos Park Master Plan - Stage 1. Including playground equipment, playground landscaping, playground fencing , signage and main entry footpath	200,000
Natone/Anzac Park - Replacement of play equipment within park	56,200
Nielson Park - Replacement of play equipment within park	100,275
Purchase & install 2 bottle fill stations beside the multi user path @ WWP and near toilet block - Little Howrah Beach. @ Water fill stations \$6,000 , Connection to water & concrete slabs \$8,500.	14,500
Social Heart - Replacement of play equipment within park	143,500
South Street Reserve - fence half the reserve to allow for better maintenance control of the grassed area	10,000
South Street Tap installation	8,000
Sth Arm Masterplan Stage 3 Implementation : Works including, Nature play space & explore track, basketball half court, native plantings to boundaries, Carpark works adjacent to community centre. Harmony lane pedestrian entry improvements. Community market space & gravel road, fitness path around oval, landscaped entry & feature trees, passive games area.	222,000
Track & Trails signage within the Municipality	10,000
Tracks & Trails - Construct Coastal Trail between Mays Point & Cremorne	60,000
Tracks & Trails - Construct track in the Meehan Range between Flagstaff Hill & Caves Hill	25,000
Tracks & Trails - Construction of Stage 1 of the South Arm Neck section of the Tangara Trail from Palana to Goats Bluff	40,000

	1,255,975
NATURAL ENVIRONMENT	
Clarendon Vale Tree Replacement programme	6,000
Upgrading of fire trails	21,000
Victoria Esp erosion protection, opposite Thomas Street on Kangaroo Bluff	40,000
	67,000
FACILITIES MANAGEMENT	
Seven Mile Beach Day Area - DDA Public Toilet	280,000
Alma Street Senior Citizens Centre - Construction of DDA Toilet	300,000
Bellerive Boardwalk - deck renewal	220,000
Building Trade Waste Compliance at various council buildings	60,000
Councils master key security system upgrade	25,000
Demolition of "Old" Ferry Terminal	57,000
Depot Wash Bay Upgrade	30,000
Geilston Bay Playgroup Centre - DDA Compliance Works	16,500
Howrah Community Centre - DDA Compliance Works	11,800
Howrah Community Centre - Develop a plan for the upgrade of signage & facilities at the Howrah Community Centre	30,000
Howrah Community Centre - Development Masterplan	75,000
Lindisfarne Activity Centre - DDA Compliance works	10,000
Risdon Vale - change rooms and public toilets	970,000
Rosny Transit Mall - security camera upgrade	20,000
Simmons Park- Retrofit - Changing Places Facility with " Ceiling Hoist & Adjustable Change Tables and fittings	32,400
Warrane Sports Centre - DDA Compliance works	7,000
	2,144,700
GRAND TOTAL	17,614,175

2 Works carried forward from 2016/17

(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. Estimates include amounts from prior financial years. 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 2016/2017 \$	Actual 2016/2017 \$	Balance \$
Deferred Projects			
Kangaroo Bay Public Ferry Wharf	1,600,000	0	1,600,000
Rosny Farm/Golf Course Access	16,000	0	16,000
Bridge St - Richmond	169,000	0	169,000
Bridge St Reconstruction	350,000	12,008	337,992
Bridge St Drainage Imp - GP & SW Main	60,000	0	60,000
Construction of Aldermen's Room	94,000	15,837	78,163
Risdon Vale Oval Pavilion	51,100	0	51,100
Cambridge Oval Development	48,300	0	48,300
Pindos Park	21,000	1,034	19,966
Duke Park	16,000	1,867	14,133
	2,425,400	30,746	2,394,654
Roads			
Bayfield St Scape Redevelopment	1,557,500	97,987	1,459,513
Major Digouts	2,732,680	1,177,481	1,555,199
Renewal - Road Resealing	2,345,500	2,318,055	27,445
Footpath Inspection Rectification	2,017,000	2,028,613	-11,613
Resheeting Gravel Roads	75,000	62,360	12,640
Black Spot Federal (Difference represents timing of funding receipt only)	706,155	1,217,902	-511,747
DDA Works	132,830	58,675	74,155
Bus Bays	104,330	126,256	-21,926
Bridge Works	124,930	122,403	2,527
Lindisfarne Streetscape	400,000	7,926	392,074
Cycle Way	599,900	514,138	85,762
Kangaroo Bay Road	65,800	63,339	2,461
Bayfield St Traffic Management	300,500	0	300,500
Laneway Sealing - Various	40,000	34,837	5,163
Tranmere Foreshore & Pindos Park Path	25,980	10,316	15,664
Victoria Esp Car Park Seal	180,700	145,669	35,031
Bellerive Park - Car Park Construction	33,700	6,723	26,977
Dorans Rd - Boat Ramp Car Park	14,700	0	14,700
Cambridge Rd Line Marking	50,000	233	49,767
Surf Road Master Plan Design	240,800	191,056	49,744
7MB Path - Acton Rd to Ovata Cl	3,000	0	3,000

Carried Forward Capital Projects	Estimate 2016/2017 \$	Actual 2016/2017 \$	Balance \$
Clarence St Safety Assessment	369,700	52,210	317,490
Kangaroo Bay - Road & Car Park	311,470	114,147	197,323
Seven Mile Beach Upgrade	526,370	401,725	124,645
Kennedy Dr/Runway Pl-Blackspot	41,680	41,622	58
Tollard Dr-Kerb & Line Marking	54,210	79,498	-25,288
Percy Street - Kerb & Gutter	259,335	258,812	523
Dumbarton Dr-Bank Stabilisation	29,834	0	29,834
Geilston Bay Road - Guard Rail	37,200	37,137	63
Clarendon Vale - Pathway & Lighting	525,565	24,623	500,942
Silwood Ave - Track Upgrade	19,996	3,416	16,580
Acton Rd Rural Footpath	21,700	0	21,700
North Tce Bollards	47,300	29,237	18,063
Bellerive Beach - Promenade	450,000	308	449,692
Cambridge Rd - K&G	300,000	503,084	-203,084
Bridge St - Police Car park	25,300	25,535	-235
Gordons Hill Rd K&G	120,000	0	120,000
Bligh St - Turning Head Warrane	35,000	342	34,658
Clarence/Cambridge Intersection Design	25,000	7,335	17,665
Rosny Microsimulation Model	65,000	28,998	36,002
Fitzgeralds Rd - 3 Passing Bay	60,000	450	59,550
Cambridge Rd - Footpath	50,000	27,939	22,061
Howrah Rd Cycle Way	10,000	90	9,910
Franklin St Car Park - Pedestrian Upgrade	75,000	0	75,000
Lindisfarne Activity Centre Footpath	4,000	0	4,000
Permanent Track Counters	8,000	0	8,000
Flagstaff Gully Rd Foot Path Design	20,000	17,790	2,210
Grahams Rd Pavement Seal	100,000	14,943	85,058
School Rd Construction	400,000	5,100	394,900
Lauderdale Canal Footbridge	15,000	5,364	9,636
	15,757,665	9,863,671	5,893,994
Stormwater			
Minor Stormwater Projects	125,000	78,760	46,240
Lindisfarne Bay Sediment	201,420	218,053	-16,633
Capacity Augmentation Works	34,995	6,031	28,964
WSUD creek remediation	84,900	65,058	19,842
Cremorne Storm Water Imp Works	19,220	7,352	11,868
Roches Beach Rd - Bank Stab	79,990	8,816	71,174
Luttrell Ave Storm Water Upgrade	49,356	3,578	45,778
Lauderdale Drainage - Structural Plan	170,640	9,639	161,001
Cambridge Rd/Shackleton Upgrade Retic	32,000	4,700	27,300
Kangaroo Bay Dr SW Upgrade	99,120	582	98,538
Faggs Creek Remediation	50,800	8,491	42,309

Carried Forward Capital Projects	Estimate 2016/2017 \$	Actual 2016/2017 \$	Balance \$
Urban Drainage Act	444,917	269,089	175,828
Wetland Management Plans	15,000	14,934	66
Bridge St Drainage Imp	310,150	307,618	2,532
Radiata Dr - Increase Capacity	97,630	89,669	7,961
Somerset St - Upgrade	214,400	230,484	-16,084
Riawena Road - Shotcrete	30,000	23,485	6,515
7MB/Lewis Ave/Winston Ave - Roadside SW	58,000	53,994	4,006
Seven Mile Beach - Upgrade Culvert	276,600	245,302	31,298
Mortyn Place System Upgrade	54,648	52,857	1,791
Nelumie St System Upgrade	155,000	1,479	153,521
Elinga/Tranmere Rd Upgrade	270,000	312,385	-42,385
Kellatie Road System Upgrade	200,000	223,177	-23,177
Bathurst St SW Main & Outfall	55,000	66,450	-11,450
673-691 East Derwent Hwy	165,000	12,321	152,679
South Arm Rd - SW Main Design	10,000	0	10,000
Dorans Road 730 - Culvert	50,000	1,295	48,705
Rifle Range/Prospect Culvert	25,000	33,299	-8,299
Lynrowan Rd Roadside Drains	95,000	21,268	73,732
South Arm Rd - SW System	200,000	178,925	21,075
Percy Street Richmond	50,000	50,000	0
	3,723,786	2,599,092	1,124,694
Facilities Management			
Howrah Recreation Centre	17,700	18,736	-1,036
Barn Complex Redevelopment	5,280	1,790	3,490
Public Toilets	1,072,294	523,822	548,472
Kangaroo Bay Plan Implementation	18,236	18,236	0
Rosny Historic Centre	63,800	67,990	-4,190
Council Chambers Chiller Upgrades	50,520	44,455	6,065
Bellerive Boardwalk Decking & Fencing	90,600	0	90,600
Clarence Senior Citizens	80,000	22,400	57,600
Clarence Council Depot	18,400	7,843	10,557
Bellerive Community Arts Centre	8,500	0	8,500
Men's Shed Howrah	6,600	4,700	1,900
Cambridge Oval - Repair Gates	1,000	1,880	-880
Clarendon Oval Pavilion	24,400	0	24,400
Security Master Key Upgrade	39,626	40,193	-567
Demolition - 92 Cambridge Rd	20,000	0	20,000
Risdon Vale Community Centre	95,000	33,344	61,656
Equestrian Centre - Water Jump	7,300	0	7,300
Lauderdale Hall	11,000	8,630	2,370
Eastern Shore Obedience Clubrooms - Extension	80,000	81,689	-1,689

Carried Forward Capital Projects	Estimate 2016/2017 \$	Actual 2016/2017 \$	Balance \$
Edgeworth St - Pavillion Upgrade	55,000	0	55,000
	1,765,256	875,707	889,549
Communities & People			
Tranmere Hall	43,747	43,747	0
Anzac Park	4,747	1,537	3,210
Regional Park Development Acton Court	33,315	0	33,315
Cambridge Oval Sports Ground	481,500	500,882	-19,382
Lauderdale Oval	460,700	477,160	-16,460
Positive Ageing Plan Outcomes	65,900	18,960	46,940
Youth Plan	8,100	4,200	3,900
DDA Plan Review	57,475	5,449	52,026
Irrigation Systems Efficiency Upgrade	15,000	14,377	623
Dampier Street Sportsground	75,000	74,863	137
Development of Tracks & Trails	625,510	378,045	247,465
Clarence Mountain Bike Path	1,300	0	1,300
Shade Structures	22,000	0	22,000
Aquatic Cent Upgrade	100,000	69,114	30,886
Richmond Village Green	10,000	9,364	636
Public Art	93,190	66,562	26,628
Cambridge Oval Cricket Wickets	55,000	64,973	-9,973
Clarendon Vale Oval	100,000	64,300	35,700
Kangaroo Bay Ovals	2,397,400	2,389,571	7,829
Lindisfarne Oval - No 1	348,700	80,002	268,698
Lindisfarne Oval - No 2	118,820	104,099	14,721
Richmond Oval	19,500	19,772	-272
South Arm Oval	200,000	14,047	185,953
Wentworth Park Ovals	25,000	24,158	842
Geilston Bay High Ovals	9,275	9,242	33
Seven Mile Beach - Recreation Master Plan	263,780	170,375	93,405
Bellerive Beach Park	1,364,890	1,206,075	158,815
Beltana Park	58,700	192	58,508
Clifton Beach Reserve Park	17,200	16,311	889
Kangaroo Bay Park	1,592,400	1,393,257	199,143
Lewis Park	3,500	4,282	-782
Richmond Riverbank Park	75,000	782	74,218
Shoreline Park Lighting & Play Equipment	30,400	35,547	-5,147
Simmons Park	259,200	97,780	161,420
Wentworth Park Play Park	1,800	1,842	-42
South Street Reserve	5,000	3,760	1,240
Howrah Bowls Club Base	197,100	205,548	-8,448
Montagu Bay Boat Ramp	97,600	2,530	95,070
Seating On Bus Routes	14,980	6,793	8,187

Carried Forward Capital Projects	Estimate 2016/2017 \$	Actual 2016/2017 \$	Balance \$
Clarence High Oval Development	238,320	221,425	16,895
Howrah Rec Centre Playground	4,100	4,097	3
ICT System Upgrade	1,571,500	1,211,788	359,712
Additions to Family Day Care building	147,586	232,056	-84,470
Active Recreation Master Plan	25,000	3,727	21,273
Warrane Community Garden	46,524	18,153	28,371
Rosny Park Green Belt Plan	25,000	0	25,000
Roscommon Res-Dry Stone	15,000	15,000	0
Rifle Range Avenue of Honour	15,000	13,827	1,173
	11,440,759	9,299,569	2,141,190
Natural Environment			
Beach Erosion Protection	654,540	35,559	618,981
Upgrading Fire Trails	27,795	20,696	7,099
Lauderdale Canal Dune Rebuild	127,900	119,786	8,114
Opossum Bay Beach Access	35,000	13,139	21,861
Roscommon Reserve	3,000	0	3,000
Clarendon Vale Fencing & Trees	55,125	0	55,125
Little Howrah Beach - DDA	25,000	0	25,000
Lindhill Bushland Res Access	15,000	14,857	143
Mountain Bike Track Armouring	15,000	14,750	250
	958,360	218,787	739,573
TOTAL	33,645,826	22,856,827	10,788,999

Activities and initiatives Appendix D

This section sets out the activities and initiatives to be funded in the Estimates for the 2017/18 year, and how these will contribute to achieving the strategic objectives specified in the Strategic Plan.

CLARENCE CITY COUNCIL**Activities and Initiatives****For the year ending 30 June 2018**

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: World Games Day, Heritage Month, Dogs Day Out, Youth Events and Community Festivals. • Continue relationships with other major events including Festival of Voices, Dark MOFO and Ten Days on the Island.
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. • Redesign Council's website • Investigate an online Community Directory on Council's website that details community services and organisations. • Review and update existing publications where necessary. • Provide timely and relevant information via Council's website; the ; quarterly Rates News ; print and digital media; and various special interest publications. • Promote sister city relations. • Provide support to the City Band. • Publish events in the City on Council's website.
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.

Program	Activities and Initiatives
	<ul style="list-style-type: none"> • Develop partnership arrangements with government and community organisations to better utilise available recreational facilities. • Finalise Recreation and Facilities Management Plan for Risdon Vale • 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"> • Seven Mile Beach Sporting Precinct - Building Plans/approvals and site establishment • Active Recreation Master Plans - Geilston Bay • Kangaroo Bay Oval - bowlers run up area • Nth Warrane / Geilston Bay cricket wicket additional synthetic • Risdon Vale Bike Path upgrade • Supply and install coaches boxes at ovals - Clarendon Vale . • Wentworth Park - Construct ball catching fence on the southern end of #2 soccer pitch • Wentworth Park - Replace current irrigation system with new on WWP Soccer Ovals 1,2,3. • Banyall Reserve - replacement of play equipment within park • Carella Park - upgrade Irrigation system • Design Concept Plans & Consultation for the development of the Bellerive Rifle Range Avenue of Honour • Full rehabilitation of the South Street Reserve including installing irrigation, top soiling where necessary and seeding with a grass resilient to salinity. • Implementation of Pindos Park Master Plan - Stage 1. Including playground equipment, playground landscaping, playground fencing , signage and main entry footpath • Natone/Anzac Park - Replacement of play equipment within park • Nielson Park - Replacement of play equipment within park • Purchase & install 2 bottle fill stations beside the multi user path @ WWP and near toilet block • Social Heart - Replacement of play equipment within park • South Street Reserve - fence half the reserve to allow for better maintenance control of the grassed area • South Street Tap installation • South Arm Masterplan Stage 3 Implementation : Works including, Nature play space & explore track, basketball half court, native plantings to boundaries, Carpark works adjacent to community centre. Harmony lane pedestrian entry improvements. Community market space & gravel road, fitness path around oval, landscaped entry & feature trees, passive games area. • Track & Trails signage within the Municipality • Tracks & Trails - Construct Coastal Trail between Mays Point & Cremorne • Tracks & Trails - Construct track in the Meehan Range between Flagstaff Hill & Caves Hill • Tracks & Trails - Construction of Stage 1 of the South Arm Neck

Program	Activities and Initiatives
	<p>section of the Tangara Trail from Palana to Goats Bluff</p> <ul style="list-style-type: none"> • Upgrade boat ramp at Montagu Bay Reserve. • Lauderdale Oval Lighting
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. • Establish new Outside School Hours Care service at Eastside Lutheran and Before School Care at North Lindisfarne.
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 a communications plan and website, health promotion projects, liveability & environment projects and continuing fitness in the park program. • Implement the Community Safety Plan including the development and implementation of a Graffiti Management Strategy. • Continue with the trial of the 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 strategies and actions of the Access Plan . • Revise and implement the 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. • Implement the recommendations from the review of the Volunteer program and continue the Planting Ahead, Live Well Live Long projects. • Implement the strategies and actions of the Cultural History Plan. • Continue to support the interpretative signage projects.

Program	Activities and Initiatives
	<ul style="list-style-type: none"> Finalise the Bellerive, Kangaroo Bay, Rosny Park Cultural/Creative Precinct Policy Framework. 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. Finalise the review the Youth Plan and continue to support YNAG and anti-graffiti project, outreach, bike & workshop programs and further develop Youth Assist. Review work processes and improve performance reporting in the Ranger Services group. Implement revised food risk management regime. Develop and implement an Environmental Health plan including reviewing work processes and improve performance reporting.
<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 the development of the Kangaroo Bay Development Precinct .
<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 implementation of the 2016-2021 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. 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>

Program	Activities and Initiatives
	<p><i>Initiatives</i></p> <ul style="list-style-type: none"> • Participate in, and contribute to the ongoing operation of Destination Southern Tasmania 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 as required.. • In association with the Richmond and Coal River Valley Promotions Association, promote the Richmond and the Coal River Valley 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"> • Review and update Council's Marketing Plan to identify promotional opportunities for the City. • Creation of a sound database of stock images and short videos to promote visitation to the Richmond and Coal River Valley area, and to showcase the lifestyle of living in, and visiting, the city. • Update banners and infrastructure at Rosny Bus Mall. • 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 cultural and recreational facilities within the City. • 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"> • Maintain a contemporary Planning Scheme for the City. • Implement the provisions of the relevant legislation and in particular ensure timely issue of approvals.

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 and strata sealing processes. • Ensure Council decisions are properly supported in planning appeals. • Provide a free preliminary assessment service for prospective developers, to assist them to efficiently prepare suitable planning applications. • Provide a free Heritage Advisory Service for the City, including a Heritage Architect and information sheets to assist property owners. • Provide ongoing enforcement of Council's planning scheme and planning permits and investigation of complaints about land use and development in 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. • Provide timely and considered submissions on proposed changes to planning and subdivision legislation and State planning system proposals. • Implement the retail development strategy for the City, including undertaking any necessary reviews. • Overseeing implementation of the Richmond Townscape Study and introduce necessary improvements. • Completing and implementing a streetscape plan for Bayfield Street. • Undertake an urban design framework plan for Rosny Park. • Undertaking the Bellerive Bluff Precinct Neighbourhood Character and Urban Design Framework Study. • Completing the Lauderdale Urban Expansion Feasibility Study.
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> <p>Manage 7 year contract for wheelie bin based Green Waste, Residual Waste and Recyclables collection service.</p> <p>Manage 7 year contracts for the disposal and treatment of kerbside collected green waste, residential waste and recyclables.</p> <p>Ongoing liaison with the State Government and community organisations regarding the implementation of Council's Waste Management Strategy.</p> <p>Continued collection of public place recycling bins in the City.</p> <p>Contribute to the governance of the Copping Refuse Disposal Site Joint Authority.</p> <p>Participate as a member of the Southern Councils Association of Tasmania to improve waste management within Southern Tasmania.</p>
Weeds	<p><i>Objective:</i></p> <p>To effectively manage declared weeds within the City.</p> <p><i>Initiatives</i></p> <p>Adopt a Weed Management Strategy for the City.</p> <p>Implement a rolling 3 year priority weed management plan for Council land.</p> <p>Implement work practices to minimise the impacts of Council's operations on the environment.</p> <p>Respond to public complaints and provide information to assist with weed eradication within the City.</p>
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"> • Upgrading Fire Trails • Clarendon Vale - Tree Replacement Program

Program	Activities and Initiatives
	<ul style="list-style-type: none"> Victoria Esplanade erosion protection, opposite Thomas St on Kangaroo Bluff
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> <p>Develop partnership arrangements with government and community organisations to target funds to develop and expand Council's road networks.</p> <p>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.</p> <p>Pursue federal funding opportunities as part of the Roads to Recovery Initiative and 'black spot' funding programs.</p> <p>Investigate and assess major development proposals impacts on Council's Roads and Transport Infrastructure.</p> <p>Undertake traffic management and road safety investigations as required.</p> <p>Undertake development projects including:</p> <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. . <ul style="list-style-type: none"> Bayfield Street Streetscape Blackspot reduction - Gellibrand Drive / Rifle Range Rd. Clarence Foreshore Trail between Tasman Bridge & Montagu Bay Park Clarence Foreshore Trail from Simmons Park to Anzac Park - Stage 2 Construct a rural footpath on low side of Acton Road between Estate Drive Roundabout and bend at 904 Acton Road Construction of Bellerive public pier DDA Ramps Development of a car park at 138 East Derwent Highway Feasibility study for a path along the Tasman Highway from Rosny Park to the Mornington Overpass

Program	Activities and Initiatives
	<ul style="list-style-type: none"> • Footpath/ Kerb & Gutter Renewal • Gravel Road Re-Sheeting • Harmony Lane Widening • Improvements of laneway between Franklin & Bridge Streets Richmond • Kangaroo Bay Drive Car Park (Lot 4) • Kerb Replacement - Major Digouts Program • Kerria/Lantana Rds Traffic Island • Multi User path Tasman H'way From Overpass towards Montagu Bay Road . Dependent on joint funding from DSG • Potters Hill - Gravel car parking area construction for a minimum of 4 parking spaces • Road safety improvements to Charles Street Richmond including widening, due to use by heavy vehicles. • Roches Beach Bus Turning Circle • Rosny Park construct multi-storey car park - Investigation of funding options • Saundersons Rd Traffic Island • Seal the Charles Hand Park car park off Bastick Street, including base, sealing and line marking • Upgrade parking (approx 25 spaces) and minor road works at Simmons Park including footpath extension • Victoria Street Richmond Footpath (Recreation Ground side) • 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> <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. • Undertake drainage improvement works in accordance with the adopted Capital Expenditure Programme, including:

Program	Activities and Initiatives
	<ul style="list-style-type: none"> • Kellatie Road – stormwater main upgrade. • Cambridge Oval Stormwater Harvesting - Construction Stage 2 • Construct SW pipe 10 Thoona St G.Bay • Cremorne Drainage Improvements - Design • Houston Drive - Erosion Remediation • Lower River Street, remedial work • Ongoing - Drainage Minor Construction • Seven Mile Beach - Sub branch of Acton Creek , SW issues • South Terrace Drain Construction • Stormwater Survey / Review of the Howrah Area • Stormwater Upgrade - Bastick Street • Urban Drainage Act - Catchment Management Plan - Lindsfarne to Rosny and Geilston Bay
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. • Seven Mile Beach Day Area - DDA Public Toilet • Risdon Vale - Changerooms and public toilets • Alma Street Senior Citizens Centre - Construction of DDA Toilet • Building Trade Waste Compliance at various council buildings • Councils master key security system upgrade • Deck renewal for Bellerive Boardwalk • Demolition of "Old" Ferry Terminal • Rosny Transit Mall - security camera upgrade • Simmons Park- Retrofit - Changing Places Facility with " Ceiling Hoist & Adjustable Change Tables and fittings • Depot Wash Bay Upgrade Geilston Bay Playgroup Centre - DDA Compliance Works • Howrah Community Centre - DDA Compliance Works • Howrah Community Centre - Develop a plan for the upgrade of signage & facilities at the HCC • Howrah Community Centre - Development Masterplan • Lindsfarne Activity Centre - DDA Compliance works • Warrane Sports Centre - DDA Compliance works
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

Program	Activities and Initiatives
	<p>a responsible and accountable manner.</p> <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"> • Undertake the current cycle of revaluation of Council assets. • Implement, monitor and review 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"> • Review and update Council's Marketing Strategy. • Review of social media including social media strategy, guidelines, procedure and usage.
Customer Service	<ul style="list-style-type: none"> • Implement Council's adopted Customer Service Charter, including distribution of the Charter to the community through brochures and the internet.

Program	Activities and Initiatives
	<ul style="list-style-type: none"> • Implementation of a customer request tracking system for animal control, fire hazards, health and other key areas. • Review management of customer contacts, associated structures, systems and procedures
Council Consultation & Communication	<p><i>Objective:</i> To actively engage the community in Council activities, projects and issues.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> • Review 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. • Produce the Quarterly Report.
Risk Management	<p><i>Objective:</i> 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> 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.

Program	Activities and Initiatives
	<ul style="list-style-type: none"> • 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 within a framework of effective risk management and legislative compliance;. • 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 the development of a capable and engaged workforce. <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, knowledge and capabilities necessary to achieve our existing and emerging objectives. • Investigation, review and implementation of work practices and policies to ensure work health and safety compliance and management of risks. • Provision of competitive conditions of employment. • Negotiation and implementation of certified agreements. • Continuing review and development 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.

Program	Activities and Initiatives
	<ul style="list-style-type: none">• Update Asset Management Plans for Council's Asset and Renewal Strategic Asset Plan.