



CLARENCE CITY COUNCIL
Annual Plan – 2018/2019

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1 Executive summary

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

The 2018/19 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:

- A reduction of \$1.1 million in the amount of dividend payments received from TasWater;
- Additional borrowings to underwrite significant road and recreational infrastructure capital works, subject to matched funding from other sources;
- 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 raised is 2.6% net of growth and State Government charges.

The total capital expenditure programme for additional projects (excluding salaries capitalised) is \$24.203 million and is fully funded from identified sources. Sources of capital funds include:

- \$9.574 million from Council's infrastructure renewal reserve;
- \$7.800 million from borrowings, subject external funding as above;
- \$2.652 million from grants allocated through the State Grants Commission;
- \$1.021 million from other grants and contributions;
- \$2.032 million from Council's rating effort;
- \$0.800 million from property sales; and
- \$0.325 million from reserves/other sources.

The total capital expenditure programme for both additional and carried forward projects (excluding salaries capitalised) is expected to be \$41.040 million, with \$16.838 million related to projects to be carried forward from the 2017/18 year. Of the \$24.203 million in new projects, \$7.8 million relating to a new recreational facility at Seven Mile Beach is unlikely to be utilised in the 2018/19 year. The carried forward component is fully funded from the 2017/18 Estimates.

The 2018/19 Estimates forecast an accrual based operating surplus of \$6.115 million (excluding contributions of subdivision assets), after raising rates and charges of \$50.050 million (including supplementary rates). This surplus is broadly consistent with the strategy set out in Council's adopted 10 Year Financial Management Plan, although somewhat higher than the surplus in that document due to the effect of growth on rate income. 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 2017/18 is projected to be a surplus of \$21.162 million. This result is more than both the adopted 10 year plan and the adopted Estimates (including Council approved amendments), however this includes \$9.4 million in respect of contributed assets which are not considered in the 10 Year Plan or Estimates.

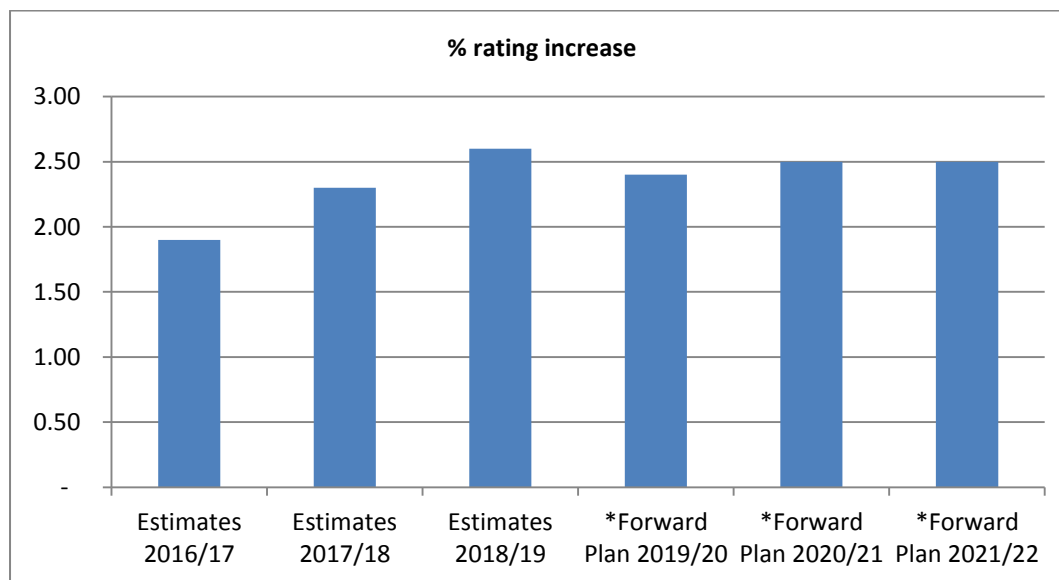
Council's 2018/19 Estimates include an amount of \$2.212 million for dividends expected to be received from TasWater. This amount is expected to remain unchanged in the medium term.

The forward estimates in this Plan are based on Council's 10 Year Financial Management Plan adopted in May 2017. Some key drivers and assumptions supporting that Plan (for example, depreciation expense) have experienced variations since that time and therefore may not reflect Council's most recent financial statements. The 10 Year Financial Management Plan is to be reviewed during 2018/19 to take account of known changes.

2 Estimates key data

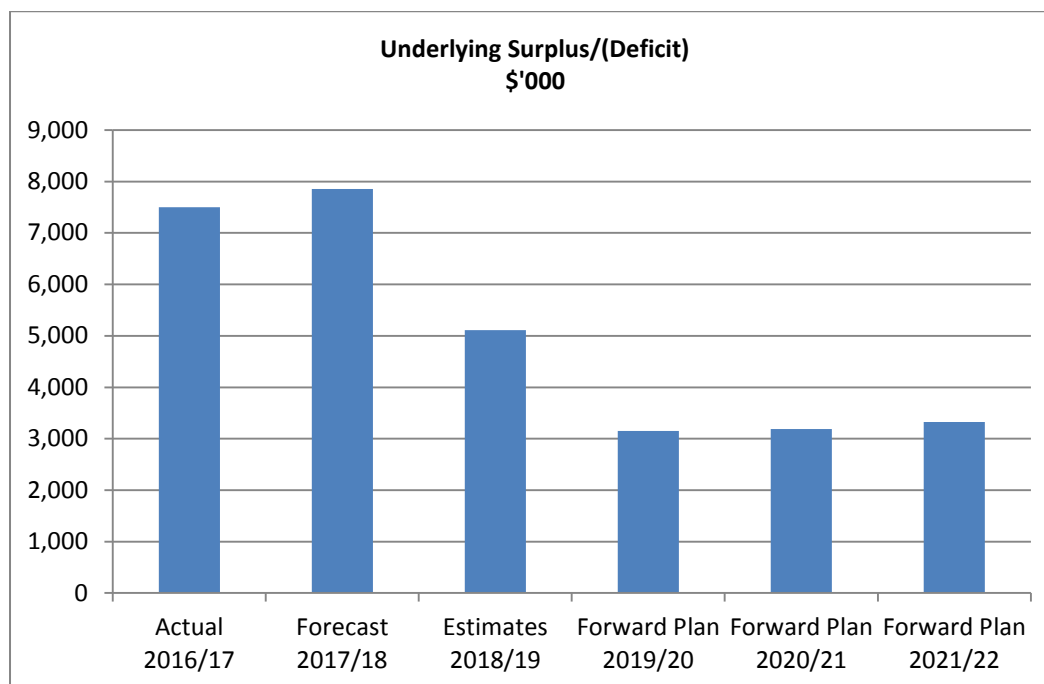
Council has prepared Estimates for the 2018/19 financial year which seek to balance the demand for services and infrastructure with the community's capacity to pay. Key Estimates information is provided below about the rate increase, operating result, service levels, cash and investments, capital works, financial position, financial sustainability and where rates are spent.

2.1 Rates



The increase in net rating requirement is 2.6% for the 2018/19 financial year, raising total rates of \$49.773 million. The 2.6% 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 amount of dividends from TasWater, the level of growth in the rates base, and the level of inflation.

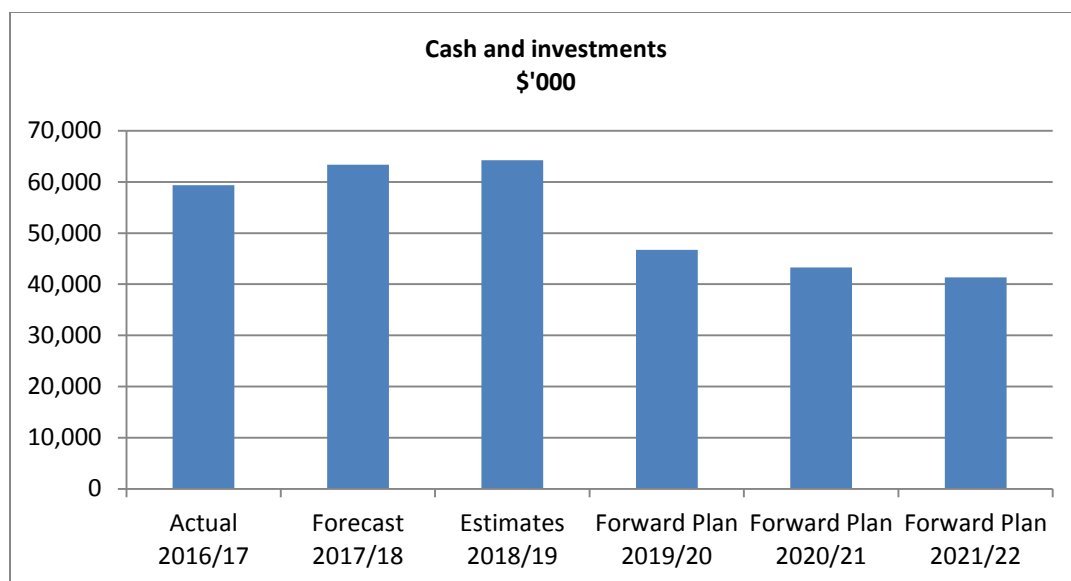
2.2 Operating result



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 2018/19 the underlying operating result is estimated to be a surplus of \$5.109 million, which is a decrease of \$2.743 million compared with the forecast result for 2017/18. The decrease in comparative operating result is primarily due to a reduction in the amount of dividends received from TasWater and a reduction in government grants received.

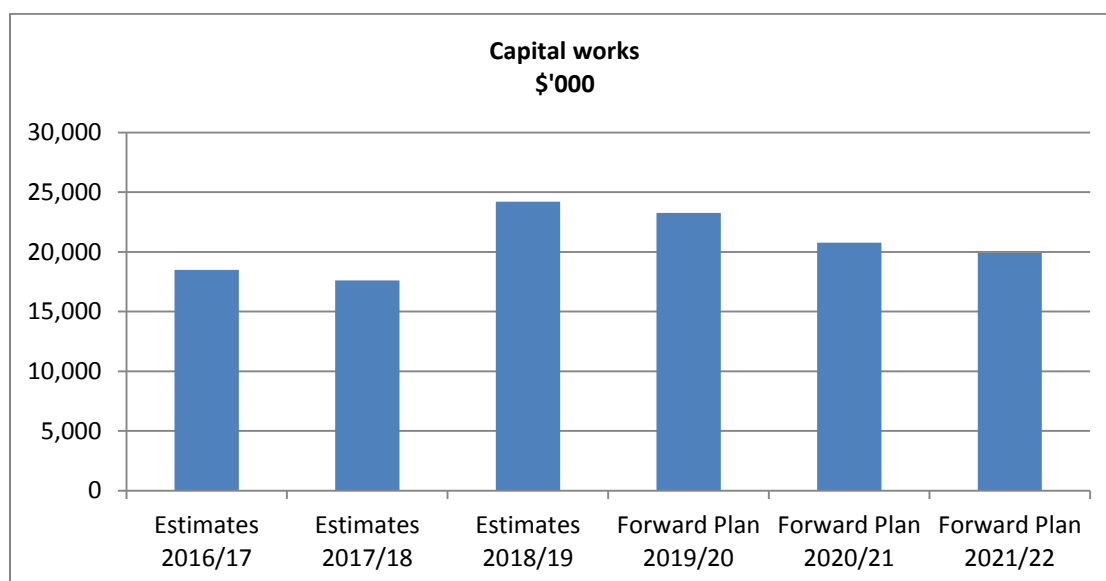
The current 10 Year Financial Management Plan has been adopted by Council to assist it to adopt Estimates within a longer term financial framework. This 10 year plan shows the underlying surplus at approximately \$3.148 million in 2019/20 and rising steadily to approximately \$4.076 million in 2025/26.

2.3 Cash and investments



During the 2018/19 financial year cash and investments are not expected to materially differ from the prior year. Cash holdings are higher than assumed under the adopted 10 Year Financial Management Plan primarily due to the timing of capital expenditure.

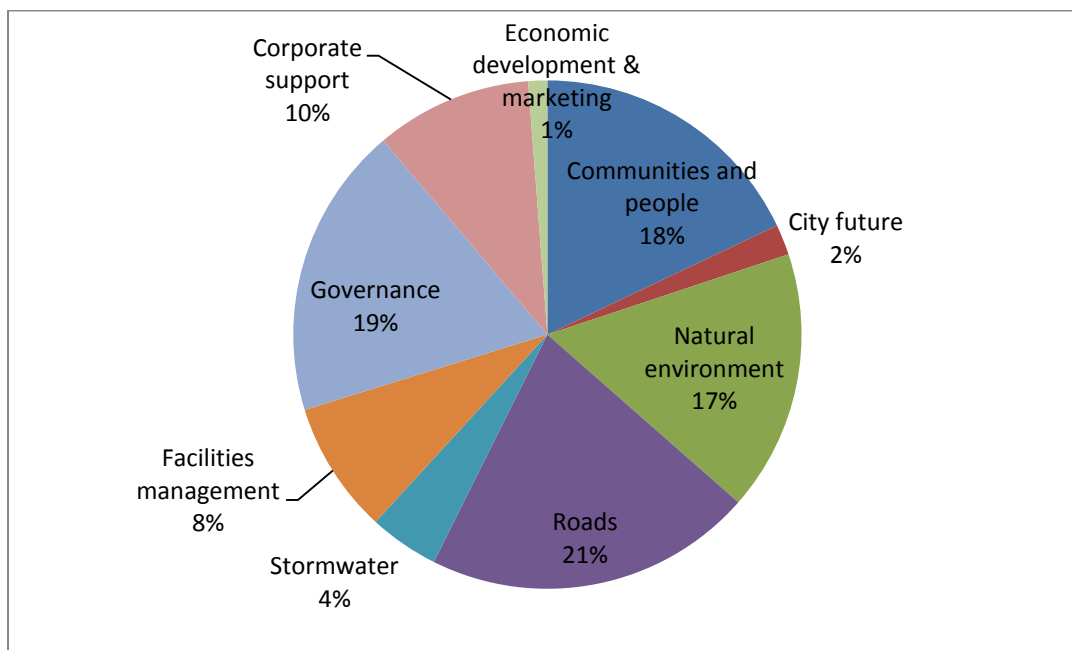
2.4 Capital works



The 2018/19 capital works programme is estimated to be \$24.203 million, an increase of \$6.589 million compared with the estimate for the 2017/18 financial year. The increased level of expected capital works from 2017/18 relates to a potential recreational precinct at Seven Mile Beach. This work (\$7.8 million) will be funded by

borrowing but is subject to funding being matched from other external sources. 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.

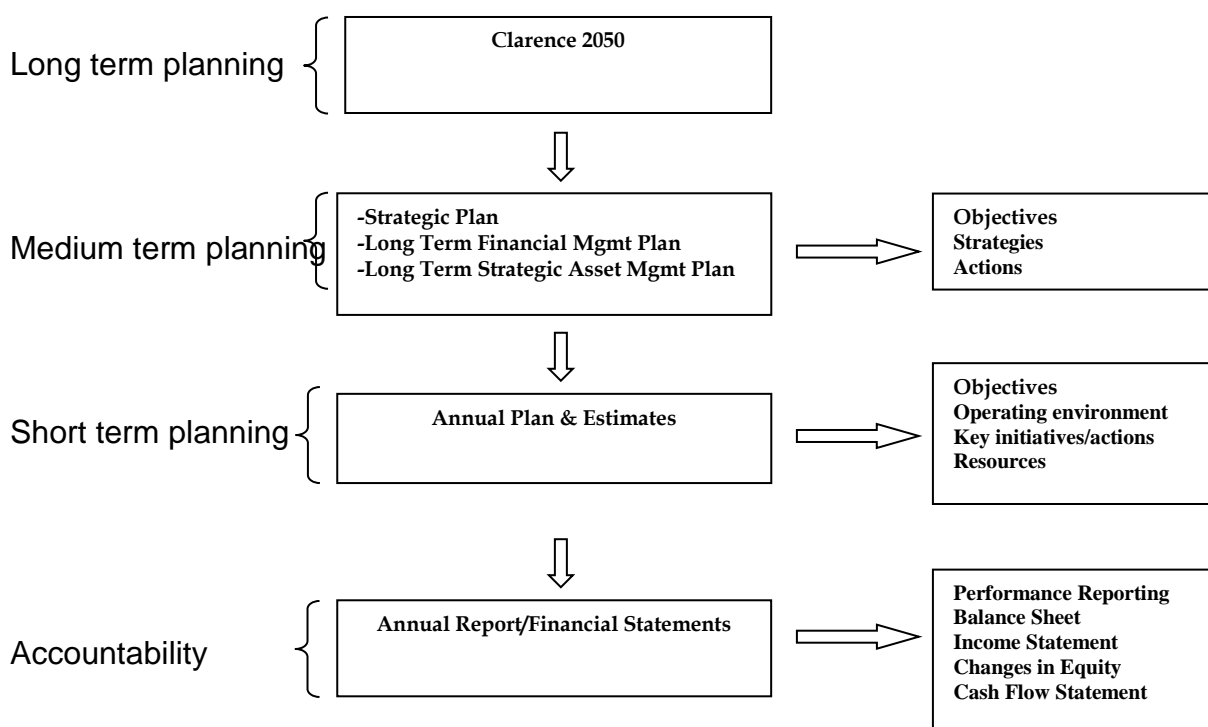
3 Estimates overview

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 2016-2026 has been adopted and the Annual Plan is framed within the Strategic Plan. It outlines the operating environment, key initiatives/actions and resource requirements for each of Council's programme areas. The Annual Plan then forms the basis of the annual Estimates.

The diagram below depicts the strategic planning framework of Council:



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

3.2 Strategic plan outcomes

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

Programme	Programme Objectives
COMMUNITIES AND PEOPLE	Goal: To participate, celebrate, engage and contribute to the life and growth of the City
	This programme provides the following services:
	Customer services to Council's external and internal customers.
	Health services, including inspection of food premises, water sampling etc.
	Ranger services including control and monitoring of fire hazards, litter, water restrictions, parking, trees.
	Animal control.
	Youth services.
	Accessibility to cultural and social activities.
	Services to seniors, community safety initiatives and maintenance of a community directory.
	Child care including Family Day Care, Vacation Care and Outside School Hours Care.
	Coordination of a volunteer programme to assist people to access services.
	Access to active recreational opportunities (sports grounds etc) and passive recreational facilities (parks and gardens etc).

Clarence City Council – Annual Plan 2018/2019

Programme	Programme Objectives
<i>CITY FUTURE</i>	<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>
<i>NATURAL ENVIRONMENT</i>	<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>
<i>INFRASTRUCTURE</i>	<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>Engaging the community in Council activities and issues.</p> <p>Ensuring that the operations of the Council include the effective management of risk.</p>
ECONOMIC DEVELOPMENT AND MARKETING	<p>Goal: To promote awareness of Council services and to encourage participation in community affairs, activities and events. To encourage broadly based economic growth in the City.</p> <p>This programme provides the following services:</p> <p>Development and promotion of civic activities and events.</p> <p>Increase awareness of Council services and encourage participation in community affairs, activities and events.</p> <p>Strategic direction for the City in the area of marketing and associated activities.</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 2018/19 Estimates were adopted by Council at its meeting of 4 June 2018.

The 2018/19 Estimates, which are included in this Plan, are for the year 1 July 2018 to 30 June 2019 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 2019 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 2018/19 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 reduced from \$3.3 million in 2017/18 to \$2.2 million in 2018/19;
- Consumer Price Index (CPI) increases on goods and services of 2.0% per annum (March 2018);
- LGAT Local Government Cost Index of 2.42% (31 December 2017);
- The level and trend of interest rates; and
- Growth in the rate base of 1.7%.

Internal influences

There are several internal influences arising from the 2017/18 financial year and Council policy that have had a significant impact on the Estimates for 2018/19. 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;
- Plans for a major recreational precinct at Seven Mile Beach. This work will be funded by borrowing but is subject to funding being matched from other external sources.
- Ongoing renewal of Council's infrastructure assets;
- Additional maintenance arising from the establishment/enhancement of new infrastructure and facilities;
- Enterprise agreement obligations;
- Implementation of corporate strategies including Positive Ageing and Health & Wellbeing.

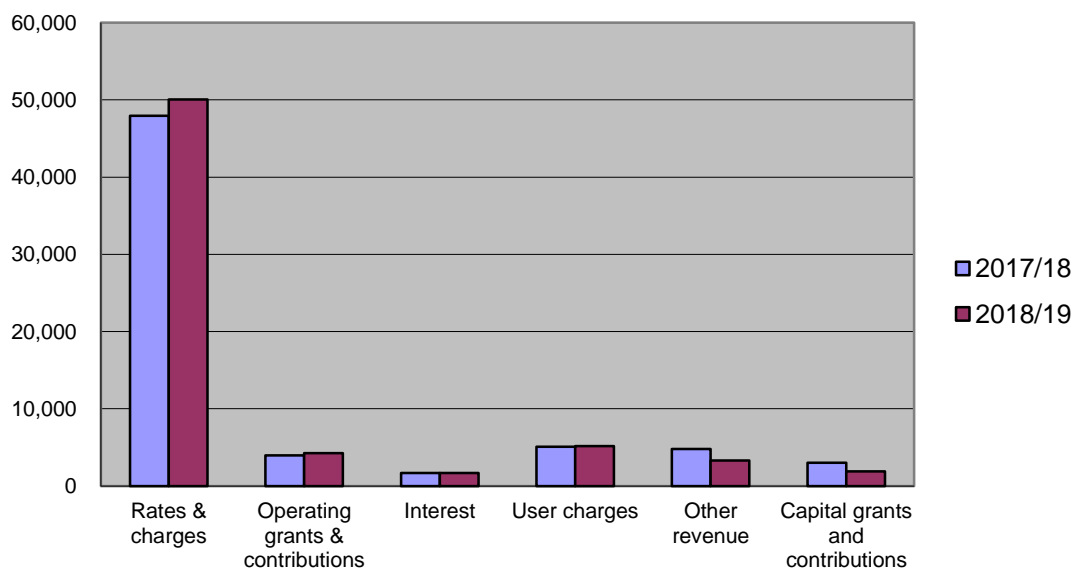
4 Analysis of Operating Estimates

This section analyses the expected revenues and expenses of the Council for the 2018/19 year. It also includes analysis of service unit financial performance in a format which aligns with Council's organisational structure.

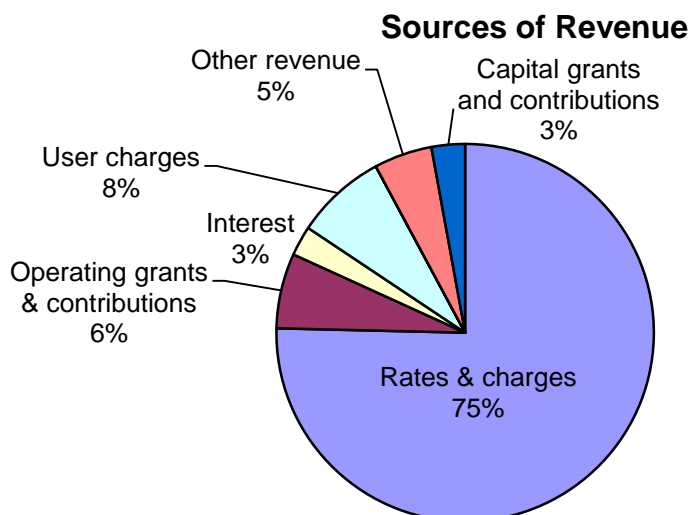
4.1 Operating Revenue

Revenue Types	Reference	Estimates 2017/18 \$'000	Estimates 2018/19 \$'000	Increase (Decrease) \$'000
Rates & charges	4.1.1	47,947	50,050	2,103
Operating grants & contributions	4.1.2	3,980	4,272	292
Interest	4.1.4	1,675	1,700	25
User charges	4.1.5	5,075	5,174	99
Proceeds from sale of assets	4.1.7	0	0	0
Other revenue	4.1.8	4,814	3,304	(1,510)
Operating revenue before capital		63,491	64,500	1,009
Capital grants and contributions	4.1.3	3,013	1,904	(1,110)
Total operating revenue		66,504	66,403	(101)

Sources of Revenue



Source: Appendix A



4.1.1 Rates and Charges (\$2,103,000 increase)

It is estimated that rate income will increase by 2.6% 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 \$2.103 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 2018/19.

4.1.2 Operating Grants and Contributions (\$292,000 increase)

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

4.1.3 Capital Grants and Contributions (\$1,110,000 decrease)

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

4.1.4 Interest Revenue (\$25,000 increase)

Interest revenue includes interest on investments and rate arrears. It is forecast to increase due to an increase in funds invested, partially offset by a stagnant interest rate environment.

4.1.5 User Charges (\$99,000 increase)

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

The increase is due to an expected slight increase in demand for some of Council's services, together with an increase in the level of user charges.

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

4.1.6 Proceeds from Sale of Assets

No material proceeds have been identified in the adopted Estimates for either 2017/18 or 2018/19.

4.1.7 Other Revenue (\$1,510,000 decrease)

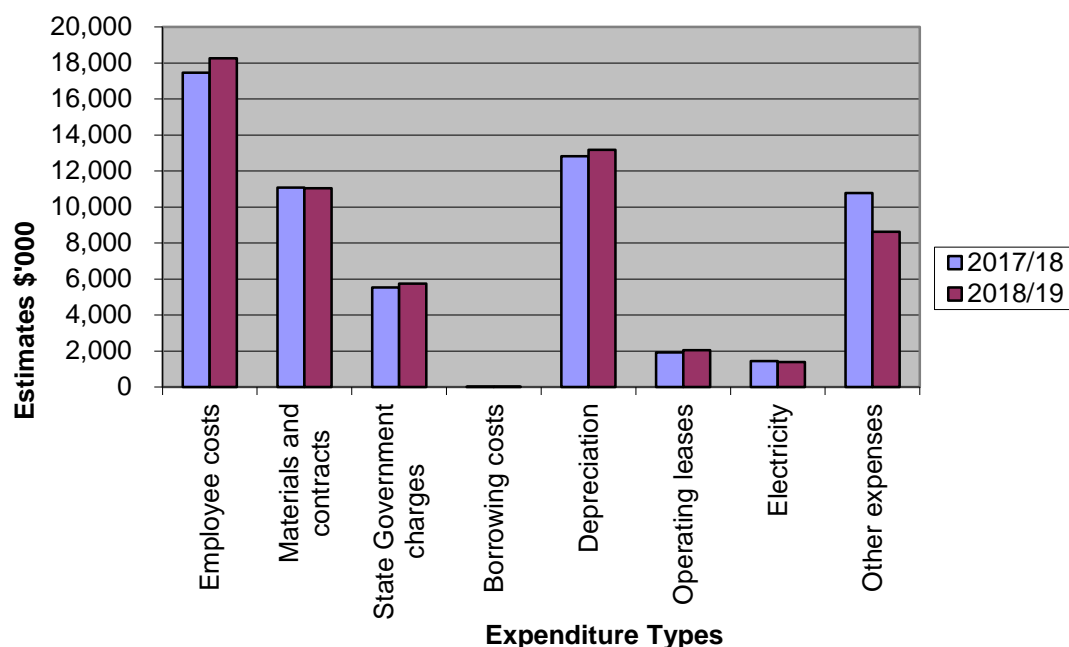
Other revenue relates to a broad range of unclassified items including dividends from TasWater, private works, cost recoups and other miscellaneous income items. Dividends from TasWater are budgeted to decrease by \$1,088,000 in 2018/2019, and to decrease in real terms in subsequent years.

4.2 Operating Expenditure

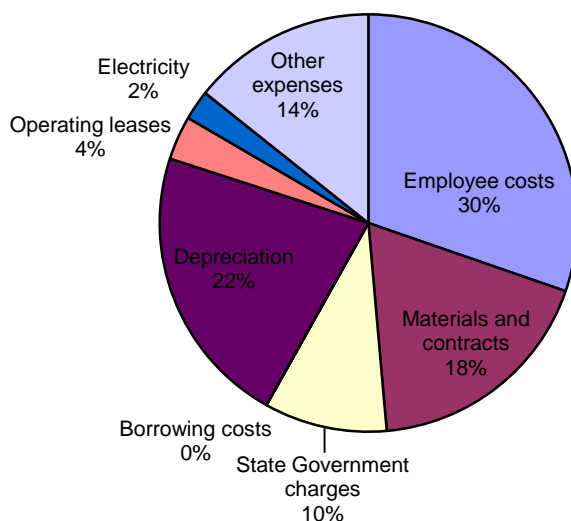
Expenditure Types	Reference	Estimates 2017/18 \$'000	Estimates 2018/19 \$'000	Increase (Decrease) \$'000
Employee costs	4.2.1	17,456	18,264	808
Materials and contracts	4.2.2	11,078	11,036	(42)
State Government charges	4.2.3	5,527	5,743	216
Borrowing costs	4.2.4	10	2	(8)
Depreciation	4.2.5	12,812	13,183	371
Operating leases	4.2.6	1,915	2,050	135
Electricity	4.2.7	1,437	1,392	(45)
Other expenses	4.2.8	10,766	8,618	(2,148)
Total operating expenditure		61,001	60,288	(713)

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

Estimated Expenditure



Operating Expenditure



Source: Appendix A

4.2.1 Employee Costs (\$808,000 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 \$808,000 compared to the 2017/18 Estimates. This increase relates to the effects of Council's Enterprise Bargaining Agreement (EBA) commitments which provides for a general increase in pay rates and to budgeted new positions (refer below).

Average staff numbers during the Estimates period are as follows:

Type of employment	Number of Employees	
	2017/18	2018/19
Permanent	239	236
Casual	62	67
Total	301	303

Additional resources approved as part of the Estimates process are:

Program	Position	Purpose
Human Resources	HR Officer	Employee support and systems development
Operations Group	Parks & Community Facilities Worker	Tree crew
City Planning	Administration Trainee	Additional support to group and customers
Economic Development and Marketing	Communication and Marketing Officer	Additional support to program activities
Customer Contact	Customer Service Officer	Customer support
Community Services	Arts Support Officer	Administration & event support
Community Services	Health & Wellbeing / Community Safety Officer	Project support & delivery

4.2.2 Materials & Contracts (\$42,000 decrease)

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

4.2.3 State Government Charges (\$216,000 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 (\$8,000 decrease)

Borrowing costs relate to interest charged by financial institutions on funds borrowed. Council's existing external debt was fully repaid during 2017/18.

4.2.5 Depreciation (\$371,000 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 increases in Council's asset values resulting from revaluations and additions to the asset base during the year. Council's 2017/2018 financial statements show a modest reduction in depreciation expense arising from a revaluation of road and stormwater assets. This was not anticipated in the current 10 Year Financial Management Plan but will be reflected in the next update of the Plan, expected to be undertaken during 2018/19.

4.2.6 Operating Leases (\$135,000 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 (\$45,000 decrease)

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

4.2.8 Other Expenses (\$2,148,000 million decrease)

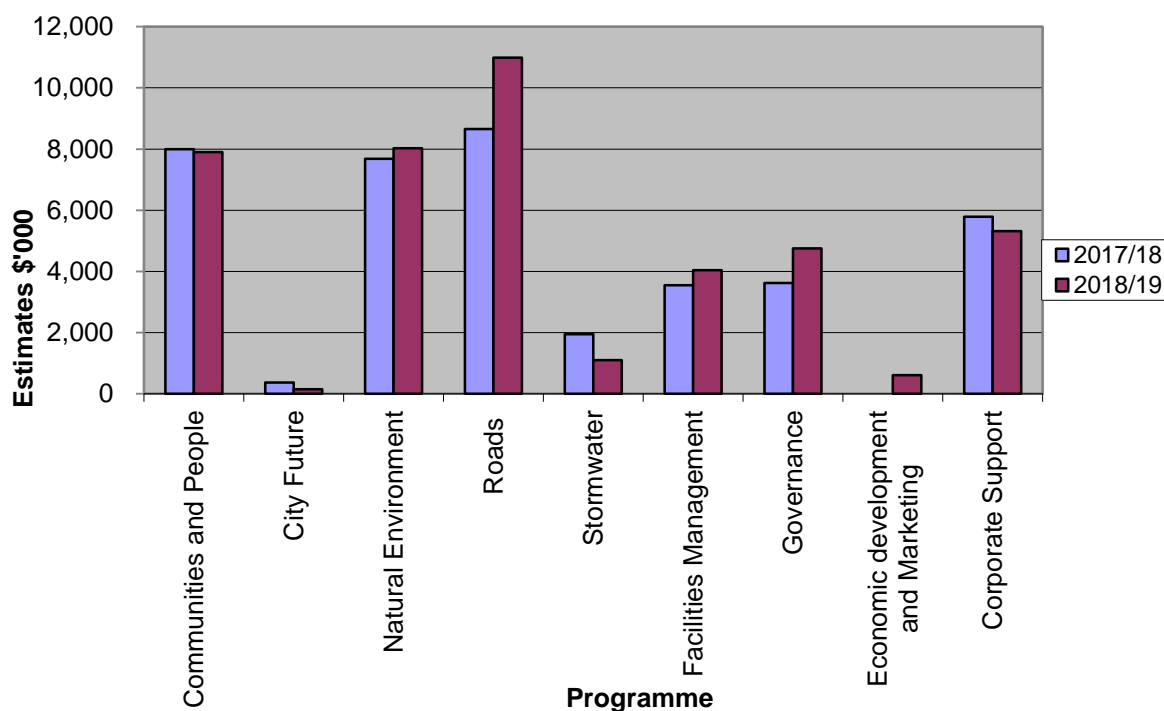
Other expenses relate to a range of unclassified items including contributions to community groups, advertising, insurances, motor vehicle registrations and other miscellaneous expenditure items. Due to the nature of the items it is subject to changes in classification of individual expenditure items. This item is largely driven by one off costs associated with the implementation of new core business software included in the 2017/18 Estimates.

4.3 Organisational analysis

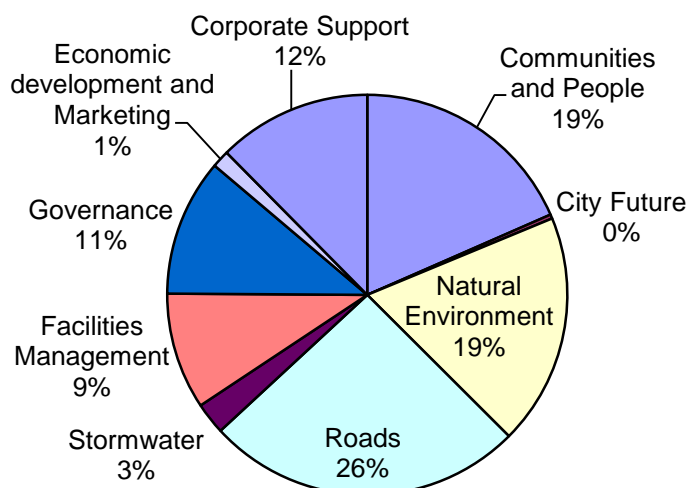
The following is a summary of the Net Expenses of each programme. Net Expenses represents the rating effort required to fund ongoing operations taking into account operational expenditure and income. It includes expenses which are expected to be capitalised, and includes grants and other revenue which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

Program	Reference	Estimates 2017/18 \$'000	Estimates 2018/19 \$'000	Increase (Decrease) \$'000
Communities and People	4.3.1	7,994	7,900	(94)
City Future	4.3.2	367	142	(225)
Natural Environment	4.3.3	7,678	8,023	345
Infrastructure:	4.3.4			
Roads	4.3.4.1	8,656	10,990	2,334
Stormwater	4.3.4.2	1,950	1,099	(851)
Facilities Management	4.3.4.3	3,551	4,038	487
Governance	4.3.5	3,617	4,749	1,132
Economic development and Marketing	4.3.6	0	604	604
Corporate Support	4.3.7	5,786	5,320	(466)
Net Expenses		39,599	42,865	3,266

Net Expenses



Net Expenses by Programme



4.3.1 Communities and People (\$94,000 decrease)

The net expense for Communities & People is not materially different from the previous budget year.

4.3.2 City Future (\$225,000 decrease)

The net decrease in 2018/19 reflects a combination of a modest increase in revenues and reduced costs, particularly in terms of special projects.

4.3.3 Natural Environment (\$345,000 increase)

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

4.3.4 Infrastructure (\$1,970,000 increase)

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

4.3.4.1 Roads (\$2,334,000 increase)

Net expenses have increased primarily due to the allocation/recognition of revenues, in particular a reduction of \$1,028,000 in allocation of State Grants Commission funding and capital grants totalling \$710,000 for one-off projects completed in the previous budget year.

4.3.4.2 Stormwater (\$851,000 decrease)

Net expenditure on stormwater has decreased primarily due to the allocation/recognition of revenues, in particular an increase in allocated Grants Commission funding of some \$823,000.

4.3.4.3 Facilities Management (\$487,000 increase)

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

4.3.5 Governance (\$1,132,000 increase)

This programme contains a range of corporate items which affect the 2018/19 Estimates. The most significant item this year is a reduction in dividends from TasWater of \$1,080,000. Some of this programme's responsibilities and associated budget funding have been reallocated to a new programme called Economic Development and Marketing.

4.3.6 Economic Development & Marketing (\$604,000 increase)

This is a new programme that includes responsibilities previously allocated to Governance.

4.3.7 Corporate Support (\$466,000 decrease)

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

5 Analysis of estimated cash position

This section analyses the expected cash flows for the 2018/2019 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	Estimates 2017/18 \$'000	Estimates 2018/19 \$'000	Variance Inflow (Outflow) \$'000
Operating Activities	5.1.1			
Receipts		75,304	79,722	4,418
Payments		(50,660)	(52,302)	(1,642)
Net cash inflow (outflow)		24,644	27,420	2,776
Investing Activities	5.1.2			
Receipts		0	0	0
Payments		(23,513)	(29,873)	(6,360)
Net cash inflow (outflow)		(23,513)	(29,873)	(6,360)
Financing Activities	5.1.3			
Receipts		1,986	8,806	6,820
Payments		(2,591)		2,591
Net cash inflow (outflow)		(605)	8,806	9,411
Net increase (decrease) in cash held		526	6,353	5,827
Cash at beginning of year		57,371	57,897	526
Cash at end of year	5.1.4	57,897	64,250	6,353

Source: Appendix A

5.1.1 Operating Activities (\$2,776,000 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 (\$6,360,000 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 projects that will be funded by borrowings of \$7,800,000 and which will not proceed unless funding is matched from other external sources. Therefore, it is likely that actual cash flows from this item will be deferred.

5.1.3 Financing activities (\$9,411,000 increase inflow)

The 2018/19 Estimates contain a cash inflow from the proceeds from new borrowings of \$7,800,000. This amount is dependent on funding from other external sources. The 2017/18 Estimates included a cash outflow of \$2,400,000 to support construction of a Category C landfill cell at the Copping landfill site.

5.1.4 Cash at end of the Year (\$6,353,000 increase)

The movement in total cash and investments forecast by 30 June 2019 reflects the net effects of capital funding and expenditure (and related timing) during the year (refer above).

5.2 Reserve cash and investments and working capital

The cash flow statement above indicates that at 30 June 2019 it is estimated Council will have cash and investments of some \$64.25 million, with some of this cash earmarked as follows:

- **Statutory purposes (\$5.13 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 (\$34.06 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 (\$25.06 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.

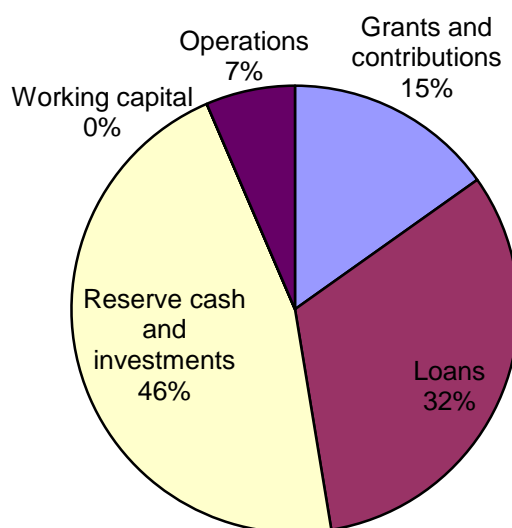
6 Analysis of capital works programme

This section analyses planned capital expenditure for the 2018/19 year and the sources of funding for that expenditure.

6.1 Funding sources

Sources of Funding	Reference	Estimates 2017/18 \$'000	Estimates 2018/19 \$'000	Increase (Decrease) \$'000
External				
Grants and contributions	6.1.1	4,533	3,673	(860)
Loans	6.1.2	0	7,800	7,800
Sub total		4,533	11,473	6,940
Internal				
Reserve cash and investments	6.1.3	11,571	11,167	(404)
Working capital	6.1.4	0	0	0
Operations	6.1.5	1,511	1,564	53
Sub total		13,082	12,731	(351)
Total funding sources		17,615	24,204	6,589

Sources of Capital Funds



Source: Appendix C

6.1.1 Grants and contributions (\$3.673 million)

Grants and contributions used to fund the capital works programme include payments received through the State Grants Commission (\$2.652 M), Roads to Recovery Grants (\$0.414 M), and other specific purpose grants (\$0.670 M).

6.1.2 Loans (\$7.800 million)

New borrowings included in the Estimates for the 2018/19 financial year are dependent on matched funding for the project concerned.

6.1.3 Reserves, cash & investments (\$11.167 million)

Reserves are used in a structured manner to support the capital programme. Similar use of the Infrastructure Renewal Reserve has been made in the Estimates being \$9.574 M or an increase of \$0.004 M from the previous year. Reserve funds also include certain contributions from external parties and proceeds held from property sales.

6.1.4 Operations (\$1.564 million)

Direct rating support for the capital works programme is based on a long term policy position taken over successive Estimates. This support is planned to continue (indexed) into the future.

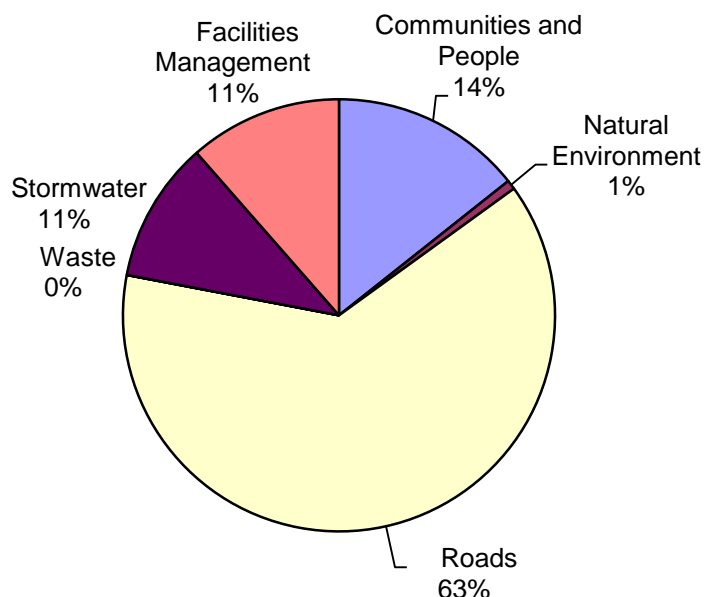
Clarence City Council – Annual Plan 2018/2019

Capital works

Capital Works Areas	Reference	Estimates 2017/18 \$'000	Estimates 2018/19 \$'000	Increase (Decrease) \$'000
Works carried forward from prior years	6.2.1	10,789	16,838	6,049
New works				
Communities and People	6.2.2	2,283	5,809	3,526
City Future	6.2.3	0	0	0
Natural Environment	6.2.4	67	261	194
Infrastructure:	6.2.5			
Roads	6.2.5.1	11,540	14,477	2,937
Waste	6.2.5.2	0	0	0
Stormwater	6.2.5.3	1,580	2,005	425
Facilities Management	6.2.5.4	2,145	1,327	(818)
Governance	6.2.6	0	0	0
Corporate Support	6.2.7	0	325	325
Sub total		17,615	24,204	6,589
Total capital works		28,404	41,040	12,636
New works				
represented by:				
New assets		9,570	9,570	0
Existing asset improvements		8,045	14,634	6,589
		17,615	24,204	6,589

Note: Amounts exclude salaries capitalised

Budgeted New Capital Works



Source: Appendix C

6.1.5 Carried forward works (\$16.838 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 2017/18 year it is forecast that \$16.838 million of capital works will be carried forward into the 2018/19 year. Refer also Appendix C Section 2.

6.1.6 Communities and People (\$5.809 million)

This programme is responsible for recreation, youth services, childcare, health, building control, arts, rangers and a number of other functions. Major projects include a recreational precinct at Seven Mile Beach (\$4.100 M), Blossom Park playground (\$0.350 M), and Risdon Vale Oval lighting upgrade (\$0.230 M).

6.1.7 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.

6.1.8 Natural Environment (\$0.261 million)

This program is responsible for environmental management, emergency management, waste collection and disposal and natural areas. Projects budgeted in this area for 2018/19 include Lauderdale Beach boat launching facility (\$0.100 M) and Street tree and park tree strategy implementation plan (\$0.055 M).

6.1.9 Infrastructure (\$14.477 million)

The increase in proposed projects reflects both new infrastructure and renewal/enhancement projects, with major new projects typically being subject to a process of master planning and community consultation. The small increase in planned renewal expenditure is consistent with Council's strategies in this area. The Infrastructure Programme includes:

6.2.5.1 Roads (\$14.477 million)

Major projects in this area include major digouts and reconstruction (\$2.500 M), road resealing (\$2.500 M), footpath/kerb and gutter renewal (\$1.275 M), Seven Mile Beach active recreation park (\$3.700 M), Derwent Avenue upgrade (\$0.600 M), Kangaroo Bay breakwater (\$0.590 M) and kerb replacement (\$0.500 M)

6.2.5.2 Waste (\$nil)

There are no waste management projects of a capital nature proposed in 2018/19.

6.2.5.2 Stormwater (\$2.01 million)

Major stormwater projects include South Arm drainage improvement (\$0.420 M), urban catchment management plans (\$0.300 M) Cambridge Road stormwater upgrades (\$0.250 M) and Bilney Street stormwater upgrade (\$0.220 M).

6.2.5.3 Facilities Management (\$1.327 million)

Facilities Management projects include Howrah Recreation Centre DDA toilet (\$0.300 M), Calverton Hall DDA public toilet (\$0.200 M) and Lauderdale Oval changeroom upgrade (\$0.184 M).

6.1.10 Governance (\$nil)

No capital expenditure will be made under the Governance programme during 2018/19. Governance costs are generally operational in nature.

6.1.11 Corporate Support (\$0.325 million)

A major upgrade of Council's ICT platform continues to be implemented.

7 Analysis of estimated balance sheet

This section analyses the movements in Estimates for assets, liabilities and equity between 2017/18 and 2018/19.

7.1 Estimated balance sheet

	Reference	Estimates 30 Jun 18 \$'000	Estimates 30 Jun 19 \$'000	Increase/ Decrease \$'000
Current				
Assets	7.1.1	65,397	68,900	3,503
Liabilities	7.1.2	(10,433)	(11,362)	(929)
Net current assets		54,964	57,538	2,574
Non-Current				
Assets	7.1.3	726,611	741,985	15,374
Liabilities	7.1.4	(766)	(8,056)	(7,290)
Net non-current assets		725,845	733,929	8,084
Net assets		780,809	791,467	10,658
Equity	7.1.5			
Cash Backed Reserves		36,954	39,188	2,234
Other Reserves and Equity		743,855	752,279	8,424
Total equity		780,809	791,467	10,658

7.1.1 Current Assets (\$3.503 million increase)

Council's current asset position is expected to increase compared to the 2017/18 Estimates due to the original estimate for cash holdings at 30 June 2018 being lower than the forecast actual. This is primarily due to receipt in advance of 2017/18 Grants Commission funds and timing of capital expenditure.

7.1.2 Current Liabilities (\$0.929 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 (\$15.374 million increase)

Council's non-current asset position as at June 2019 is expected to increase compared to the 2017/18 Estimates by approximately \$15.374 million. This increase between Estimates years is due to a significant increase in the capital works programme as detailed above, and in Appendix C, including the proposed recreational facility at Seven Mile Beach, the timing of which is uncertain.

7.1.4 *Non-Current Liabilities (\$7.290 million increase)*

The increase in non-current liabilities primarily relates to new borrowings of \$7.800 million that may be drawn down (subject to further external funding) to invest in Council's increased capital works programme. Due to funding and design imperatives, it is unlikely that these funds will be drawn in the current period.

7.1.5 *Equity (\$10.658 million increase)*

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 2019 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. A full revaluation of road and stormwater assets was undertaken during 2017/18, however this did not result in significant movements in aggregate asset values.

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.

2015	2.80%
2016	1.00%
2017	1.90%
2018	2.30%
2019	2.60%
Average increase over 5 yrs	2.12%

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 2.6% against 2017/18. This increase is set in the context of the LGAT Council Cost Index of 2.42% (December 2017) and CPI of 2.0% (March 2018). 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 provides 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. A fresh revaluation of all properties within the City is due to take effect on 1 July 2019.

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.

There is a general industry trend towards debt reduction and, while Councils currently carries no debt, it 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
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%
2018	0	647.7%	0.0%	0.0%

The table shows that Council's borrowing reduced during the period. As at 30 June 2018 Council's borrowings were fully repaid.

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 provided for additional borrowings in its 2018/19 Estimates to fund a major infrastructure project, subject to this funding being matched from external sources. The timing of any drawdown of debt will be dependent upon this additional funding, project construction timeframes, and corporate treasury management requirements. No repayments have been included in the 2108/19 Estimates.

Year	New Borrowings \$'000	Loan Principal Paid/Transferred \$'000	Loan Interest Paid \$'000	Balance 30 Jun \$'000
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
2019	7,800	0	0	7,800

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 (\$7.245 million 2018/2019), 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
2012/13	9,940
2013/14	8,827
2014/15	9,340
2015/16	9,383
2016/17	9,622
2017/18	9,570
2018/19	9,574

Formal asset management plans are in place 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 last reviewed in May 2017 and is scheduled for review during 2018/19.

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 2018/19

The following influences had a significant impact on the Infrastructure Strategy for the 2018/19 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 a sports complex at Seven Mile Beach (subject to a contribution from the Commonwealth Government), DDA upgrades and urban catchment management.

10.3 Future capital works

The following table summarises Council's 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
2016	3,773	-	11,615	-	2,582	17,970
2017	6,009	-	10,986	-	1,492	18,487
2018	4,533	-	11,065	-	1,511	17,109
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
2022	4,100	-	13,200	-	2,602	19,902

All 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 2018/19 in detail. This information, together with the 10 Year Financial Management Plan, 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 2019

	Estimates 2017/18 \$'000	Estimates 2018/19 \$'000	Increase (Decrease) \$'000
Revenue			
Rates	47,947	50,050	2,103
User charges	5,075	5,174	99
Interest	1,675	1,700	25
Government subsidies & grants	6,993	6,175	(818)
Dividends	3,300	2,212	(1,088)
Contributions of capital	1,107	890	(217)
Other revenue	407	202	(205)
TOTAL REVENUE	66,504	66,403	(101)
Expenses			
Employee costs	17,456	18,264	808
Materials and contracts	11,521	11,036	(485)
State Government charges and levies	5,526	5,743	217
Borrowing costs	8	2	(6)
Depreciation and amortization	12,812	13,183	371
Operating leases	1,915	2,050	135
Electricity	1,352	1,392	40
Other expenses	9,557	8,618	(939)
TOTAL EXPENSES	60,147	60,288	141
Net surplus (deficit)	6,357	6,115	(242)

CLARENCE CITY COUNCIL
Estimated Balance Sheet
As at 30 June 2019

	Estimates 2018 \$'000	Estimates 2019 \$'000	Increase (Decrease) \$'000
Current assets			
Cash assets	57,897	64,250	6,353
Other current assets	7,500	4,650	(2,850)
Total current assets	65,397	68,900	3,503
Non-current assets			
Infrastructure assets	552,547	563,567	11,020
Other non-current assets	174,064	178,418	4,354
Total non-current assets	726,611	741,985	15,374
Total assets	792,008	810,885	18,877
Current liabilities			
Current borrowings	0	414	414
Other current liabilities	10,433	10,948	515
Total current liabilities	10,433	11,362	929
Non-current liabilities			
Non-current borrowings	0	7,386	7,386
Other non-current liabilities	766	670	(96)
Total non-current liabilities	766	8,056	7,290
Total liabilities	11,199	19,418	8,219
Equity			
Infrastructure renewal reserve	29,790	32,255	2,465
Other cash backed reserves	7,164	6,933	(231)
Other reserves and equity	743,855	752,279	8,424
Total equity	780,809	791,467	10,658
Total liabilities and equity	792,008	810,885	18,877

CLARENCE CITY COUNCIL
Estimated Cash Flow Statement
For the year ending 30 June 2019

	Estimates 2017/18 \$'000	Estimates 2018/19 \$'000	Increase (Decrease) \$'000
	Inflows (Outflows)	Inflows (Outflows)	
Cash flows from operating activities			
Rates	48,010	50,650	2,640
User Charges	6,154	7,341	1,187
Interest received	1,785	1,690	(95)
Receipts from government	8,140	6,175	(1,965)
Net GST refund (payment)	3,955	4,650	695
Other income	7,260	9,216	1,956
Wages & salaries	(16,990)	(17,850)	(860)
Interest paid	(10)	(2)	8
Payments to suppliers	(33,660)	(34,450)	(790)
Net cash inflow from operating activities	24,644	27,420	2,776
Cash flows from investing activities			
Payments for property plant & equipment	(23,513)	(29,873)	(6,360)
Proceeds from sale of prop, plant & equip			
Investment in associates			
Net cash flow from investing activities	(23,513)	(29,873)	(6,360)
Cash flows from financing activities			
Repayment of borrowings	(191)		191
Proceeds from borrowings *		7,800	7,800
Government grants - capital	1,986	1,006	(980)
Loans to associates	(2,400)		2,400
Net cash flow from financing activities	(605)	8,806	9,411
Net change in cash held	526	6,353	5,827
Cash at the beginning of the year	57,371	57,897	526
Cash at the end of the year	57,897	64,250	6,353

* Subject to external funding contribution towards associated capital works projects

CLARENCE CITY COUNCIL
Estimated Capital Works Programme
For the year ending 30 June 2019

	Estimates 2017/18 \$'000	Estimates 2018/19 \$'000	Increase (Decrease) \$'000
Capital works by programme			
Communities and People	2,830	6,315	3,485
Natural Environment	137	332	195
Infrastructure:			
Roads	12,436	15,362	2,926
Waste			
Stormwater	2,084	2,471	387
Facilities Management	2,262	1,488	(774)
Governance			
Corporate Support			
Total capital works	19,749	25,968	6,219
Represented by			
New Assets	10,729	15,401	4,672
Existing Asset Improvements	9,020	10,567	1,547
Total capital works	19,749	25,968	6,219

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 2019

	Estimates 2017/18 \$'000	Estimates 2018/19 \$'000
Statutory or Restricted Use		
Public Open Space	1,631	1,929
Car Parking	1,169	1,105
Headworks	203	203
Public Art	21	41
Rosny Park Child Care	266	393
Commonwealth Funded Programmes	1,234	1,462
	<u>4,524</u>	<u>5,133</u>
Discretionary		
General	2,640	1,800
Infrastructure Renewal	29,790	32,255
	<u>32,430</u>	<u>34,055</u>
Total Reserves	<u>36,954</u>	<u>39,188</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 2018/2019**
(S000)

	EXPENSES	REVENUES	NET EXPENSES	ASSET PURCHASES	EXPENSES CAPITALISED	BORROWINGS	TFRS TO RESERVES	TFRS FROM RESERVES	NET RATING REQU'T
GOVERNANCE and COMMUNITY									
Communities and People	14,475	6,575	7,900	6,315	579	4,100		607	8,929
City Future	2,536	2,394	142				870	45	967
Natural Environment	8,323	300	8,023	332	71			27	8,257
Governance	9,869	5,120	4,749				4,712	198	9,263
Economic development & Marketing	604	-	604						604
Corporate Support	5,329	9	5,320					360	4,960
INFRASTRUCTURE									
Roads & Transport	12,042	1,052	10,990	15,362	2,433	3,700		9,816	10,403
Stormwater	2,342	1,243	1,099	2,471	588			772	2,210
Facilities Management	4,684	646	4,038	1,488	111			1,235	4,180
Plant	2,726	2,726	-						
TOTAL RATING REQUIREMENT	62,930	20,065	42,865	25,968	3,782	7,800	5,582	13,060	49,773
Net Rating Requirement									49,773
Rates Raised 2017/18 Plus Growth									48,395
Net Increase Including Government Charges									2.8%
Increase Due to Govt Charges									0.2%
NET INCREASE									2.6%

Capital works programme Appendix C**New works and works carried forward from 2017/18**

This section provides a more detailed analysis of the capital works programme for 2018/19 including those projects approved in the 2017/18 year that will be incomplete at 30 June 2018.

CLARENCE CITY COUNCIL
Capital Works Programme
For the year ending 30 June 2019

1 New works

Clarence City Council - Capital Programme	Total Estimate \$ 2018/19
ROADS	
Acton Park Indented Bus Bays	100,000
Backhouse Lane Upgrade	50,000
Bayfield Street (DSG Costs)	50,000
Beebo Place - Construct a footpath and steps from Beebo Place to Joy Court	40,000
Blackspot - Grahams Road to Tas Hwy - Curve Improvements and Seal Shoulders	450,000
Bligh Street Streetscape design from Winkleigh Place to Gordons Hill Road	75,000
Chipmans Road and Duntroon Drive-Intersection upgrade	170,000
Clarendon Vale Greenbelt -Pathway and Lighting - Mockridge Road to Marsden St	400,000
Cremorne Ave - Construct and upgrade the gravel footpath from 97 Cremorne Avenue to Frederick Henry Parade	72,000
DDA Ramps	50,000
Derwent Ave - Road Upgrade	600,000
Dixon Point Road-Gravel formation works	40,000
Dorans Road - Installing terminal ends to guardrails at sharp bend (Goat Farm)	20,000
Dorans Road - Stage 1 Design at "Goat Farm" sharp bends	30,000
Cross Homes (100m) Stage 2 From 10 Flagstaff Gull Rd intersection Dampier Street.	150,000
Footpath/ Kerb & Gutter Renewal	1,275,000
Foreshore Trail - Simmons to Anzac Park	100,000
Foreshore Trail -Tasman Bridge to Montagu Bay Park	50,000
Gordons Hill Road - Construct a sealed footpath at 153 Gordons Hill Road	10,000
Gravel Road Re-Sheeting	75,000
Kangaroo Bay - Breakwater	590,000
Kerb replacement	500,000
Kerria/Lantana Rds - Gravel Footpath & Spoon Drain	35,000
Major Digouts/ Reconstruction - Annual Program	2,500,000
Pier Road - Replace wooded fence to a guard rail safety barrier	25,000
Quarry Road - Table Drain and Road Shoulder improvements	30,000
path	30,000
Risdon Vale Recreation and Community Facilities - Upgrade paths Sugarloaf and Heather Roads	30,000
Road reseal programme	2,500,000
Rosny Hill Road - Bike Path from Tasman Highway to Rosny Barn . Including necessary retaining wall.	270,000
Sealing of Road Shoulders - Brinktop Road 50m \$14k, Acton Road 300m \$84k, Cambridge Road 150m \$42k	140,000
Seven Mile Beach Active Recreation Park	3,700,000
footpath	200,000
Wellington Street - Relocate steps leading from Wellington Street to the Reserve.	120,000
TOTAL ROADS	14,477,000

STORMWATER	
55-75 South Arm Road Construct Stormwater Main	20,000
Alma Street Stormwater Upgrade	40,000
Bathurst Street Stormwater Improvements – Stage 2	55,000
Cambridge Oval SW Reuse (Stage2)	50,000
Cambridge Road, 164, Stormwater Upgrades	250,000
Drainage Minor Construction	100,000
Elinga Street Stormwater Upgrades	200,000
Hay Street, Seven Mile Beach, Stormwater Improvements	80,000
Jacomb St Stormwater System Upgrade	20,000
Lumsden Road and Glenfern intersection Glebe Hill	20,000
Oakbank Rd Storm water Swale	40,000
Seven Mile Beach - Acton Creek Rivulet Storm Water capacity	100,000
South Arm Drainage Improvements (Stage 2)	420,000
Bilney Street Stormwater Upgrade	220,000
Urban Catchment Management Plans	300,000
Venice - SW Connection	40,000
Waverley Park Drainage Improvements	50,000
TOTAL STORMWATER	2,005,000
WASTE MANAGEMENT	
Recycling Bins	20,000
TOTAL WASTE MANAGEMENT	20,000
NATURAL ENVIRONMENT	
Clarendon Vale Tree Replacement programme	6,000
Pipe Clay Esplanade - Refurbishment of foreshore	10,000
Henry St Dulcot, Emergency Water Tank and vehicular access	25,000
Lauderdale Beach - Adjacent to Lauderdale Canal - Construct small boat launching facility over Dune	100,000
Sugarloaf+A105 and Sycamore Roads Council Reserve - Install Fencing/Gate	9,000
Stabilisation of foreshore rock wall - Rose Bay foreshore	15,000
Upgrading of fire trails	21,000
Street Tree & Park Tree Strategy & Implementation Plan	55,000
TOTAL NATURAL ENVIRONMENT	241,000
ACTIVE RECREATION	
Kangaroo Bay Oval - Fencing of swail	15,000
Eastern Shore Croquet Club Relocation Investigations	20,000
Clarendon Vale Oval - Synthetic Wicket Upgrade	8,000
Clarendon Vale Oval - Drainage Upgrade	20,000
Lindisfarne Tennis Club - Fencing	50,000
Opossum Bay Boat Ramp Upgrade	50,000
Risdon Vale Oval Lighting Upgrade	230,000
Risdon Vale Oval - Ball Catching Nets	65,000
Bayview College - Master Plan - Sportsground Development	60,000
Sandford Oval - Ground Works	75,000
Seven Mile Beach - Sports Complex	4,100,000
TOTAL ACTIVE RECREATION	4,693,000

PASSIVE RECREATION	
ANZAC PARK - Upgrade irrigation system at main grassed area to Cenotaph	11,000
BBQ Upgrades	30,000
Bellerive Beach Park - Irrigation Upgrade	25,000
Bellerive Exercise Area - Upgrade	75,000
Beltana Park - Master Plan Stage 1 Implementation	22,000
Blossom Park - Playground, shelter, picnic facilities, landscaping and fencing	350,000
Clarence Coastal Trail - Complete the next stage of Cremorne to May Point	80,000
Road	37,000
Clarence Foreshore Trail - formalise access to Cleve Court	18,000
Clarence Plains Rivulet Track - Extend track from Rokeby Road by Old School House to Droughty Point Road	25,000
Installation of a hand and foot wash facility at Howrah Beach (Silwood Ave end)	8,000
Nelson Park - Repairs to Skate Park and construct retaining wall with guard rail	22,500
Potters Hill Reserve Track - Construction of track from foreshore to Fort Direction Road to link to Potters Hill Reserve	35,000
Purchase of Public Art	60,000
Richmond Village Green - Play Equipment Upgrade	87,000
Rokeby Hills Trail - Construct access to trails to Rokeby Skyline Trail from Oceana Drive and Raleigh Court	30,000
Sale Yard Corner Richmond - Park Lighting Upgrade	20,000
Simmons Park Irrigation	80,000
Tanundal Park Irrigation Upgrade	20,000
Victoria Esplanade Reserve Irrigation System Design	10,000
Wiena Reserve Track - Track between Gordons Hill Road and Radiata Drive	20,000
TOTAL PASSIVE RECREATION	1,065,500
FACILITIES MANAGEMENT	
Anzac Park Old Change Rooms Upgrade	25,000
Bellerive Beach Park Changing Places Facility	30,000
Bellerive Boardwalk Stage - Shade renewal	50,000
Building Trade Waste Compliance	60,000
Calverton Hall - DDA Public Toilet	200,000
Cambridge Oval - Amenities Kitchen Upgrade	21,000
Clarence Aquatic Centre - Solar Upgrade	37,000
Clarence Aquatic Centre -Shower refurbishments	20,000
Geilston Bay Play Group Centre - Minor Building Maintenance Works	2,500
Howrah Community Centre - DDA Toilet	300,000
Howrah Community Centre - Upgrade Fire Control Panel	60,000
Lauderdale Oval - Visitor Change Room Upgrade	184,000
Lindisfarne Activity Centre - DDA Compliance works	10,000
Rokeby Youth Centre - Concept plan to upgrade Centre	65,000

Rosny Farm Historic Centre - Chair Replacement in Barn	28,000
Rosny Farm Historic Centre - conservation works	55,000
Rosny Farm Historic Centre - Re shingle Roof	42,000
Rosny Farm Historic Centre - Upgrade of amenities	22,000
Security Key System Upgrade	35,000
Simmons Park - Changing Places Facility	28,000
South Arm - Upgrade Public Toilet	30,000
Warrane Sports Ctr - DDA Compliance works	22,000
Wentworth Park Old Change Rooms upgrade	25,000
TOTAL FACILITIES MANAGEMENT	1,326,500
ROSNY CHILD CARE CENTRE	
Rosny Child Care Centre - Cupboard Replacement	50,000
TOTAL ROSNY CHILD CARE CENTRE	50,000
INFORMATION MANAGEMENT	
ICT Upgrade	325,000
TOTAL INFORMATION MANAGEMENT	325,000
GRAND TOTAL	24,203,000

2 Works carried forward from 2017/18

(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 2017/2018 \$	Actual 2017/2018 \$	Balance \$
Deferred Projects			
Kangaroo Bay Works	1,300,000	0	1,300,000
Kangaroo Bay Public Pier	1,350,000	14,924	1,335,076
Kangaroo Bay Public Walkway	1,600,000	0	1,600,000
School Rd Construction	394,900	0	394,900
Multi-User Path Tasman Hwy Stage 2	96,000	0	96,000
East Derwent Highway, 138 Carpark	130,000	0	130,000
Rosny Park multistorey Carpark	100,000	0	100,000
Rosny Farm/Golf Course Access Road	16,000	0	16,000
Bridge St - Richmond	506,992	0	506,992
Seven Mile Beach - Acton Creek SW issues	231,000	0	231,000
Bridge St Drainage Imp - GP & SW Main	60,000	0	60,000
Cambridge Oval	38,300	0	38,300
Pindos Park	220,000	0	220,000
Beach Erosion Protection - Bambra Reef	387,000	0	387,000
Lauderdale Canal Dune Rebuild	126,500	0	126,500
Construction of Alderman's Room	78,100	1,300	76,800
Public Toilets Clarence Mountain Bike Path	115,600	0	115,600
Public Toilets Lauderdale Canal	199,400	22,410	176,990
	6,949,792	38,634	6,911,158
Roads			
Bayfield St Scape Redevelopment	2,274,900	2,508,807	-233,907
Major Digouts	2,006,872	1,302,345	704,527
Black Spot Gellibrand Drive/Rifle Range Rd	175,000	207,753	-32,753
DDA Works	150,000	73,857	76,143
Surf Rd - Road/Car Park	49,700	0	49,700
Clarendon Vale - Pathway & Lighting	500,900	1,390	499,510
Bellerive Beach - Promenade Western End	449,700	1,380	448,320
Multi-User Pathways	736,896	133,630	603,266
Traffic and Transport	494,174	159,927	334,247
Carparks	970,700	872,980	97,720
Dumbarton Dr-Bank Stabilisation	94,740	45,479	49,261
Pass Road Repair Total	40,000	0	40,000
	7,943,582	5,307,548	2,636,034

Carried Forward Capital Projects	Estimate 2017/2018 \$	Actual 2017/2018 \$	Balance \$
Stormwater			
Minor Stormwater Projects	113,300	26,497	86,803
SW Erosion Control	353,480	134,813	218,667
SW Upgrade	2,030,510	1,357,871	672,639
SW System Management Plans	854,455	438,842	415,613
	3,351,745	1,958,023	1,393,722
Communities & People			
Dampier Street Sportsground	20,100	0	20,100
Seven Mile Beach Ovals	847,500	184,569	662,931
Clarence High School Oval	114,000	124,498	-10,498
Boat Ramps	95,000	21,668	73,332
Clarendon Vale Oval	35,000	15,927	19,073
Wentworth Park Ovals	320,000	226,972	93,028
Risdon Vale Mountain Bike Park	16,500	0	16,500
Active Recreation Master Plan	91,200	63,612	27,588
Warrane Community Garden	28,000	21,818	6,182
Tracks and Trails	633,503	204,858	428,645
Shade Structures	22,000	1,454	20,546
Richmond Village Green	0	7,945	-7,945
Bellerive Park	501,800	398,032	103,768
Beltana Park	58,500	1,649	56,851
Richmond Riverbank Park	74,200	12,740	61,460
Simmons Park Amphitheatre	181,111	835	180,276
Duke Park	14,100	0	14,100
Rosny Park Green Belt Plan	25,000	0	25,000
Bellerive Rifle Range	169,870	119,259	50,611
Carella Park	50,000	0	50,000
South Arm Oval	403,000	9,525	393,475
Nielson Park	100,275	0	100,275
Social Heart Park	143,500	0	143,500
South Street Reserve	118,000	25,853	92,147
Natone Park	56,200	0	56,200
Reimagining Clarence Plains	68,300	4,500	63,800
ICT System Upgrade	1,574,400	1,230,614	343,786
Public Art	26,628	0	26,628
	5,787,687	2,676,328	3,111,359
Economic Development/ Marketing			
Cultural Precinct Review	30,000	0	30,000
	30,000	0	30,000

Carried Forward Capital Projects	Estimate 2017/2018 \$	Actual 2017/2018 \$	Balance \$
Natural Environment			
Coastal Management	362,300	249,030	113,270
Tree Replacement Program	18,000	0	18,000
Fire Management	28,000	4,960	23,040
Roscommon Reserve	3,000	0	3,000
Clarendon Vale	43,100	0	43,100
	454,400	253,990	200,410
Facilities Management			
Public Toilets and Change rooms	1,622,900	80,301	1,542,599
Rosny Historic Centre	45,870	9,290	36,580
Rosny Barn Complex Redevelopment	3,480	0	3,480
Bellerive Boardwalk	310,600	13,172	297,428
Clarence Council Depot	40,000	3,461	36,539
Clarendon Oval Pavilion - Stage 1 Design	24,400	0	24,400
Demolition - 92 Cambridge Rd	20,000	0	20,000
Equestrian Centre - Water Jump	7,000	0	7,000
Eastern Shore Obedience Clubroom Extension	0	400	-400
Alma St Senior Citizens	380,000	66,900	313,100
Geilston Bay Playgroup Centre - DDA Compliance Wrks	16,500	0	16,500
Howrah Community Centre	127,800	41,782	86,018
Building Trade Waste Compliance	60,000	48,779	11,221
Council Office Alterations	150,000	0	150,000
	2,808,550	264,085	2,544,465
TOTAL	27,211,756	10,374,110	16,837,646

Activities and initiatives Appendix D

This section sets out the activities and initiatives to be funded in the Estimates for the 2018/19 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 2019

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"> • Implement the Events Plan including promoting the Arts/Events website, growing Jazz Festival, attracting new events and improving promotion/marketing. • Conduct Council's annual events program including: Australia Day; Jazz Festival; Seafarers Festival and Christmas Community Concerts. • Support and conduct other events including: World Games Day, Heritage Month, Dogs Day Out, Youth Events, Dance Hall Days 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 a revised Community Participation Policy and online tool to conduct community consultations • Implementation of a new Council's website • 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 Clarence City Band. • Publish city events 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

Program	Activities and Initiatives
	<p>expand recreational facilities.</p> <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"> • Richmond Valley Green – Play Equipment Upgrade. • Risdon Vale oval lighting upgrade. • Lindisfarne Tennis Club – Fencing • Blossom Park – Playground, shelter, picnic facilities • Continuing development of the tracks and trails network including: <ul style="list-style-type: none"> ○ Coastal trail between Mays Point and Cremorne, ○ Potters Hill Reserve track, ○ Wiene Reserve track, ○ Rokeby Hills trail – Rokeby Skyline trail from Oceana Drive and Raleigh Court, and ○ Clarence Plains rivulet Track • Installation of hand and foot wash facility at Howrah Beach • BBQ upgrades as required • Development of Clarence Plains Master plan • Clarendon Vale oval upgrades • Sandford Oval ground works • Risdon Vale Oval ball catching nets
Childcare Services	<p><i>Objective:</i></p> <p>To deliver a variety of childcare services, all of which aim to develop, coordinate and deliver a range of accessible and cost effective quality child care services for the City.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> • Improve service coordination, childcare options and viability. • Maintain accreditation, licensing and registration requirements.

Program	Activities and Initiatives
	<ul style="list-style-type: none"> Establish new Outside School Hours Care service at Eastside Lutheran. Complete upgrading of facilities at Rosny Child Care Centre.
Community Services & Programs	<p>Objective:</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>Initiatives</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. Implement the organisational community planning and development framework. Implement the Events Plan including promoting the Arts/Events website, growing Jazz Festival, attracting new events (e.g. Dance Hall Days) and improving promotion/marketing. Implement the strategies and actions of the Access Plan; particularly the implementation of the Access& Inclusion Assessment toolkit . Implement the Age Friendly 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, particularly Aboriginal history. Complete the Armistice public art project. Continue to support the interpretative signage projects. Implement 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.

Program	Activities and Initiatives
	<ul style="list-style-type: none"> Implement the Youth Plan and continue to support YNAG and anti-graffiti project, outreach, bike & workshop programs and further develop Youth Assist. Undertake the development of a concept plan for the Clarence Plains Youth Centre.
Ranger Services	<ul style="list-style-type: none"> Review work processes and improve performance reporting in the Ranger Services group in particular parking and arrangements for impounding of large animals.
Environmental Health	<ul style="list-style-type: none"> Implement revised food risk management regime. Develop and implement an Environmental Health plan including reviewing work processes and improve performance reporting.
Civic Space and Amenity	<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 .
Economic Development	<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.
Tourism	<p><i>Objective:</i> To maximise the economic benefits of tourism to the City.</p> <p><i>Initiatives</i></p>

Program	Activities and Initiatives
	<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. • Further development of a 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 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.
City Planning	<p><i>Objective:</i> <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"> • Ensure the Clarence Local Planning Provisions, as required for the Tasmanian Planning Scheme, are processed through the Tasmanian Planning Commission, in order to allow introduction of the new planning scheme in accordance with Government expectations. • Maintain a contemporary Planning Scheme for the City. • Implement the provisions of the relevant legislation and in

Program	Activities and Initiatives
	<p>particular ensure timely issue of approvals.</p> <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 appropriately 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 Strategy. 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. Undertake an urban design framework plan for Rosny Park.
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.
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.

Program	Activities and Initiatives
	<ul style="list-style-type: none"> • 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> 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 and implement 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. • Upgrading of fire trails. • Implement Tangara Trail Management Plan
Waste	<p><i>Objective:</i> To establish environmentally sustainable practices in relation to</p>

Program	Activities and Initiatives
	<p>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"> • Schools Landcare Support Program • Develop Natural Area Rehabilitation Plans
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>

Program	Activities and Initiatives
	<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. • Blackspot reduction Grahams Rd to Tas Highway. • Clarendon Vale Greenbelt Pathway ad Lighting. • Continue Foreshore Trail network Simmons Park to Anzac Park, Tasman Bridge to Montague Bay Park. • Bayfield and Bligh Streets Streetscape. • Clarence Foreshore Trail between Tasman Bridge & Montagu Bay Park. • Acton Park indented bus bays. • Flagstaff Gully Road Footpath – Stage 1 • Rosny Hill Road – Bike path from Tasman Highway to Rosny Barn. • Derwent Ave Road Upgrade. • DDA Ramps. • 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

Program	Activities and Initiatives
	<p>Stormwater Asset Management Plan for the City.</p> <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • Cambridge Rd Stormwater upgrades. • South Arm drainage improvements Stage 2 • Urban Catchment Management Plans • Bilney Street stormwater upgrade • Elinga Street stormwater upgrades • Seven Mile Beach – Acton Creek Rivulet Storm Water capacity • Hay Street (Seven Mile Beach) stormwater improvements
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. • Howrah Community Centre – DDA facilities. • Lindisfarne Activity Centre – DDA compliance works. • Rokeby Youth Centre – Concept plan for centre upgrade. • Calverton Hall- DDA facilities. • Bellerive Boardwalk shade structure renewal. • Building Trade waste compliance.
Governance	<p><i>Objective:</i></p> <ul style="list-style-type: none"> • To provide clear strategic direction for the future of the City; to provide leadership in representing the interests of the City; and to ensure the operations of the Council are conducted in a responsible and accountable manner. <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

Program	Activities and Initiatives
	<p>administrative arrangements.</p> <ul style="list-style-type: none"> • 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 the social media strategy, guidelines, procedure and usage. • Review of Council branding to ensure consistency.
Customer Contact	<p><i>Objective:</i></p> <p>To deliver a seamless, efficient and integrated customer service experience and increase the resolution rate for customers at the first point of contact across council.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> • Biannual review of Council's Customer Service Charter. • Biannual Community Satisfaction Survey • Review management of customer contacts, associated structures, systems and procedures.
Council Consultation & Communication	<p><i>Objective:</i></p> <p>To actively engage the community in Council activities, projects and issues.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> • Implementation of a revised Community Participation Policy, tools and templates to deliver a more consistent and

Program	Activities and Initiatives
	<p>coordinated approach to community consultations on major policy issues and projects.</p> <ul style="list-style-type: none"> • Produce the Annual Report for presentation at the Annual General Meeting. • Produce the Quarterly Report.
Risk Management	<p><i>Objective:</i></p> <p>To ensure Council's operations are conducted in a reasonable and accountable manner through the use of effective risk management techniques.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> • Implement the Council's Risk Management policy and the Risk Management Policy Implementation Plan. • Further develop Council's Corporate Risk Register to ensure the effective management and review of risks. • Provide risk management and health and safety training and equipment to ensure Council's workforce and the general public are not adversely affected by Council's work undertakings. • Facilitate the conduct of Biennial Risk Audits by Council's Insurers. • Undertake business systems reviews to ensure best practice standards are identified and incorporated into normal work processes and practices. • Maintain Council's insurance portfolio to ensure appropriate insurance coverage for identifies risks and exposures.
Information Management	<p><i>Objective:</i></p> <p>To provide information management hardware, software, physical record and support services to Council's operations.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> • Implement Council's strategic review of ICT through full replacement of core ICT applications. • Manage support of Councils' existing core software application systems.
Human Resources	<p><i>Objective:</i></p> <p>To ensure the necessary programmes, processes and policies are in place to:</p> <ul style="list-style-type: none"> • Support the achievement of the organisation's operating plan within a framework of effective risk management and legislative compliance;.

Program	Activities and Initiatives
	<ul style="list-style-type: none"> • Provide for a supportive culture that promotes the well-being of staff and their families. • Provide market competitive remuneration and benefits. • Ensure safe and healthy workplaces. • Facilitate 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. • Update Asset Management Plans for Council's Asset and Renewal Strategic Asset Plan.