



Clarence... a brighter place



Clarence City Council Annual Plan – 2019/2020

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1 Executive summary

Under the Local Government Act 1993 (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 2019/20 Estimates are based on a balanced budget position in respect of recurrent and capital expenditure and provide for an accounting surplus which funds 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;
- 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 additional positions to meet increased demand for services; and
- Increased maintenance costs associated with new facilities.

In order to deal with these issues while maintaining service levels and extending the capital expenditure programme, the overall increase in rates raised is 2.9% net of growth and State Government charges.

The total capital expenditure programme for additional projects (excluding salaries capitalised) is \$17.011 million and is fully funded from identified sources.

Sources of capital funds include:

- \$10.807 million from Council's infrastructure renewal reserve;
- \$2.820 million from grants allocated through the State Grants Commission;
- \$0.861 million from other grants and contributions;
- \$2.103 million from Council's rating effort;
- \$0.420 million from reserves/other sources.

The total capital expenditure programme for both 2019/20 approved funding and for unfinished works continuing from prior years (excluding salaries capitalised) is expected to be \$43.028 million, with \$26.017 million related to continuing unfinished works.

Of that \$43.028 million total, \$14.595 million relates to a number of projects that were on hold at the end of June 2019. \$7.8 million allocated to a new recreational facility at Seven Mile Beach is unlikely to be utilised in the 2019/20 year proposed. Continuing unfinished works are fully funded from the prior year's estimates.

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The 2019/20 Estimates forecast an accrual based operating surplus of \$4.582 million (excluding contributions of subdivision assets), after raising rates and charges of \$52.224 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 2018/19 was a surplus of \$14.651 million. This result is more than both the adopted 10 year plan and the adopted Estimates (including Council approved amendments), however this includes \$8.016 million in respect of contributed assets which are not considered in the 10 Year Plan or Estimates.

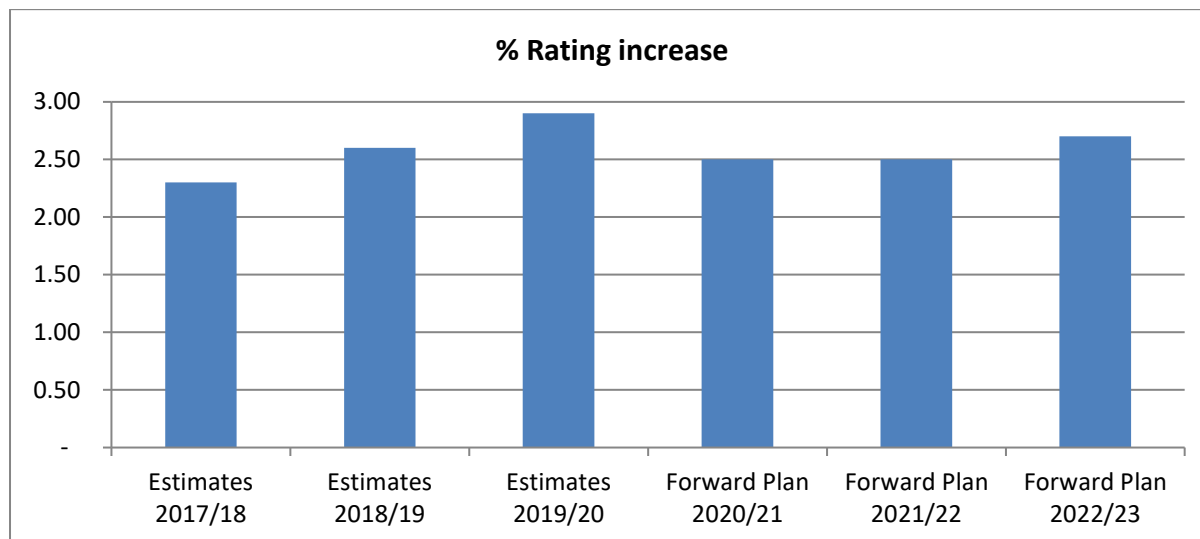
Council's 2019/20 Estimates include an amount of \$2.212 million for dividends expected to be received from TasWater. This amount is expected to remain unchanged in the medium term.

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 2019/20 to take account of known changes.

2 Estimates key data

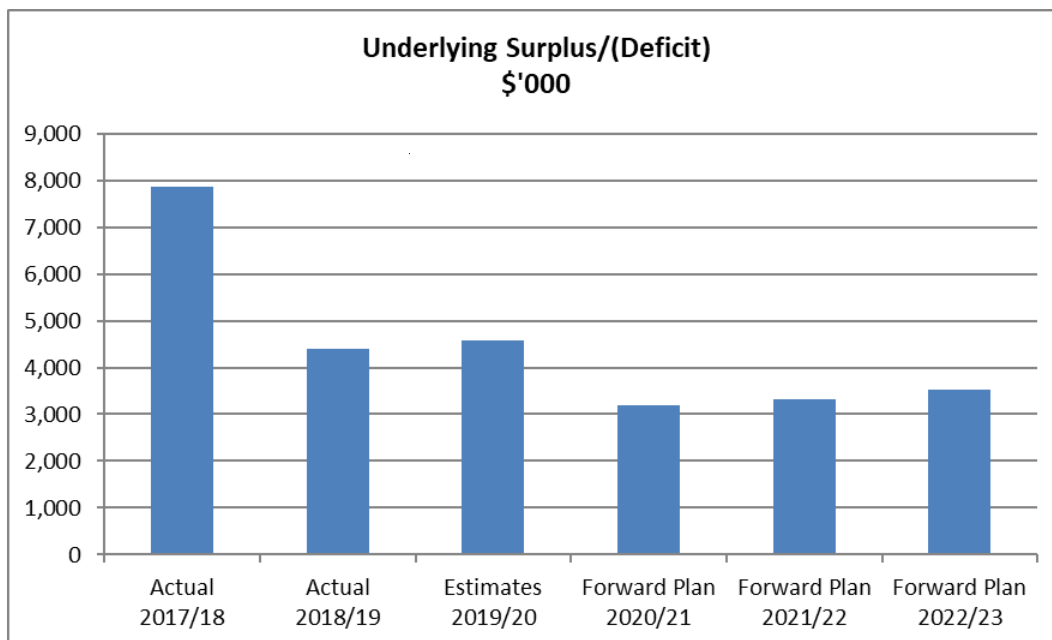
Council has prepared Estimates for the 2019/20 financial year which seek to balance the demand for services and infrastructure with the community's capacity to pay. Key Estimates information is provided below about the rate increase, operating result, service levels, cash and investments, capital works, financial position, financial sustainability and where rates are spent.

2.1 Rates



The increase in net rating requirement is 2.9% for the 2019/20 financial year, raising total rates of \$51.943 million. The 2.9% increase will assist in funding capital works, maintaining service levels and meeting a number of external influences affecting the Estimates. Major external influences include the amount of dividends from TasWater, the level of growth in the rates base, and the level of inflation.

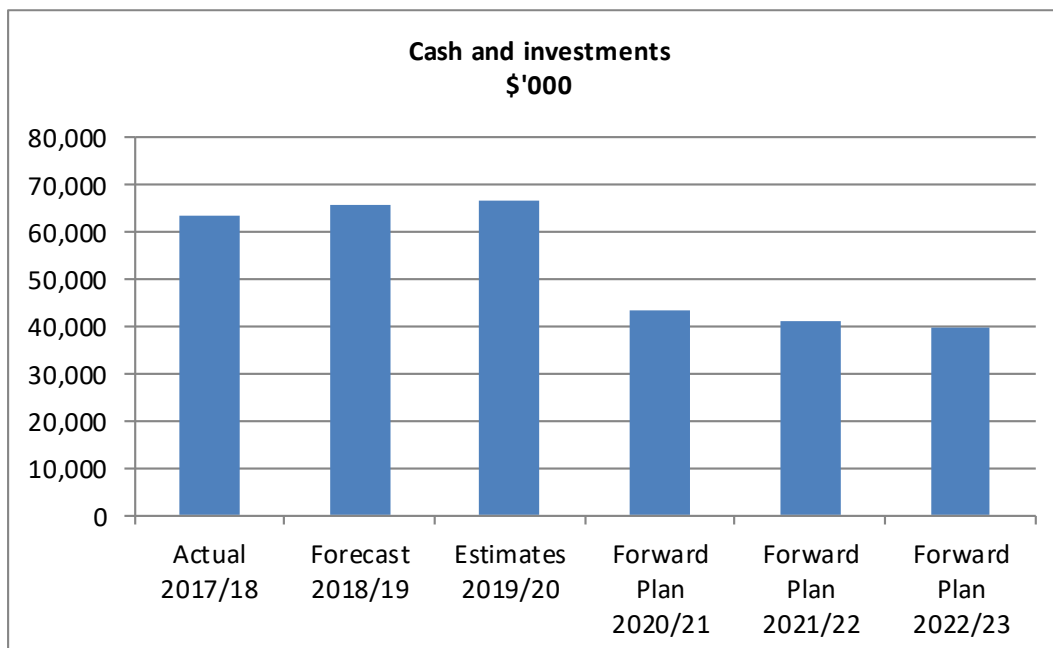
2.2 Operating result



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 2019/20 the underlying operating result is estimated to be a surplus of \$4.582 million, which is an increase of \$0.173 million compared with the forecast result for 2018/19. The increase in comparative operating result is consistent with a conservative view of ad hoc revenue streams, along with growth in expected operating costs in accordance with CPI.

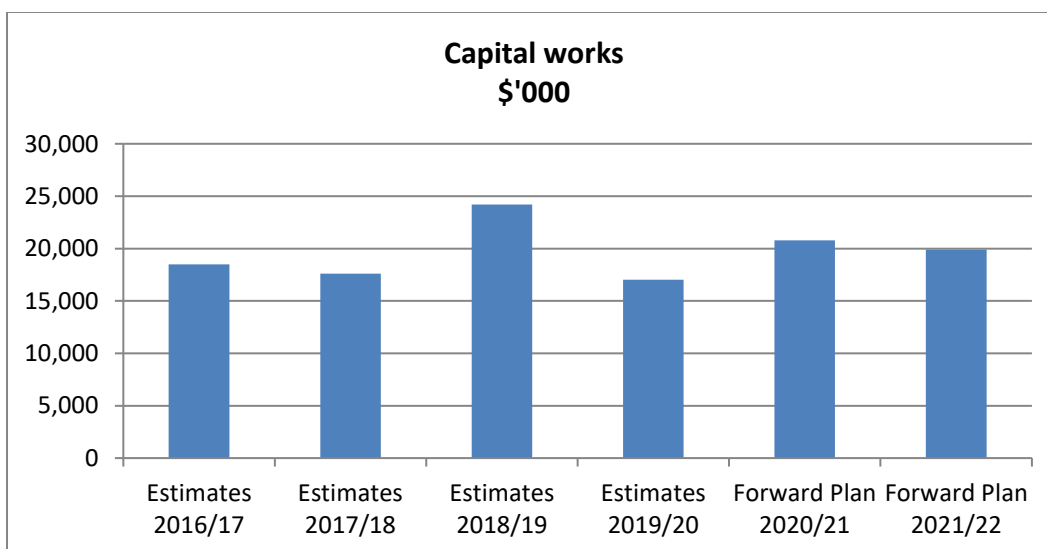
The current 10 Year Financial Management Plan has been adopted by Council to assist it to approve Estimates within a longer term financial framework. This 10 year plan shows the underlying surplus at approximately \$3.187 million in 2020/21 and rising steadily to approximately \$4.076 million in 2025/26.

2.3 Cash & investments



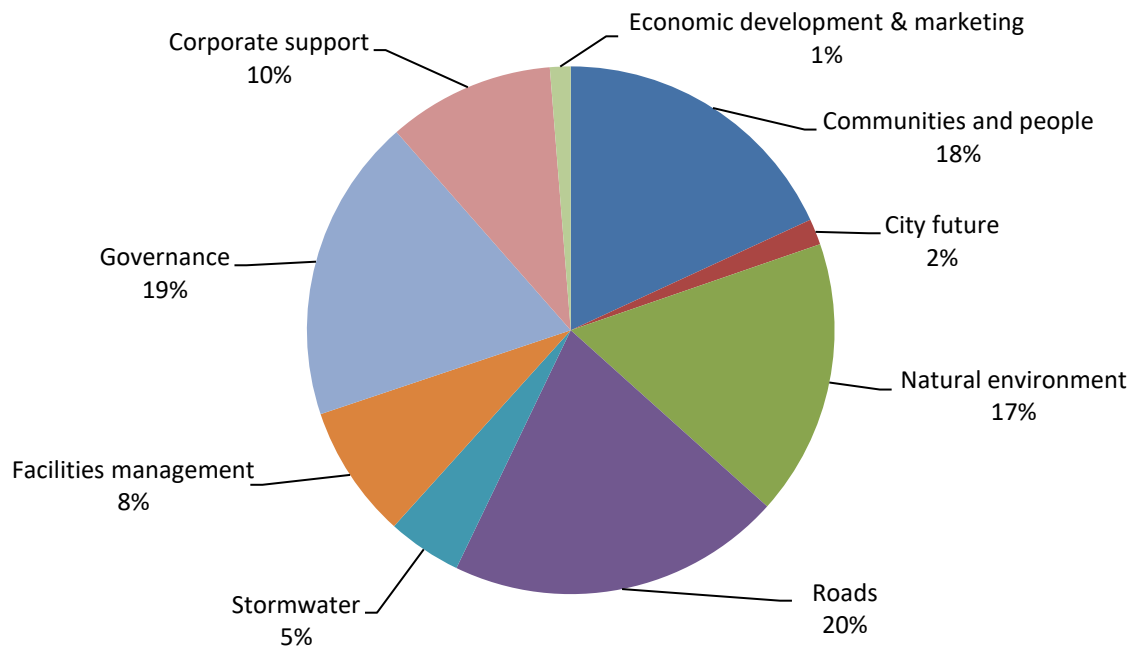
During the 2019/20 financial year cash and investments are not expected to materially differ from the prior year. Cash holdings are higher than assumed under the adopted 10 Year Financial Management Plan primarily due to the timing of capital expenditure.

2.4 Capital works



The 2019/20 capital works programme is estimated to be \$17.011 million, a decrease of \$7.192 million compared with the estimate for the 2018/19 financial year. The decrease in level of expected capital works from 2018/19 relates to a potential recreational precinct at Seven Mile Beach that was included in the 2018/19 capital works estimate. This work (\$7.8 million) will be funded by borrowing but is subject to funding being matched from other external sources. Excluding the Seven Mile Beach funding in 2018/19 from the \$24.203 million, there is an increase of capital works of \$0.608 million from 2018/19 to 2019/20. 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.

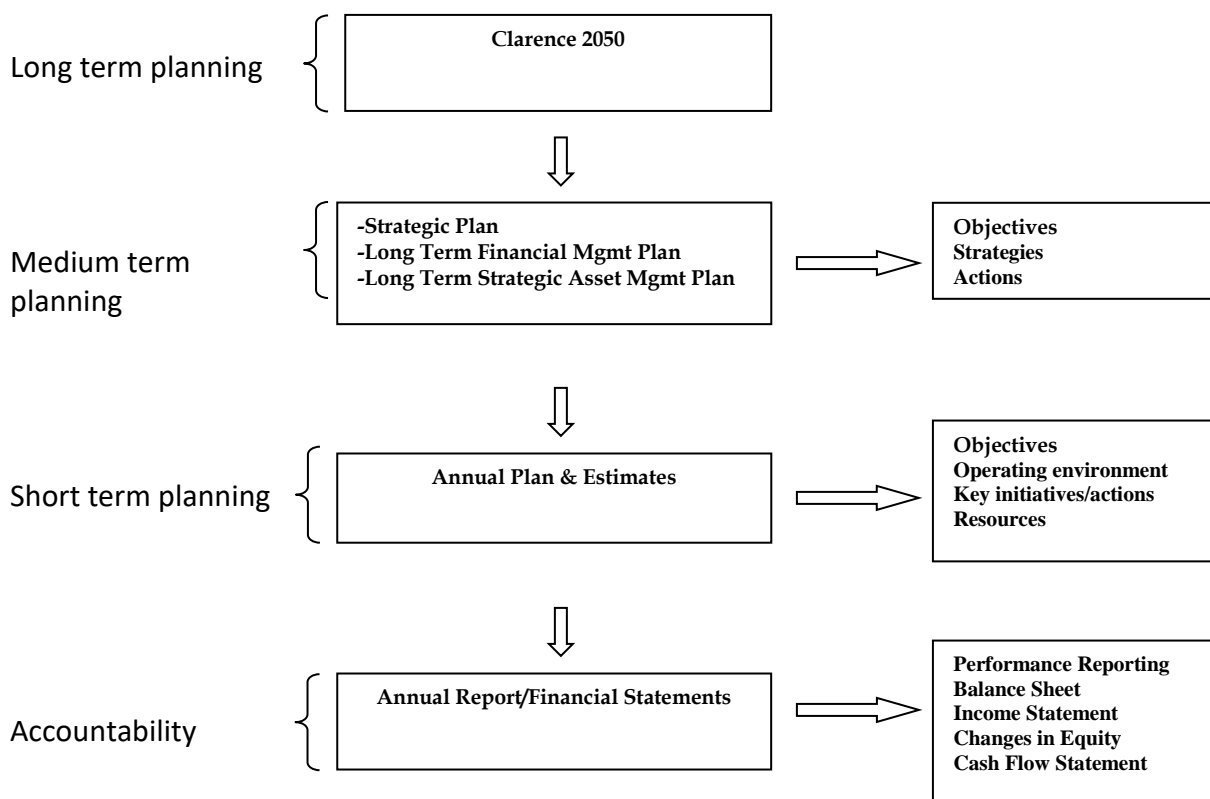
3 Estimates overview

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 & 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 in accessing services.
	Access to active recreational opportunities (sports grounds etc) and passive recreational facilities (parks and gardens etc).

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

Programme	Programme objectives
Governance	<p>Goal: To represent the community through leadership in a consistent, accountable and financially responsible manner.</p> <p>This programme provides the following services:</p> <p>A clear strategic direction for the future of the City together with leadership in representing the interest of the City; and to ensuring the operations of the Council are conducted in a responsible and accountable manner.</p> <p>Minimising Council's exposure to financial risk; maintaining Council's sound financial position; optimising use of resources; developing / protecting Council's financial sustainability.</p> <p>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 & 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 & 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 2019/20 Estimates were adopted by Council at its meeting of 3 June 2019.

The 2019/20 Estimates, which are included in this Plan, are for the year 1 July 2019 to 30 June 2020 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 2020 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 2019/20 Estimates a number of external influences likely to impact significantly on the services delivered by Council have been taken into consideration.

These include:

- Consumer Price Index (CPI) increases on goods and services of 2.1% per annum (March 2019);
- LGAT Local Government Cost Index of 3.38% (31 December 2018);
- The level and trend of interest rates; and
- Growth in the rate base of 1.0%.

Internal influences

There are several internal influences arising from the 2018/19 financial year and Council policy that have had a significant impact on the Estimates for 2019/20.

These include:

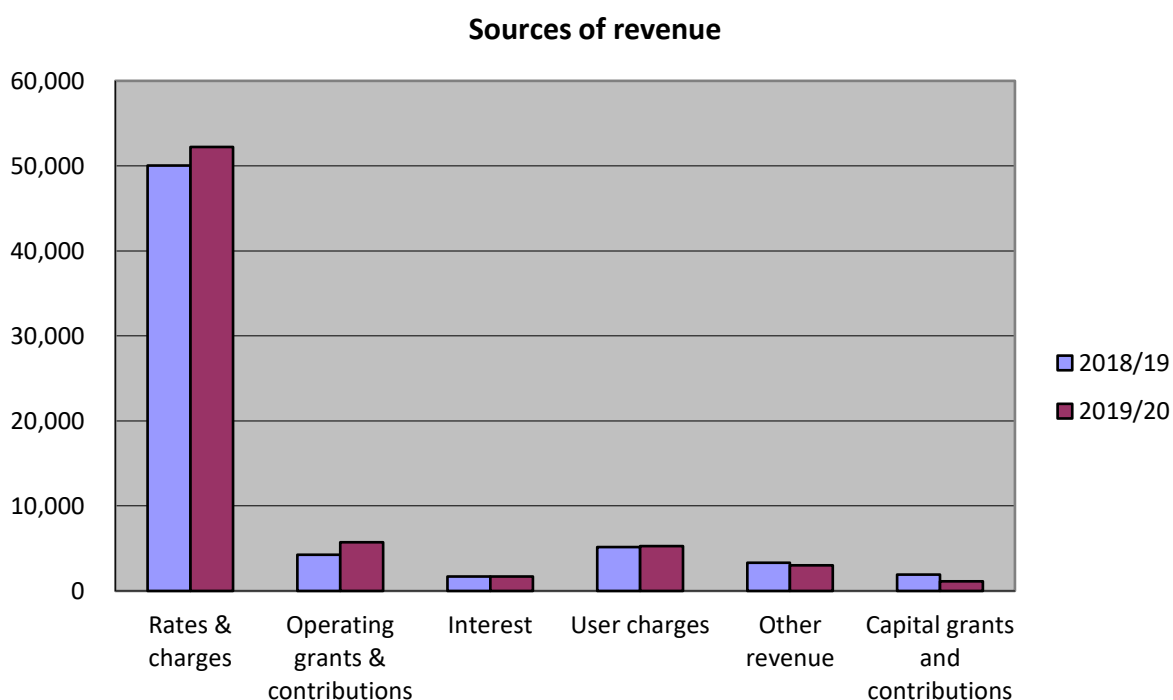
- Continued implementation of Council's infrastructure renewal funding strategy;
- Development of Master Plans for multiple active and passive recreation initiatives including Bayview College, Beltana Park and upgrades of sporting ground facilities;
- Ongoing renewal of Council's infrastructure assets;
- Additional maintenance arising from the establishment/enhancement of new infrastructure and facilities, such as a 3.3km track at Clarence Mountain Bike Park in Mornington;
- Increasing cost of waste management, the increasing demand in the annual hardwaste collection service;
- Additional demand in Council services and maintenance and delivery of service level expectations.

4 Analysis of operating estimates

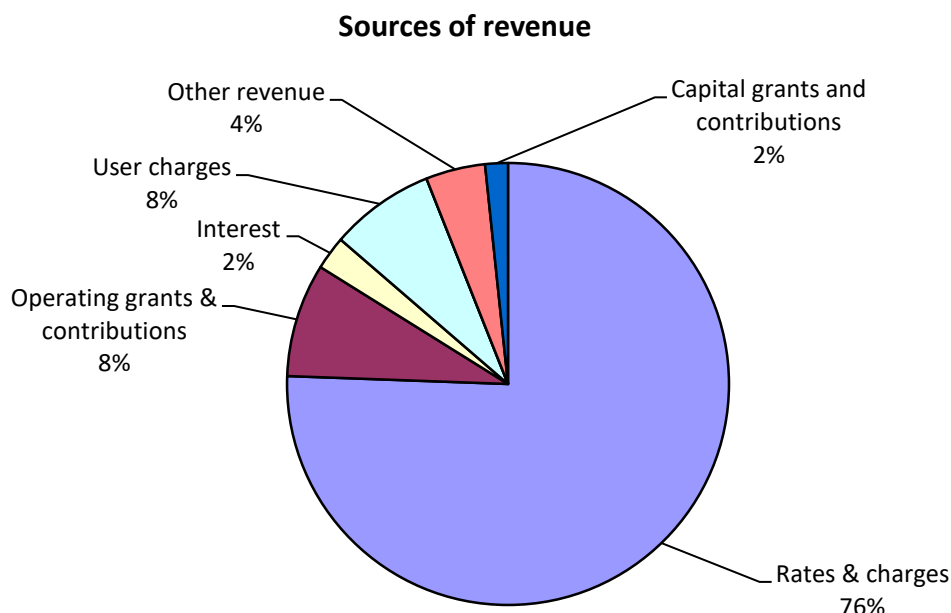
This section analyses the expected revenues and expenses of the Council for the 2019/20 year. It also includes analysis of service unit financial performance in a format which aligns with Council's organisational structure.

4.1 Operating revenue

Revenue types	Reference	Estimates 2018/19 \$'000	Estimates 2019/20 \$'000	Increase (Decrease) \$'000
Rates & charges	4.1.1	50,050	52,224	2,174
Operating grants & contributions	4.1.2	4,272	5,733	1,461
Interest	4.1.4	1,700	1,700	0
User charges	4.1.5	5,174	5,290	116
Proceeds from sale of assets	4.1.6	0	0	0
Other revenue	4.1.7	3,304	3,009	(295)
Operating revenue before capital		64,500	67,957	3,457
Capital grants & contributions	4.1.3	1,904	1,148	(756)
Total operating revenue		66,404	69,104	2,700



Source: Appendix A



4.1.1 Rates & charges (\$2.174 million increase)

It is estimated that rates income will increase by 2.9% net of the effects of growth in the rate base, State Government charges and the effect of Council rebates. Total rates income is estimated to increase by \$2.174 million budget to budget. Section 8 Rating Strategy includes a more detailed analysis of the rates and charges to be levied for 2019/20.

4.1.2 Operating grants & contributions (\$1.461 million 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 & contributions (\$0.756 million 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 (no change)

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

4.1.5 User charges (\$0.116 million 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 2018/19 or 2019/20.

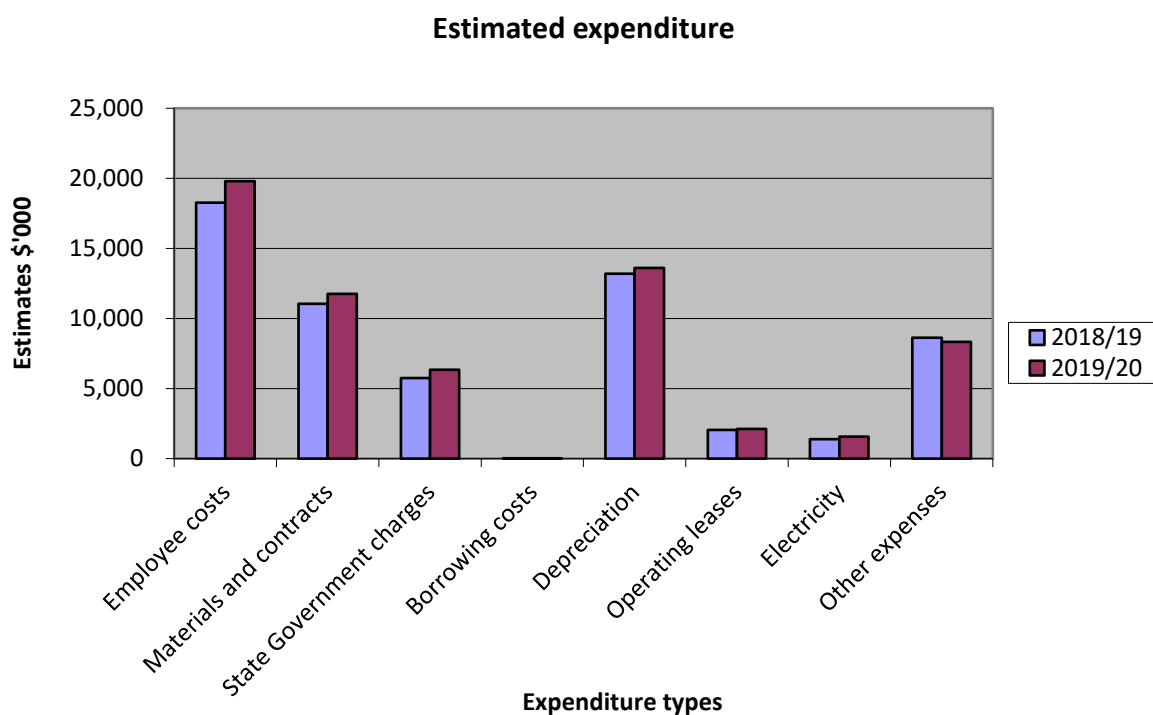
4.1.7 Other revenue (\$0.295 million decrease)

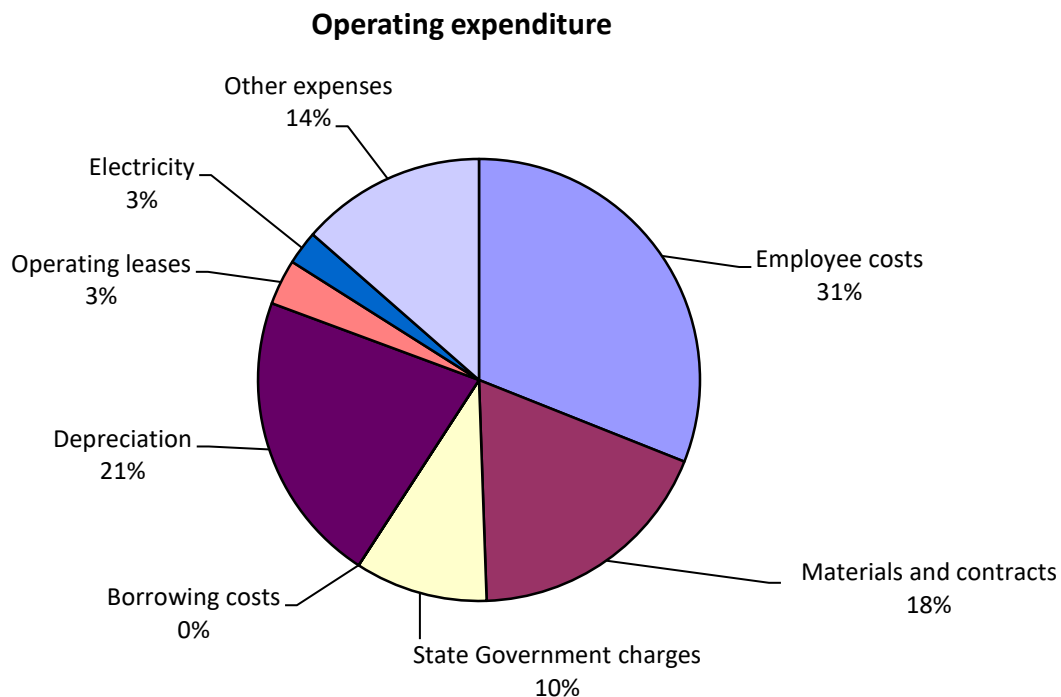
Other revenue relates to a broad range of unclassified items including dividends from TasWater, cost recoupments and other miscellaneous income items. It is expected that revenue from these sources will fluctuate from year to year.

4.2 Operating expenditure

Expenditure types	Reference	Estimates 2018/19 \$'000	Estimates 2019/20 \$'000	Increase (Decrease) \$'000
Employee costs	4.2.1	18,264	19,660	1,396
Materials & contracts	4.2.2	11,036	11,678	642
State Government charges	4.2.3	5,743	6,162	419
Borrowing costs	4.2.4	2	2	0
Depreciation	4.2.5	13,183	13,605	422
Operating leases	4.2.6	2,050	2,109	59
Electricity	4.2.7	1,392	1,565	173
Other expenses	4.2.8	8,618	8,592	(26)
Total operating expenditure		60,288	63,374	3,086

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





Source: Appendix A

4.2.1 Employee costs (\$1.396 million 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 compared to the 2018/19 Estimates due to a number of factors. The Council's Enterprise Bargaining Agreement (EBA) commitments provides for a general increase in pay rates for Council staff. Additionally, the Council foresees an increase to the required workforce in order to continue providing the high standard of services to the municipality.

The Council has also undertaken some changes to organisational staffing structures in order to continue meeting the expectations and demands of the organisation.

Average staff numbers during the Estimates period are as follows:

Type of employment	Number of employees	
	2018/19	2019/20
Permanent	236	237
Casual	67	102
Total	303	339

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Additional resources approved as part of the Estimates process are:

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

4.2.2 Materials & contracts (\$0.642 million increase)

The change in the budget for materials and contracts is reflective of factors including:

- Annual price increases of goods and services received;
- An increase in annual operational works on renewal assets;
- Increasing requirements regarding the licencing of information technology products.

4.2.3 State Government charges (\$0.419 million 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 (no change)

Borrowing costs relate to interest charged by financial institutions on overdraft balances. Due to the level of available cash, it is envisaged Council may only require infrequent use of its overdraft facility.

4.2.5 Depreciation (\$0.422 million increase)

Depreciation relates to the usage of Council's property, plant and equipment including infrastructure assets such as roads and underground services. Assets may 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. The increase is a result of continuing capitalisation of works undertaken within the municipality, along with revaluation of Council owned properties as a result of the fresh valuation undertaken by the Valuer General within the 2018/19 financial year.

4.2.6 Operating leases (\$0.059 million 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 (\$0.173 million increase)

Council's major electricity consumption is for street lighting and operation of sporting and community facilities. The increase is a result of facility usage and increasing electricity prices.

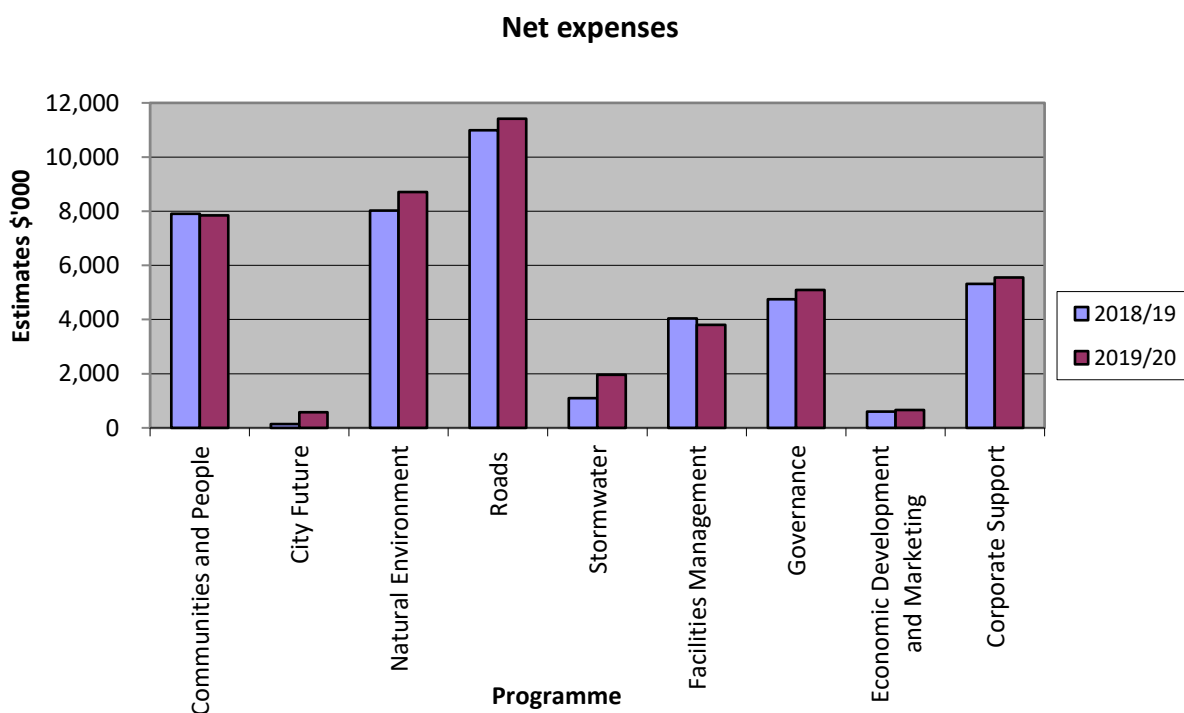
4.2.8 Other expenses (\$0.026 million decrease)

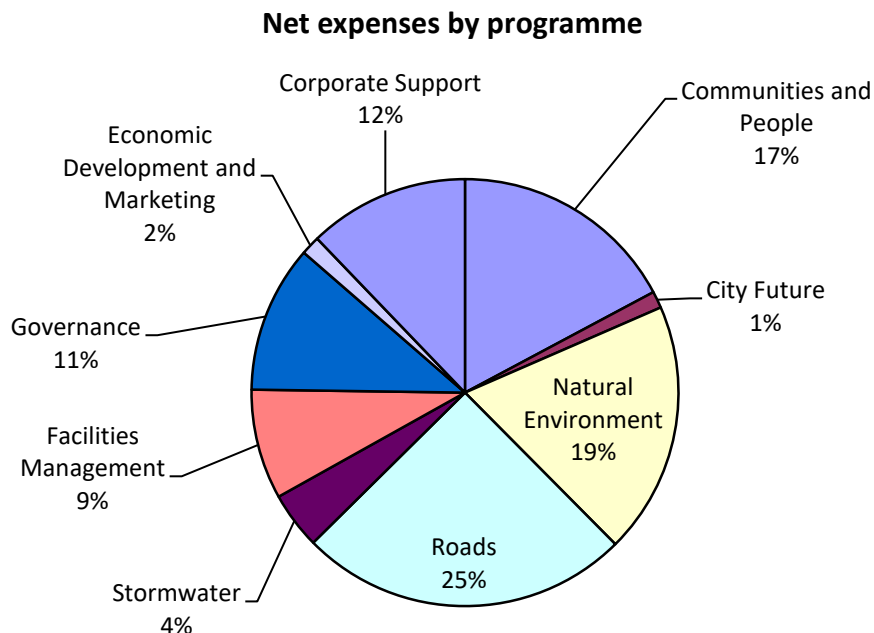
Other expenses relate to a range of unclassified items including contributions to community groups, advertising, insurances, motor vehicle registrations and other miscellaneous expenditure items. Due to the nature of the items it is subject to changes in classification of individual expenditure items.

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.

Programme	Reference	Estimates 2018/19 \$'000	Estimates 2019/20 \$'000	Increase (Decrease) \$'000
Communities & People	4.3.1	7,900	7,847	(53)
City Future	4.3.2	142	578	436
Natural Environment	4.3.3	8,023	8,711	688
Infrastructure:	4.3.4			
Roads	4.3.4.1	10,990	11,417	427
Stormwater	4.3.4.2	1,099	1,963	864
Facilities Management	4.3.4.3	4,038	3,799	(239)
Governance	4.3.5	4,749	5,089	340
Economic Development & Marketing	4.3.6	604	658	54
Corporate Support	4.3.7	5,320	5,555	235
Net Expenses		42,865	45,617	2,698





4.3.1 Communities & People (\$0.053 million decrease)

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

4.3.2 City Future (\$0.436 million increase)

The net expense for City Future has increased due to an anticipated increase in development applications and continued work on the Clarence planning scheme.

4.3.3 Natural Environment (\$0.688 million increase)

Net operating costs in Natural Environment have increased due to costs associated with an increase in demand for provision of waste management services, along with normal annual increases in line with inflation.

4.3.4 Infrastructure (\$1.052 million increase)

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

4.3.4.1 Roads (\$0.427 million increase)

Net expenses have increased primarily due to rising expenses in line with inflation, along with a reduction in expected Government grant funding.

4.3.4.2 Stormwater (\$0.864 million increase)

Net expenditure on stormwater has increased primarily due to a reduction in allocated Grants Commission funding of some \$0.706 million.

4.3.4.3 Facilities Management (\$0.239 million decrease)

Net expenditure in this area has decreased primarily due to an allocation of Grants Commission funding of some \$0.444 million.

4.3.5 Governance (\$0.340 million increase)

Net operating costs in Governance have generally increased in line with inflation.

4.3.6 Economic Development & Marketing (\$0.054 million increase)

Net operating costs in Economic Development and Marketing have generally increased in line with inflation.

4.3.7 Corporate Support (\$0.235 million increase)

Estimates in this programme have generally increased in line with inflation.

5 Analysis of estimated cash position

This section analyses the expected cash flows for the 2019/20 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 2018/19 \$'000	Estimates 2019/20 \$'000	Variance Inflow (Outflow) \$'000
Operating Activities	5.1.1			
Receipts		79,722	80,895	1,173
Payments		(52,302)	(53,729)	(1,427)
Net cash inflow (outflow)		27,420	27,166	(254)
Investing Activities	5.1.2			
Receipts		0	0	0
Payments		(29,873)	(27,690)	2,183
Net cash inflow (outflow)		(29,873)	(27,690)	2,183
Financing Activities	5.1.3			
Receipts (Specific Purpose Grants)		8,806	875	(7,931)
Payments				0
Net cash inflow (outflow)		8,806	875	(7,931)
Net increase (decrease) in cash held		6,353	352	(6,001)
Cash at beginning of year		57,897	64,250	6,353
Cash at end of year	5.1.4	64,250	64,602	352

Source: Appendix A

5.1.1 Operating activities (\$0.254 million decrease 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 (\$2.183 million decrease outflow)

Planned capital works expenditure is disclosed in Appendix C. The movement in payments relating to investment activities primarily represents the timing of major projects. In 2018/19 particular projects were taken up in the estimates that were to be funded by borrowings of \$7.800 million and which would not proceed unless funding was matched from other external sources. Such projects were not undertaken within the year of estimate, and therefore result in a timing difference of cash flows within comparative numbers.

5.1.3 Financing activities (\$7.931 million decrease inflow)

The 2018/19 Estimates included a cash inflow of \$7.800 million borrowings which was to be matched by funding from other external sources.

5.1.4 Cash at end of the year (\$0.352 million increase)

The movement in total cash and investments forecast by 30 June 2020 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 2020 it is estimated Council will have cash and investments of some \$64.602 million, with some of this cash earmarked as follows:

- **Statutory purposes (\$5.510 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 (\$34.510 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 (\$24.582 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.

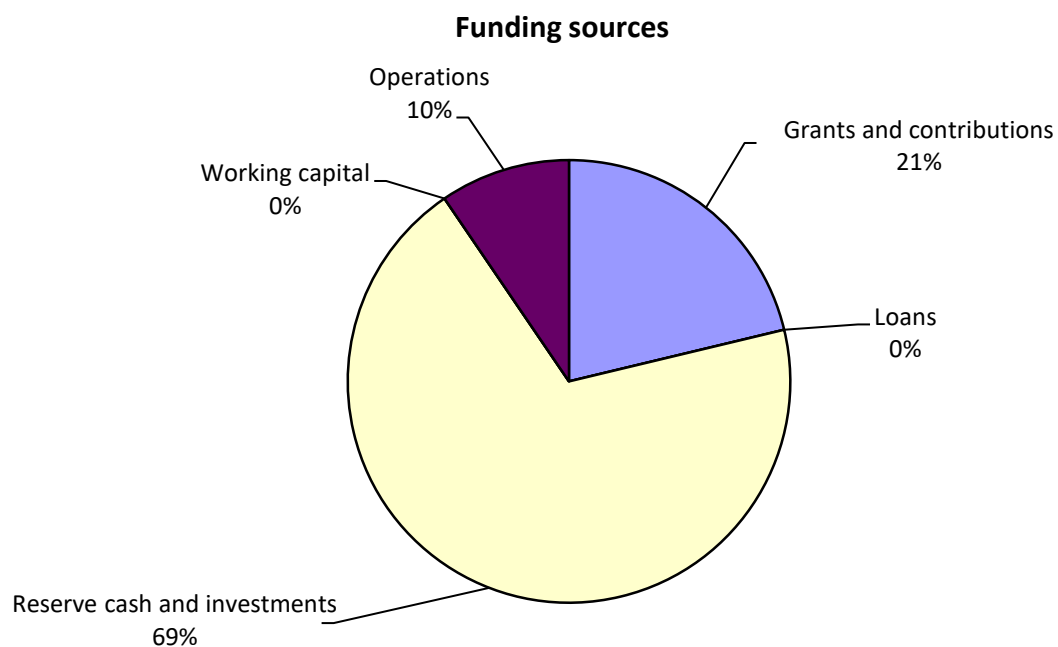
In considering its cash management, Council recognises items for which funds have been raised but may not be utilised in the short term. These include provisions for employee entitlements and approved capital projects which have yet to be undertaken.

6 Analysis of capital works programme

This section analyses planned capital expenditure for the 2019/20 year and the sources of funding for that expenditure.

6.1 Funding sources

	Reference	Estimates 2018/19 \$'000	Estimates 2019/20 \$'000	Increase (Decrease) \$'000
External				
Grants and contributions	6.1.1	3,673	3,615	(58)
Loans	6.1.2	7,800	0	(7,800)
Sub total		11,473	3,615	(7,858)
Internal				
Reserve cash and investments	6.1.3	11,167	11,777	610
Operations	6.1.4	1,564	1,619	55
Sub total		12,731	13,396	665
Total Funding		24,204	17,011	(7,193)



Source: Appendix C

6.1.1 Grants and contributions (\$3.615 million)

Grants and contributions used to fund the capital works programme include payments received through the State Grants Commission (\$2.820 million), Roads to Recovery Grants (\$0.650 million), and other specific purpose grants (\$0.145 million).

6.1.2 Loans (\$0.00 million)

No new borrowings are included in the Estimates for the 2019/20 financial year.

6.1.3 Reserves, cash and investments (\$11.777 million)

Reserves are used in a structured manner to support the capital programme. The Infrastructure Renewal Reserve is the primary funding source contributing \$10.807 million of the \$11.777 million. Reserve funds also include contributions from external parties and proceeds held from property sales.

6.1.4 Operations (\$1.619 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.

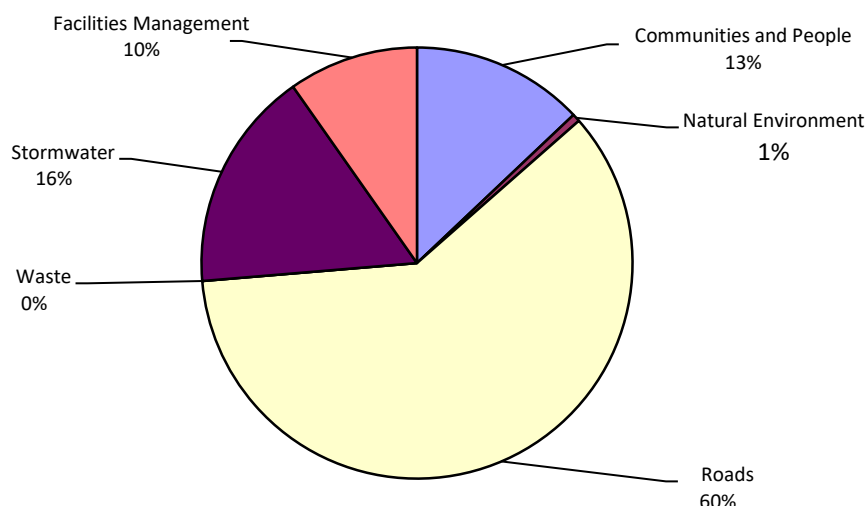
6.2 Approved capital works by area

	Reference	Estimates 2018/19 \$'000	Estimates 2019/20 \$'000	Increase (Decrease) \$'000
Prior year programmed capital works not completed at 30 June 2019	6.2.1	16,838	26,017	9,179
New works				
Communities and People	6.2.2	5,809	2,198	(3,611)
City Future	6.2.3	0	0	0
Natural Environment	6.2.4	261	100	(161)
Infrastructure:	6.2.5			
Roads	6.2.5.1	14,477	10,220	(4,257)
Waste	6.2.5.2	0	0	0
Stormwater	6.2.5.3	2,005	2,816	811
Facilities Management	6.2.5.4	1,327	1,657	330
Governance	6.2.6	0	0	0
Corporate Support	6.2.7	325	0	(325)
Economic Development & Marketing	6.2.8	0	20	20
Sub total		24,204	17,011	(7,193)
Total capital works		41,040	43,028	1,986
New works represented by:				
New assets		9,570	6,094	(3,476)
Existing asset improvements		14,634	10,917	(3,717)
		24,204	17,011	(7,193)

Note: Amounts exclude salaries capitalised

Source: Appendix C

2019/20 Approved capital works by area



Source: Appendix C

6.2.1 Prior year programmed capital works not completed at 30 June 2019 (\$26.017 million)

At the end of each financial year various works are either incomplete or not commenced due to planning issues, weather delays, extended consultation etc. At the end of June 2019 funds unspent due to incomplete works was \$26.017 million. These works will continue into the 2019/20 year. Refer also Appendix C Section 2.

6.2.2 Communities and People 2019/20 (\$2.198 million)

This programme is responsible for recreation, youth services, childcare, health, arts, rangers and a number of other functions. Major projects budgeted for 2019/20 include Lindisfarne Oval 1 irrigation upgrade (\$0.200 million), Risdon Vale Oval drainage and other works (\$0.350 million), Bayview College Sportsground Masterplan (\$0.150 million) and Bellerive Beach Pontoon (\$0.120 million).

6.2.3 City Future 2019/20 (\$nil)

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

6.2.4 Natural Environment 2019/20 (\$0.100 million)

This programme is responsible for environmental management, waste collection and disposal, emergency management, and natural areas. Projects budgeted for 2019/20 include continuation of the street tree and park tree strategy implementation plan (\$0.060 million). The majority of Natural Environment costs are operational in nature.

6.2.5 Infrastructure 2019/20 (\$14.693 million)

The Infrastructure capital budget reflects both new infrastructure and renewal / enhancement projects. Major new projects are typically subject to a process of master planning and community consultation. The significant increase in planned renewal expenditure is consistent with Council's strategies in this area.

The Infrastructure Programme includes:

6.2.5.1 Roads (\$10.220 million)

Major projects in this area include major digouts and reconstruction (\$2.560 million), road resealing (\$2.650 million), footpath/kerb and gutter renewal and replacement (\$2.010 million), Wellington St intersection works (\$0.300 million), Clarence St Bellerive to Howrah safety assessment and implementation (\$0.200 million) and Hadlow Rd footpath, kerb and gutter works (\$0.190 million)

6.2.5.2 Waste (\$nil)

The majority of waste management expenditure is operational in nature.

6.2.5.3 Stormwater (\$2.816 million)

Major stormwater projects include Blessington St stormwater network construction and upgrades (\$0.700 million), Percy St stormwater upgrades (\$0.400 million), Ringwood Rd stormwater upgrades (\$0.366 million) and Bangalee St gravity network (\$0.320 million).

6.2.5.4 Facilities Management (\$1.657 million)

Facilities Management projects include Alma St Citizens' Centre Upgrade including DDA compliance (\$0.400 million), Jetty Rd public toilet upgrade including DDA compliance (\$0.300 million) Rosny Childcare Centre upgrades (\$0.295 million).

6.2.6 Governance 2019/20 (\$nil)

No capital expenditure will be made under the Governance programme during 2019/20. Governance costs are generally operational in nature.

6.2.7 Corporate Support 2019/20 (\$nil)

No capital expenditure will be made under the Corporate Support programme during 2019/20. Corporate Support costs are generally operational in nature.

6.2.8 Economic Development and Marketing 2019/20 (\$0.020 million)

These funds have been budgeted for musical instrument upgrade for the Clarence City Band. Costs related to this programme are generally operational in nature.

Note: Please refer to Appendix C for a full list of capital works programmed as part of the 2019/20 Estimates

7 Analysis of estimated balance sheet

This section analyses the movements in Estimates for assets, liabilities and equity between 2018/19 and 2019/20.

7.1 Estimated balance sheet

	Estimates 2019 \$'000	Estimates 2020 \$'000	Increase (Decrease) \$'000
Current assets			
Cash assets	64,250	64,602	352
Other current assets	4,650	4,752	102
Total current assets	68,900	69,354	454
Non-current assets			
Infrastructure assets	563,567	576,370	12,803
Other non-current assets	178,418	184,144	5,726
Total non-current assets	741,985	760,514	18,529
Total assets	810,885	829,867	18,982
Current liabilities			
Current borrowings	414	414	0
Other current liabilities	10,948	10,918	(30)
Total current liabilities	11,362	11,332	(30)
Non-current liabilities			
Non-current borrowings	7,386	7,386	0
Other non-current liabilities	670	802	132
Total non-current liabilities	8,056	8,188	132
Total liabilities	19,418	19,520	102
Equity			
Infrastructure renewal reserve	32,255	32,864	609
Other cash backed reserves	6,933	7,164	231
Other reserves and equity	752,279	770,319	18,040
Total equity	791,467	810,347	18,880
Total liabilities and equity	810,885	829,867	18,982

7.1.1 Current assets (\$0.454 million increase)

Council's current asset position is expected to increase compared to the 2018/19 Estimates due to the timing of capital expenditure on projects and the receipt of borrowings, therefore resulting in an increase of cash held.

7.1.2 Current liabilities (\$0.030 million increase)

Current liabilities are expected to show a slight decrease against the prior year Estimates in line with normal operations.

7.1.3 Non-Current assets (\$18.529 million increase)

Council's non-current asset position as at June 2020 is expected to increase compared to the 2018/19 Estimates due to a significant increase in the capital works programme as detailed

above, and in Appendix C, including the carried forward proposed recreational facility at Seven Mile Beach, the timing of which is uncertain.

7.1.4 Non-Current liabilities (\$0.132 million increase)

Non-current liabilities are expected to show a slight increase against the prior year estimates primarily in employee provisions.

7.1.5 Equity (\$18.880 million increase)

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

7.2 Key assumptions

In preparing the Estimated Balance Sheet as at 30 June 2020 it was necessary to make a number of assumptions about key assets, liabilities and equity balances. To the extent possible, these reflect items included in the adopted Estimates. The major variable factors are the effect of inflation on future asset revaluations, the extent to which the anticipated capital works are completed, and the effects of accounting policy changes including asset revaluations.

8 Rating strategy

8.1 Strategy development

Rates and charges are Council's principal source of revenue, accounting for some 76% 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	1.00%
2016	1.90%
2017	2.30%
2018	2.60%
2019	2.90%
Average increase over 5 yrs	2.14%

Note: 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 2.9% against 2018/19. This increase is set in the context of the LGAT Council Cost Index of 3.38% (December 2018) and CPI of 2.1% (March 2019). 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 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 Council 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
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%
2019	0	853.4%	0.0%	0.0%

The table shows that as at 30 June 2019 Council did not have any debt.

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 borrowings in its 2018/19 Estimates to fund a major infrastructure projects, subject (in part) 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 2019/20 Estimates as the funding has not yet been drawn down.

Year	New borrowings \$'000	Loan principal paid/transferred \$'000	Loan interest paid \$'000	Balance 30 Jun \$'000
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
2020	0	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 (\$7.69 million 2019/20), 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
2013/14	8,827
2014/15	9,340
2015/16	9,383
2016/17	9,622
2017/18	9,570
2018/19	9,574
2019/20	10,807

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 2019/20.

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 2019/20

The following influences had a significant impact on the Infrastructure Strategy for the 2019/20 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 and addressing road safety issues;
- Council's continued commitment to providing for future infrastructure renewal;
- Council's ongoing commitment to resolve property flooding issues;
- Ongoing development and upgrade of sporting and recreational facilities throughout the City;
- Implementation of major development plans including upgrades to key community facilities such as the Alma St Citizen's centre and Rosny Child Care Centre, 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 three 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 programme \$'000
2018	4,533	-	11,065	-	1,511	17,109
2019	5,895	-	13,865	-	2,156	21,916
2020	5,462	-	13,990	-	3,818	23,270
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 programme
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 2019/20 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 2020

	Estimates 2018/19 \$'000	Estimates 2019/20 \$'000	Increase (Decrease) \$'000
Revenue			
Rates	50,050	52,224	2,174
User charges	5,174	5,290	116
Interest	1,700	1,700	
Government subsidies & grants	6,175	6,528	353
Dividends	2,212	2,212	
Contributions of capital	890	353	(537)
Other revenue	202	797	595
TOTAL REVENUE	66,403	69,104	2,701
Expenses			
Employee costs	18,264	19,660	1,396
Materials and contracts	11,036	11,678	642
State Government charges and levies	5,743	6,162	419
Borrowing costs	2	2	
Depreciation and amortization	13,183	13,605	422
Operating leases	2,050	2,109	59
Electricity	1,392	1,565	173
Other expenses	8,618	8,592	(26)
TOTAL EXPENSES	60,288	63,374	3,086
Net surplus (deficit)	6,115	5,731	(384)

CLARENCE CITY COUNCIL
Estimated Balance Sheet
As at 30 June 2020

	Estimates 2019 \$'000	Estimates 2020 \$'000	Increase (Decrease) \$'000
Current assets			
Cash assets	64,250	64,602	352
Other current assets	4,650	4,752	102
Total current assets	68,900	69,354	454
Non-current assets			
Infrastructure assets	563,567	576,370	12,803
Other non-current assets	178,418	184,144	5,726
Total non-current assets	741,985	760,514	18,529
Total assets	810,885	829,867	18,982
Current liabilities			
Current borrowings	414	414	0
Other current liabilities	10,948	10,918	(30)
Total current liabilities	11,362	11,332	(30)
Non-current liabilities			
Non-current borrowings	7,386	7,386	0
Other non-current liabilities	670	802	132
Total non-current liabilities	8,056	8,188	132
Total liabilities	19,418	19,520	102
Equity			
Infrastructure renewal reserve	32,255	32,864	609
Other cash backed reserves	6,933	7,164	231
Other reserves and equity	752,279	770,319	18,040
Total equity	791,467	810,347	18,880
Total liabilities and equity	810,885	829,867	18,982

CLARENCE CITY COUNCIL
Estimated Cash Flow Statement
For the year ending 30 June 2020

	Estimates 2018/19 \$'000	Estimates 2019/20 \$'000	Increase (Decrease) \$'000
	Inflows (Outflows)	Inflows (Outflows)	
Cash flows from operating activities			
Rates	50,650	53,724	3,074
User Charges	7,341	5,819	(1,522)
Interest received	1,690	1,700	10
Receipts from government	6,175	6,306	131
Net GST refund (payment)	4,650	3,541	(1,109)
Other income	9,216	9,805	589
Wages & salaries	(17,850)	(19,660)	(1,810)
Interest paid	(2)	(2)	
Payments to suppliers	(34,450)	(34,066)	384
Net cash inflow from operating activities	27,420	27,166	(254)
Cash flows from investing activities			
Payments for property plant & equipment	(29,873)	(27,690)	2,183
Net cash flow from investing activities	(29,873)	(27,690)	2,183
Cash flows from financing activities			
Proceeds from borrowings *	7,800	0	(7,800)
Government grants - capital	1,006	875	(131)
Net cash flow from financing activities	8,806	875	(7,931)
Net change in cash held	6,353	352	(6,001)
Cash at the beginning of the year	57,897	64,250	6,353
Cash at the end of the year	64,250	64,602	352

* 2018/19 Subject to external funding contribution towards associated capital works projects

CLARENCE CITY COUNCIL
Estimated Capital Works Programme
For the year ending 30 June 2020

	Estimates 2018/19 \$'000	Estimates 2019/20 \$'000	Increase (Decrease) \$'000
Capital works by programme			
Communities and People	6,316	2,770	(3,546)
Natural Environment	332	176	(156)
Infrastructure:	0	0	
Roads	15,362	11,121	(4,241)
Waste	0	0	
Stormwater	2,471	3,282	811
Facilities Management	1,487	1,790	303
Governance	0	0	
Economic Development & Marketing	0	20	20
Corporate Support	0	0	
Total capital works	25,968	19,159	(6,809)
Represented by			
New Assets	15,401	6,863	(8,538)
Existing Asset Improvements	10,567	12,296	1,729
Total capital works	25,968	19,159	(6,809)

Note: 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 2020

	Estimates 2018/19 \$'000	Estimates 2019/20 \$'000
Statutory or restricted use		
Public open space	1,929	2,079
Car parking	1,105	1,275
Headworks	203	203
Public art	41	61
Rosny Park Child Care	393	402
Commonwealth funded programmes	1,462	1,494
	5,133	5,514
Discretionary		
General	1,800	1,650
Infrastructure renewal	32,255	32,864
	34,055	34,514
Total Reserves	39,188	40,028

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 C – 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 2019/2020**
(\$000)

	EXPENSES	REVENUES	NET EXPENSES	ASSET PURCHASES	EXPENSES CAPITALISED	BORROWINGS	TFRS TO RESERVES	TFRS FROM RESERVES	NET RATING REQUIREMENT
GOVERNANCE and COMMUNITY									
Communities and People	15,240	7,393	7,847	2,769	594	-		608	9,414
City Future	2,628	2,050	578				340	93	825
Natural Environment	8,869	158	8,711	180	81			20	8,790
Governance	10,194	5,105	5,089				4,679	70	9,698
Economic Development & Marketing	678	20	658	20				20	658
Corporate Support	5,566	11	5,555					250	5,305
INFRASTRUCTURE									
Roads & Transport	12,374	957	11,417	11,122	2,509	-		9,383	10,647
Stormwater	2,502	539	1,963	3,281	592			2,289	2,363
Facilities Management	4,792	993	3,799	1,790	133			1,213	4,243
Plant	2,784	2,784	-						-
TOTAL RATING REQUIREMENT	65,627	20,010	45,617	19,162	3,909	-	5,019	13,946	51,943
Net Rating Requirement									51,943
Rates Raised 2018/19 Plus Growth									50,271
Net Increase Including Government Charges									3.3%
Increase Due to Govt Charges									0.4%
NET INCREASE									2.9%

Capital works programme Appendix C**Works programmed for 2019/20 and works continuing from prior years**

This section provides a more detailed analysis of the 2019/20 capital works programme and those projects approved in the 2018/19 year that were incomplete at 30 June 2019.

CLARENCE CITY COUNCIL**Capital works programme****For the year ending 30 June 2020****1. Capital works approved as part of the 2019/20 Estimates**

Clarence City Council - Capital Programme 2019/2020	Total estimate
Roads	
Acton Dr/Acton Road - Embankment benching to improve sight distance	50,000
Beach Street to High Street - MUP - upgrade existing asphalt pathway to 3m wide concrete pathway	150,000
Beebo Place - Steel beam safety barrier between the main thoroughfare and the service access road of Beebo Place	15,000
Bellemont Court - Replace sub standard safety fence with a standard guard rail safety barrier.	30,000
Bligh Street - Stage 2 Design from Winkleigh Place to Gordons Hill Road	110,000
Clarence Street - Bellerive to Howrah. Safety Assessment and Implementation Stage 2 - Wentworth Street to Shoreline Drive	200,000
Cremorne Ave Stage 1 - Survey and Fencing works for future construction of a gravel footpath	50,000
DDA Works - Installation of kerb ramp	52,000
Derwent Ave - Stage 2 Design Only	50,000
Dorans Road - Construct a retaining wall at 159 Dorans Road	175,000
Geilston Creek Road - Construction of sealed car park (10 parking spaces)	100,000
Gordons Hill Road Stage 2 - Construction of a sealed footpath at 153 Gordons Hill Road	90,000
Hadlow Road - footpath and kerb and gutter	190,000
Howrah Road - Design and investigate to remove any squeeze points along Howrah Road between Clarence Street and the Clarence Foreshore Trail to allow width for cyclists and improve safety	40,000
Howrah Road - Replace kerb and channel. Construct 2.5M wide shared path from service station to beach access opposite Bingley Street.	106,000
Lauderdale Oval - Prepare and seal Oval car park.	135,000
Lindisfarne Simmons - Anzac Park - Stage 4 - Design and construction	150,000
Lower River Street - Footpaths including road crossing points & connections.	40,000
Oceana Dr - Construct a new retaining wall with safety fencing, a concrete path and kerb ramps for the crossing point at Tranmere Road.	120,000
Ongoing programme - Footpath and Kerb & Gutter Renewal	1,310,000
Ongoing programme - Major Digouts	2,560,000
Ongoing programme - replace aged kerb and gutter.	500,000
Ongoing programme - re-sheet gravel roads.	77,000
Ongoing programme - Road Reseal Programme	2,650,000
Pipers Road - Design only to upgrade the Pipers Road lead-in area to East Derwent Highway	30,000
Ringwood Road - Construction of a concrete footpath along Ringwood Road	120,000
Ringwood Road - Installation of pedestrian refuge and ramps at intersection of Ringwood Road/South Arm Road to improve safety for pedestrians crossing the road.	30,000
Risdon Vale Recreation Master Plan - Stage 3 - Trailheads for existing trail network	10,000
Rosny Hill Road - Design only to improve connection between Rosny Hill pedestrian overpass and Kangaroo Bay Foreshore trail	25,000
Rosny Hill Road - Upgrade Rosny Hill and Cambridge Road roundabout	100,000
Rosny Hill Road Stage 2 - Construct a bike path on Rosny Hill Road from Tasman Highway to Rosny Barn including necessary retaining wall	150,000
Salacia Ave - Stage 1 Design parking layout of carpark	30,000
Sugarloaf Road - Blackspot Programme	145,000
Sugarloaf Road - Improvement of parking and pedestrian access for the new Risdon Vale changeroom being constructed	100,000
Surf Road - larger turning head at the end of Surf Road	30,000
Victoria Esp - Construct a flush kerb	200,000
Wellington St - Intersection works, continue kerb and gutter, footpath, landscape and parking on the eastern approach of Richmond Bridge	300,000
Total Roads	10,220,000

Clarence City Council - Capital Programme 2019/2020	Total estimate
Storm Water	
Acton Road - Upgrade pit entry behind the Lauderdale Primary School	30,000
Bangalee Street - Construction of gravity network from intersection of Bangalee Street and Grafton Road	320,000
Bayview Road, Lauderdale - Installation of a large grated pit between the car park and toilet facilities in Bayview Park, and connection of new pit to a new soakage trench within the car park.	25,000
Beach/South Street - Design only of upgrade to stormwater network along Beach Street, South Street, Douglas Street and York Street in Bellerive	80,000
Beach/South Street - Implement incremental improvements to drainage at Beach / South Street Bellerive.	125,000
Blair Street - Install roadside drainage through segment 2 of Blair Street	70,000
Blessington St - Construct stormwater network to collect runoff from Chesterfield Street	400,000
Blessington St - Upgrade stormwater drainage along section of Blessington Street between Fort Direction Road and Rosemount Lane	300,000
Boldrewood Crt - Stormwater improvements to extend public drainage network	25,000
Elinga/Carella St - Replace existing 150mm diameter concrete stormwater pipe with 300mm diameter uPVC pipe connecting into existing manhole on Somerset Street.	175,000
Gellibrand Lane - Installation of additional grated pit at south side of intersection of Gellibrand Lane and Blake Street	30,000
Loinah Road - Improve inlet capacity of pits and upgrade local pipework.	45,000
Ongoing Programme - Drainage Minor Construction	100,000
Percy Street - Bellerive Quay Commercial Area flooding issues. Final cost dependant on design.	400,000
Ringwood Road, Lauderdale - Upgrade of the existing culvert under Ringwood Road to a large box culvert and installation of headwalls	366,000
Rosny Child Care Centre - Upgrade Stormwater system to address flooding of the building, these works are associated with the rear play area upgrade and landscaping upgrade	55,000
Runway Place - Stormwater system extension is required	150,000
South Street - Drainage through kerb bulb to improve kerb drainage at South Street	20,000
Urban Drainage Act - Catchment Management Plan - Tranmere 2019	100,000
Total Stormwater	2,816,000
Active Recreation	
Anzac Park - Additional funds to complete masterplan	10,000
Bayview College - Design and approvals for stage 1 development of Bayview College sporting complex including ovals and buildings	150,000
Bellerive Beach - Investigate, design and construction of a Pontoon	120,000
Clarence High School - Investigate Install mesh curtains to deter access to the long jump sand pit used by Little Athletics Club	15,000
Clarendon Vale Oval - Install new subsurface drainage	50,000
Lindisfarne Oval - Irrigation upgrade on Lindisfarne Oval Ground 1 (Back Ground)	200,000
Richmond Oval - Raise centre pitch	20,000
Risdon Vale Oval - Install new subsurface drainage	250,000
Risdon Vale Oval - Purchase and install goal posts at both ends of Risdon Vale Oval.	20,000
Risdon Vale Oval - Stage 3 Install sub surface irrigation for the Oval.	80,000
Sandford Oval - Upgrade Sandford Oval - 2019/2020 Fertigation unit (mixing pump station) and new tank	20,000
Warrane Oval - Raise centre pitch	20,000
Total Active Recreation	955,000

Clarence City Council - Capital Programme 2019/2020	Total estimate
Passive Recreation	
Barilla Rivulet Track - Construct Class 3 walking track along Barilla Rivulet from Cambridge Oval to Maxwells Road	95,000
Beltana Park - Continuation of works required to complete Stage 1 of the endorsed Beltana Park Master Plan.	100,000
Blossom Court Park - Stage 2 (Cambridge Master Plan) - Additional funding required to complete the park	160,000
Bridge Street - Upgrade the Courtyard Heritage flagstone paving	5,000
Clarence Mountain Bike Park - Construct a 3.3km green circle standard (easy) climbing mountain bike track/walking track from the Clarence Mountain Bike Park carpark to the Clifftop Track.	130,000
Dog Park Stage 1 - Survey and community consultation	30,000
Flagstaff Hill Track - Stage 2 - Complete last section of Flagstaff Hill Track to avoid steep fire trail.	12,000
Glebe Hill Playground - Replace or repair the failed block work retaining wall	25,000
Kayak Trail - Prepare detailed design for improvements to Little Howrah Beach kayak launch area.	10,000
Public Art	60,000
Richmond Park - Replace chain wire fence due to poor condition with picket fence	20,000
Richmond Park Track - Installation of benches at strategic points on the track	16,500
Richmond Recreation Ground area - Install Boom Gates and Rock Barriers to reserve adjacent to Coal River.	16,000
Saleyard Park - Improvements to garden beds and realign path and seats	50,000
Simmons Park - Construct new irrigation system. Stage 2 - Irrigation of park to connect to Stage 1 ring main.	80,000
Simmons Park Stage 4	10,000
Single Hill Track Roches Beach - Install water bottle refill station	6,500
South Arm Highway - Stage 1 - Design only a gravel footpath from Oakdowns Parade to Acton Road.	50,000
South East Regional Play Park Stage 1 - Survey and community consultation	40,000
South Terrace Skate Park - Water Fill Station	12,000
Undertake planning work for tracks identified in the Clarence Tracks and Trails Action Plan - Otago Coastal Track, Gregson Track, Rosny Hill Link Track, Rokeby Historic Trail.	25,000
Various Locations - Implement tracks & Trails signage	35,000
Various Locations - Provide park signage holders for temporary signage	25,000
Various locations - replacement of seating, BBQ tables etc ongoing programme	30,000
Victoria Esplanade Reserve - Rejuvenate grassed areas in Reserve, subject to Irrigation	80,000
Victoria Esplanade Reserve Irrigation System Stage 2	80,000
Waverley Flora Park - Additional funds for installation of sandstone seating and additional planting.	40,000
Total Passive Recreation	1,243,000
Natural Environment	
Upgrading of fire trails	20,000
Street tree & Park tree Plan - Stage 2 implementation.	60,000
Total Natural Environment	80,000
Natural Environment - Waste Management	
Recycling Bins - New	20,000
Total Waste Management	20,000

Clarence City Council - Capital Programme 2019/2020	Total estimate
Facilities Management	
Alma Street Senior Citizen's Centre Upgrade including DDA compliance - further funds required	400,000
Lauderdale Oval - Additional funds required for Tas Water costs	80,000
Lindisfarne Activity Centre - Stage 1 - Design and engineering assessment on roof structure to install a photovoltaic system at Lindisfarne Activity Centre	5,000
Clarence Aquatic Centre female shower refurbishment.	20,000
Clarence Council Depot - DDA compliant unisex toilet and refurbish.	160,000
Richmond Chambers - Refurbish exterior window frames.	15,000
Richmond Hall - Refurbish timber floor.	8,000
Kangaroo Bay Sports Pavilion - replace current hot water system with more efficient system	35,000
Rosny Farm Historic Centre - Additional security camera to storage area to improve security of equipment.	2,000
Council Chambers Stage 1 - Detailed design of new council chambers, including investigating possible locations	200,000
Wellington Road - public toilet refurbishment.	20,000
Spitfarm Road - Stage 1 Design only of DDA compliant toilet.	30,000
Jetty Road Upgrade public toilet facility including DDA compliant toilet.	300,000
Various Location - master key security system upgrade.	35,000
Various Locations - Upgrade various Council buildings to meet with Trade Waste Compliance.	40,000
Roches Beach - CoastSnap Project	12,000
Rosny Child Care Centre - includes the upgrading of landscaping, play equipment and delivery vehicular access to the site.	295,000
Total Facilities Management	1,657,000
Economic Development and Marketing	
Musical instrument upgrade	20,000
Total Economic Development and Marketing	20,000
Grand Total	17,011,000

2. Prior year programmed capital works not completed at 30 June 2019

These projects will be added to the approved capital programme for 2019/20

Note: Actuals include tenders accepted/orders placed as at 30 June 2019. A range of projects are included which are effectively deferred due to issues such as public consultation, funding over multiple years, and awaiting approval of government grants. 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.

Prior year capital works not completed at 30 June 2019	Estimate 2018/2019 \$	Actuals including commitments as at 30/6/19 \$	2018/19 Funds not yet spent \$
Deferred projects			
Kangaroo Bay Works	1,302,000	0	1,302,000
Kangaroo Bay Promenade	1,594,000	0	1,594,000
Kangaroo Bay Public Pier	1,926,000	96,860	1,829,140
Rosny Farm/Golf Course Access Road	16,000	0	16,000
Surf Rd - Road/Car Park	3,749,700	0	3,749,700
School Rd Construction	246,400	0	246,400
Multi-User Path Tasman Hwy Stage 2	90,000	0	90,000
138 East Derwent Highway Carpark	130,000	0	130,000
Rosny Park multistorey carpark	96,000	0	96,000
Bridge St Drainage Imp - GP & SW Main	60,000	0	60,000
Seven Mile Beach Ovals	4,762,872	5,427	4,757,445
Pindos Park	220,000	0	220,000
Beach Erosion Protection - Bambra Reef	345,000	25,000	320,000
Construction of Alderman's Room	78,100	1,300	76,800
Public Toilets Clarence Mountain Bike Path	110,000	2,500	107,500
	14,726,072	131,087	14,594,985
Roads			
Major Digouts	3,550,582	1,699,969	1,850,613
Renewal - Road Resealing	3,148,737	3,003,657	145,080
Footpath & Kerb & Gutter Works	2,255,320	1,915,716	339,604
DDA Works	81,000	45,994	35,006
Clarendon Vale - Pathway & Lighting	899,510	651,240	248,270
Bellerive Beach - Promenade Western End	548,320	44,063	504,257
School Rd Construction	297,056	0	297,056
Multi-User Pathways	1,032,867	454,663	578,204
Traffic and Transport	988,570	674,037	314,533
	12,801,962	8,489,338	4,312,624
Stormwater			
Minor Stormwater Projects	155,189	95,066	60,123
SW Upgrade	2,660,566	1,803,994	856,572
SW System Management Plans	913,550	608,037	305,513
	3,729,305	2,507,097	1,222,208

Prior year capital works not completed at 30 June 2019	Estimate 2018/2019 \$	Actuals including commitments as at 30/6/19 \$	2018/19 Funds not yet spent \$
Communities & People			
Kangaroo Bay Fencing	15,000	558	14,442
Clarendon Vale Oval	28,000	0	28,000
Active Recreation Master Plan	52,900	25,800	27,100
Eastern Shore Croquet Club	20,000	3,858	16,142
Opossum Bay Boat Ramp Upgrade	25,000	7,372	17,628
Risdon Vale Oval	375,000	17,717	357,283
Bayview College	60,000	38,000	22,000
Warrane Community Garden	35,500	28,682	6,818
Tracks and Trails	730,350	217,815	512,535
Richmond Village Green	87,000	0	87,000
Bellerive Park	200,000	19,882	180,118
Richmond Riverbank Park	69,700	13,880	55,820
Simmons Park	80,000	36,983	43,017
Duke Park	14,000	0	14,000
Rosny Park Green Belt Plan	25,000	0	25,000
South Arm Oval	393,000	315,299	77,701
Nielson Park	122,500	53,397	69,103
Natone Park	56,200	0	56,200
Tanundal Park Irrigation	20,000	1,560	18,440
Victoria Esp Reserve Irrigation	10,000	0	10,000
Sale Yard Corner Richmond Park	20,000	0	20,000
Blossom Park	350,000	0	350,000
Howrah Beach	8,000	0	8,000
Reimagining Clarence Plains	63,000	21,702	41,298
	2,860,150	802,504	2,057,646
Facilities Management			
Public Toilets and Change rooms	2,448,000	417,765	2,030,235
Bellerive Boardwalk	347,428	61,935	285,493
Clarence Council Depot	36,530	31,302	5,228
Clarendon Vale Oval Pavilion - Stage 1 Design	24,400	0	24,400
Equestrian Centre	7,000	1,250	5,750
Alma St Senior Citizens	593,920	84,500	509,420
Geilston Bay Playgroup Centre - DDA Compliance Works	19,000	1,045	17,955
Master key security system upgrade	44,000	26,521	17,479
Howrah Community Centre	457,500	30,788	426,712
Building Trade Waste Compliance	71,200	61,169	10,031
Bellerive Beach Park	30,000	0	30,000
Clarence Aquatic Centre	57,000	16,201	40,799
Rokeby Youth Centre	65,000	0	65,000
Council Office Alterations	154,200	107,675	46,525
	4,355,178	840,150	3,515,028

Prior year capital works not completed at 30 June 2019	Estimate 2018/2019 \$	Actuals including commitments as at 30/6/19 \$	2018/19 Funds not yet spent \$
Natural Environment			
Coastal Management	257,730	52,062	205,668
Tree Replacement Program	24,000	20,215	3,785
Fire Management	44,000	31,821	12,179
Henry St Dulcot - Vehicle access for water tank	25,000	0	25,000
Rose Bay Stabilise rock wall	15,000	0	15,000
St & Park Trees Strategy	55,000	1,900	53,100
	420,730	105,998	314,732
TOTAL	38,893,397	12,876,174	26,017,223

Activities and initiatives Appendix D

This section sets out the activities and initiatives to be funded in the Estimates for the 2019/20 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

Programme	Activities and Initiatives
Civic Activities & Events	<p>Objective:</p> <p>To enhance and increase the opportunities for all people in the community to participate in cultural and social activities.</p> <p>Initiatives:</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 programme 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>Objective:</p> <p>To promote awareness of Council services and to encourage participation in community affairs, activities and events.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Implementation of a revised Community Engagement Policy and further development of an online tool to conduct community consultations. • Continuous improvement of Council's new 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.

Programme	Activities and Initiatives
Recreation	<p>Objective:</p> <p>To ensure community access to passive and active recreational opportunities throughout the City.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Ongoing partnership arrangements with government and community organisations to target funds to develop and expand recreational facilities. • Develop partnership arrangements with government and community organisations to better utilise available recreational facilities. • Finalise a Recreation and Facilities Management Plan for Risdon Vale. • Ongoing discussion with key stakeholders to progress design and approvals for the development of Bayview college recreational 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"> • Lindisfarne Oval – Irrigation Upgrade; • Risdon Vale Oval install new subsurface drainage; • Clarendon Vale Oval install new subsurface drainage; • Bellerive Beach – Investigation, design and construction of a pontoon; • Blossom Court Park – commence Stage 2 of the Cambridge Master Plan. • 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; ○ Wiena Reserve track; ○ Rokeby Hills trail – Rokeby Skyline trail from Oceana Drive; and ○ Clarence Plains rivulet track. • BBQ upgrades as required; • Bridge St – upgrade of courtyard; • Clarence Mountain Bike Park – Construction of a 3.3km green circle climbing mountain bike track.

Programme	Activities and Initiatives
Childcare Services	<p>Objective:</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>Initiatives:</p> <ul style="list-style-type: none"> • Improve service coordination, childcare options and viability. • Maintain accreditation, licensing and registration requirements. • Complete upgrading of facilities at Rosny Child Care Centre.
Community Services & Programmes	<p>Objective:</p> <p>To enhance 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 and environment projects and continuing fitness in the park programme. • 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 strategies and actions of the Access Plan; particularly the implementation of the Access and Inclusion Assessment toolkit. • Implement the Age Friendly Plan including supporting Men's Shed, health projects, Food Connections programme and produce age-friendly publications which promote the City's age friendly status. • Implement the recommendations from the review of the Volunteer programme and continue the Planting Ahead and 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.

Programme	Activities and Initiatives
	<ul style="list-style-type: none"> Review the Cultural Arts Plan including commissioning public art works, conducting exhibitions, Open Art, Clarence Prize, Artist in Residence programmes and improving facilities at Rosny Farm. Implement the Youth Plan and continue to support YNAG and anti-graffiti project, outreach, bike and workshop programmes and further develop Youth Assist. Undertake the development of a concept plan for the Clarence Plains Youth Centre.
Ranger Services	<p>Initiatives:</p> <ul style="list-style-type: none"> Review work processes and improve performance reporting in the Ranger Services group, particularly parking and arrangements for impounding of large animals.
Environmental Health	<p>Initiatives:</p> <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>Objective:</p> <p>To create a community focal point for the City.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> Continue the development of the Kangaroo Bay Development Precinct.
Economic Development	<p>Objective:</p> <p>To encourage broadly based economic growth within the City.</p> <p>Initiatives:</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.
Tourism	<p>Objective:</p> <p>To maximise the economic benefits of tourism to the City.</p> <p>Initiatives:</p>

Programme	Activities and Initiatives
	<ul style="list-style-type: none"> • Participate in and contribute to the ongoing operation of Destination Southern Tasmania and associated strategies. • Publish, distribute and update recreational brochures as required. • Partner in the promotion of the Richmond and Coal River Valley region as opportunities allow.
City Profile	<p>Objective:</p> <p>To enhance the vibrancy and profile of the City.</p> <p>Initiatives:</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>Objective:</p> <p>To provide for and encourage land use planning based on community values and needs.</p> <p>Initiatives:</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. This will 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 ensure timely issue of approvals.

Programme	Activities and Initiatives
	<ul style="list-style-type: none"> • Ensure 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 in efficiently preparing 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>Objectives:</p> <ul style="list-style-type: none"> • Act as a permit Authority through issuing permits, certificates, notices and orders; and by maintaining building / plumbing registers. • Provide information, assistance and support regarding 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>Objective:</p> <p>To prepare for the effective management of natural events or emergencies within the city.</p>

Programme	Activities and Initiatives
	<p>Initiatives:</p> <ul style="list-style-type: none"> • Further develop the emergency planning framework for the City including completion/review of a Recovery Plan, Business Continuity Recovery Plan, and Pandemic Plan. • Develop and implement an emergency management exercise programme 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>Objective:</p> <p>To enhance and protect the City's natural assets.</p> <p>Initiatives:</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 programmes, in order to manage and enhance our natural environment and respond to emerging issues. • Provide support to NHT programmes. • 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 and waterways particularly in sensitive areas.

Programme	Activities and Initiatives
	<ul style="list-style-type: none"> • Upgrading of fire trails. • Implement Tangara Trail Management Plan.
Waste	<p>Objective:</p> <p>To establish environmentally sustainable practices in relation to waste management within the City.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Manage contract for wheelie bin based Green Waste, Residential Waste and Recyclables collection service. • Manage contracts for the disposal and treatment of kerbside collected green waste, residential waste and recyclables. • Ongoing liaison with the State Government and community organisations regarding the implementation of Council's Waste Management Strategy. • Continued collection of public place recycling bins in the City. • Contribute to the governance of the Copping Refuse Disposal Site Joint Authority. • Participate as a member of the Southern Tasmanian Councils Authority to improve waste management within Southern Tasmania.
Weeds	<p>Objective:</p> <p>To effectively manage declared weeds within the City.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Adopt a Weed Management Strategy for the City. • Implement a rolling 3 year priority weed management plan for Council land. • Implement work practices to minimise the impacts of Council's operations on the environment. • Respond to public complaints and provide information to assist with weed eradication within the City.
Natural Areas	<p>Objective:</p> <p>To ensure that natural areas within the City meet and satisfy the long-term needs of the community.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Schools Landcare Support Programme

Programme	Activities and Initiatives
	<ul style="list-style-type: none"> • Develop Natural Area Rehabilitation Plans
Roads	<p>Objective:</p> <p>To provide adequate infrastructure for the effective and safe transport of people and goods through the City.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Develop partnership arrangements with government and community organisations to target funds to develop and expand Council's road networks. • Conduct hazard and condition assessment programmes and deliver annual replacement works programmes for reseal, pavement and footpath assets in accordance with Council's Roads and Transport Asset Management Plan. • Pursue federal funding opportunities as part of the Roads to Recovery Initiative and 'black spot' funding programmes. • Investigate and assess the impact of major development proposals on Council's Roads and Transport Infrastructure. • Undertake traffic management and road safety investigations as required. • Undertake development projects including: <ul style="list-style-type: none"> • Improve Disability Access to City infrastructure; • Construct new footpaths, kerb and gutter; • Extend cycle way network on programmed basis; • Blackspot reduction Sugarloaf Rd; • Clarendon Vale Greenbelt Pathway and Lighting; • Continue Foreshore Trail network Simmons Park to Anzac Park, Tasman Bridge to Montague Bay Park; • Clarence Foreshore Trail between Tasman Bridge and Montagu Bay Park; • Hadlow Rd – footpath, kerb and gutter; • Lindisfarne – Simmons Park to ANZAC Park multi user path Stage 4; • Lauderdale Oval – prepare and seal car park; • Derwent Ave Road Upgrade; • DDA Ramps; • Road Reseal Programme – ongoing. • Major digouts/road reconstruction works.
Stormwater	<p>Objective:</p>

Programme	Activities and Initiatives
	<p>To protect life, property and community amenity by the effective collection and disposal of stormwater.</p> <p>Initiatives:</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 programme 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 programme. • Develop a Headworks Policy for stormwater based on the Stormwater Asset Management Plan for the City. • Pursue major specific stormwater initiatives consistent with the adopted Capital Expenditure Programme. • Undertake drainage improvement works in accordance with the adopted Capital Expenditure Programme, including: <ul style="list-style-type: none"> • Blessington St – stormwater network. • Percy St – Bellerive Quay – design works • Urban Catchment Management Plans • Runway Place stormwater upgrade • Elinga Street stormwater upgrades • Ringwood Rd upgrades • Bangalee St construction of a gravity network
Facilities Management	<p>Objective:</p> <p>To provide the community with equitable access to active and passive recreation opportunities, and to civic buildings.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Develop an asset renewal and extension programme 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. • Alma St Citizens' Centre upgrade including DDA compliance works. • Clarence Council Depot – DDA compliance works. • Rokeby Youth Centre – Concept plan for centre upgrade. • Rosny Child Care Centre upgrades.

Programme	Activities and Initiatives
Governance	<p>Objective:</p> <p>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> <p>Initiatives:</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 Programme to review and improve key operational areas within Council. • Maintain the Code of Conduct for Aldermen including the administrative arrangements. • Maintain a Pecuniary Interest Register and other interests registers in respect of Aldermen and staff. • Participate in, and review, Council's performance through various review mechanisms including Local Government Board Reviews, KPI Projects, etc.
Finance	<p>Objective:</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>Initiatives:</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 the Auditor General and Council's Audit Panel.

Programme	Activities and Initiatives
Strategic Marketing	<p>Objective:</p> <p>To provide strategic direction for the City in the area of marketing and associated activities.</p> <p>Initiatives:</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>Objective:</p> <p>To deliver seamless, efficient and integrated customer service experience and increase the resolution rate for customers at the first point of contact across Council.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Biannual Community Satisfaction Survey • Review management of customer contacts, associated structures, systems and procedures.
Council Consultation & Communication	<p>Objective:</p> <p>To actively engage the community in Council activities, projects and issues.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Implementation of revised Community Participation Policy, tools and templates to deliver a more consistent and coordinated approach to community consultations on major policy issues and projects. • Produce the Annual Report for presentation at the Annual General Meeting. • Produce the Quarterly Report.
Risk Management	<p>Objective:</p> <p>To ensure Council’s operations are conducted in a reasonable and accountable manner through effective risk management techniques.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Implement the Council’s Risk Management Policy and the Risk Management Policy Implementation Plan. • Continue to develop Council’s Corporate Risk Register to ensure the effective management and review of risks.

Programme	Activities and Initiatives
	<ul style="list-style-type: none"> • 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 identified risks and exposures.
Information Services	<p>Group Objectives:</p> <ul style="list-style-type: none"> • To support the delivery of Council services by delivering quality information and timely access to systems and tools to our customers, both internal and external. • To work collaboratively with our customers to efficiently and effectively identify needs and deliver solutions which will help our customers, and which deliver Council's strategic objectives. <p>Strategic Objectives:</p> <ul style="list-style-type: none"> • Council information systems, processes and data support council functions and delivery of services, including opportunities to improve services to customers in line with their expectations; • Council information systems, policies and processes protect council information with a primary focus on data security and privacy; • Council treats information as a valued asset and raises the profile of information management by improving culture and capability with a focus on information management being everyone's responsibility; • Council makes available and shares information across government and the community as appropriate; • Council complies with legislative and regulatory requirements for information management and governance.

Programme	Activities and Initiatives
Human Resources	<p>Objective:</p> <p>To ensure the necessary programmes, processes and policies are in place to:</p> <ul style="list-style-type: none"> • Support the achievement of the organisation’s operating plan within a framework of effective risk management and legislative compliance. • Provide for a supportive culture that promotes the well-being of workers and their families. • Provide market competitive remuneration and benefits. • Ensure safe and healthy workplaces. • Facilitate the development of a capable and engaged workforce. <p>Initiatives:</p> <ul style="list-style-type: none"> • Workforce and organisational development planning to align the needs and priorities of the organisation with the workforce to ensure we have the right people, right place, right skills, right time, in the right quantity. • Performance management activities to continuously improve workers's performance and provide assessment measures for training and development needs. • Investigation, review and implementation of work practices and policies to ensure work health and safety compliance and management of risks and maintenance of accreditation status. • Undertake regular market review to ensure that remuneration and benefits are competitive for the markets in which we compete for our people. • Negotiation and implementation of employment related 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.

Programme	Activities and Initiatives
Corporate Management	<p>Objective:</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>Initiatives:</p> <ul style="list-style-type: none">• Prepare the Annual Plan and Estimates for consideration and approval of Council.• Provide quarterly reports to Council regarding achievement of the Annual Plan and Estimates.• Monitor and report progress toward achieving Council's Strategic Plan objectives.• 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.