



Clarence... a brighter place



# Clarence City Council Annual Plan – 2020/2021

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**Table of Contents**

1	Executive summary .....	3
2	Estimates key data .....	5
3	Estimates overview .....	9
4	Analysis of operating estimates .....	15
5	Analysis of estimated cash position .....	25
6	Analysis of capital works programme .....	27
7	Analysis of estimated balance sheet.....	32
8	Rating strategy .....	34
9	Borrowing strategy.....	36
10	Infrastructure strategy .....	37
	Overview to Appendices.....	39
	Estimates statements Appendix A.....	41
	Statutory disclosures Appendix B.....	47
	Capital works programme Appendix C.....	49
	Activities & initiatives Appendix D .....	57

## 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 and cannot be adopted more than one month before the start of the financial year to which they relate.

The 2020/21 estimates were prepared as the community grappled with the impact of the unfolding COVID-19 Pandemic. In response, council at its meeting of 6 April 2020 adopted several initiatives to provide immediate support and provide for relief into the future.

In the preparation of the annual estimates, council recognised that there will be significant financial challenges ahead. When considering how to frame the estimates for the 2020/21 financial year it resolved to focus on prioritisation of the delivery of core and essential services to the community and consequently a possibility of a reduction in other discretionary services and/or service levels.

The extenuating circumstances of operating in a COVID-19 environment required the development of budget principles and guidelines that respond to council's 10 Year Financial Management Plan and Financial Management Strategy.

A 6-month review of the 2020/21 estimates will be a "pulse check" of how council and the community is responding to the COVID-19 challenges. At the same time the long-term financial plans will be reviewed and revised to guide council in future estimate considerations.

Some of the major issues addressed in the estimates include:

- Revenue constraints due to a 0% increase in the General Rate;
- Loss of the scheduled \$2.212 million TasWater dividend;
- A focus on "shovel ready" projects to provide immediate economic stimulus;
- The take-up of \$14.838 million of economic stimulus loan funding to support an expansive capital works programme of \$22.717 million;
- No increase in FTE's and 0% increase in remuneration for all employees; and
- Reduction in services and programmes.

Council constrained the increase in rates to 0.3% net of growth and State Government charges. The increase relates to the areas of waste management and stormwater management specifically, that are not recovered through council's General Rate.

The total capital expenditure programme for additional projects (excluding salaries capitalised) is \$22.717 million and is fully funded from identified sources.

Sources of capital funds include:

- \$14.838 million from borrowings;
- \$2.913 million from grants allocated through the State Grants Commission;
- \$2.124 million from council's rating effort;
- \$1.595 million from other grants and contributions;
- \$1.027 million from council's infrastructure renewal reserve;

- \$0.200 million from property sales;
- \$0.020 million from reserves/other sources.

The total capital expenditure programme for both 2020/21 approved funding and for unfinished works continuing from prior years (excluding salaries capitalised) is expected to be \$48.194 million, with \$25.477 million related to continuing unfinished works.

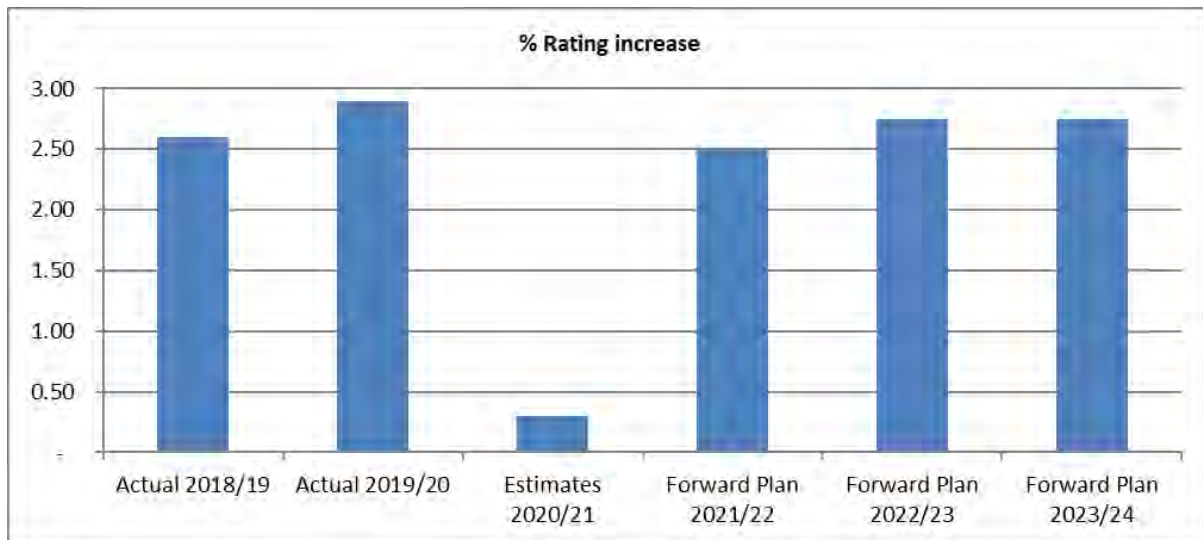
Of that \$48.194 million total, \$13.273 million relates to a number of projects that were on hold at the end of June 2020. Continuing unfinished works are fully funded from the prior year's estimates.

The 2020/21 estimates included in this plan support council's long-term strategic plan and reflect council's commitment to operating in a fiscally responsible manner.

## 2 Estimates key data

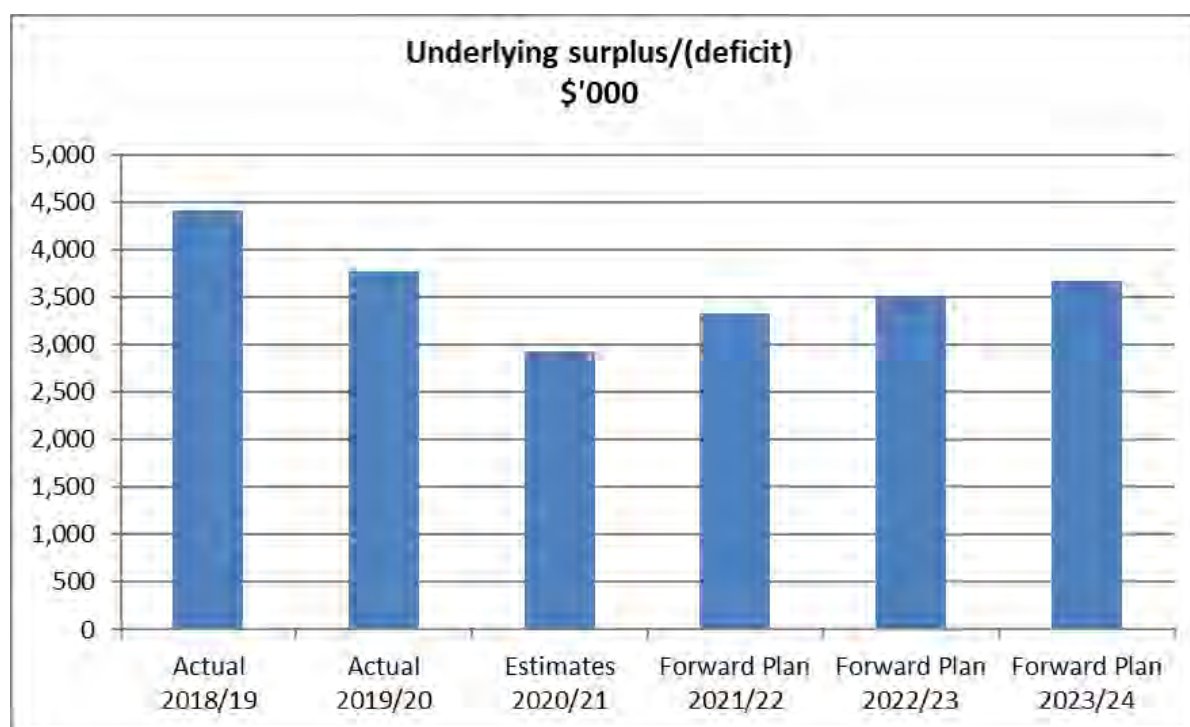
Council has prepared estimates for the 2020/21 financial year which seek to balance the demand for services and infrastructure with the community's capacity to pay in an uncertain COVID-19 Pandemic economic environment. Key estimates information is provided below about the rate increase, operating result, 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 0.3% for the 2020/21 financial year, raising total rates of \$52.737 million. The 0.3% increase reflects the increase in costs associated with stormwater management and waste management services. It represents council's commitment to a 0% increase in the General Rate cents in the dollar. The rating increase takes in to account major external influences including the growth of the rates base, level of inflation and a zero TasWater dividend.

## 2.2 Operating result

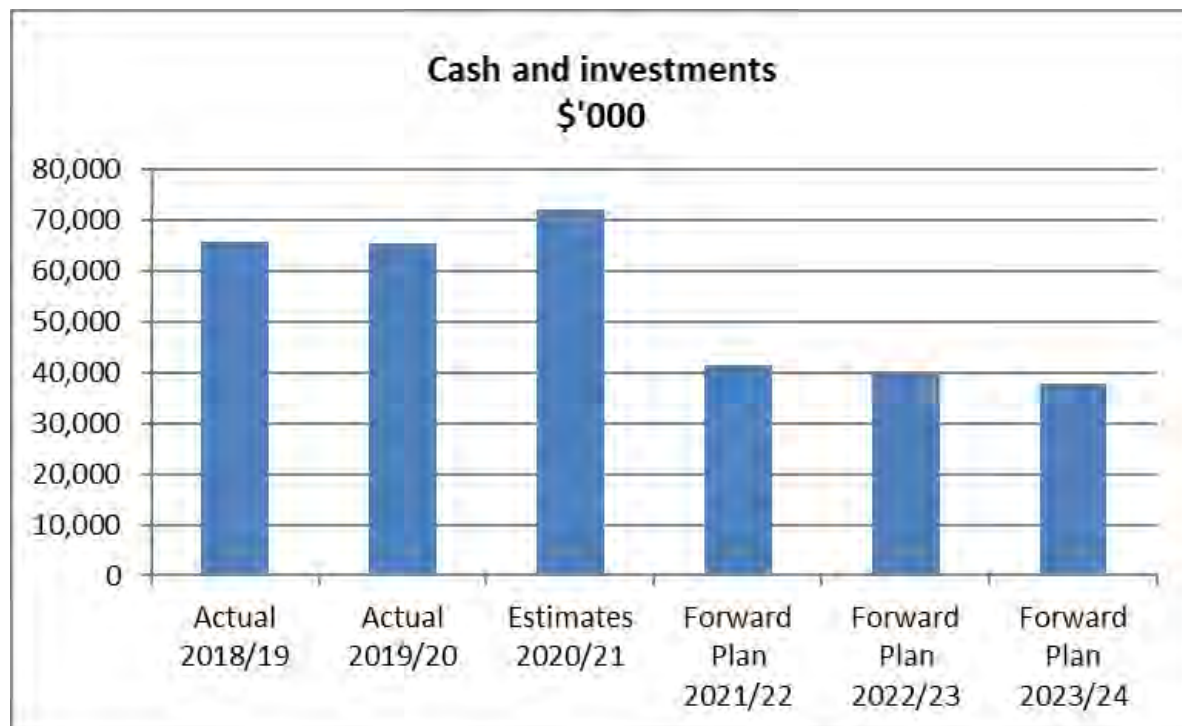


The underlying operating result is the preferred measure due to it excluding non-structural items such as specific purpose capital grants. This measure is consistent with that used by the Auditor General, except for movements in the equity of associates which has been excluded in the actual and forecast results (providing a more conservative result). For 2020/21 the underlying operating result is estimated to be a surplus of \$2.9 million, which is a decrease of \$0.845 million compared with the actual result for 2019/20.

The 2020/21 estimates forecast an accrual based operating surplus of \$2.9 million (excluding contributions of subdivision assets), after raising rates and charges of \$52.7 million (including supplementary rates). The revenue constraints and reduction in expenditure has enabled council to ensure the operating surplus is broadly consistent with the strategy set out in council's adopted 10 Year Financial Management Plan.

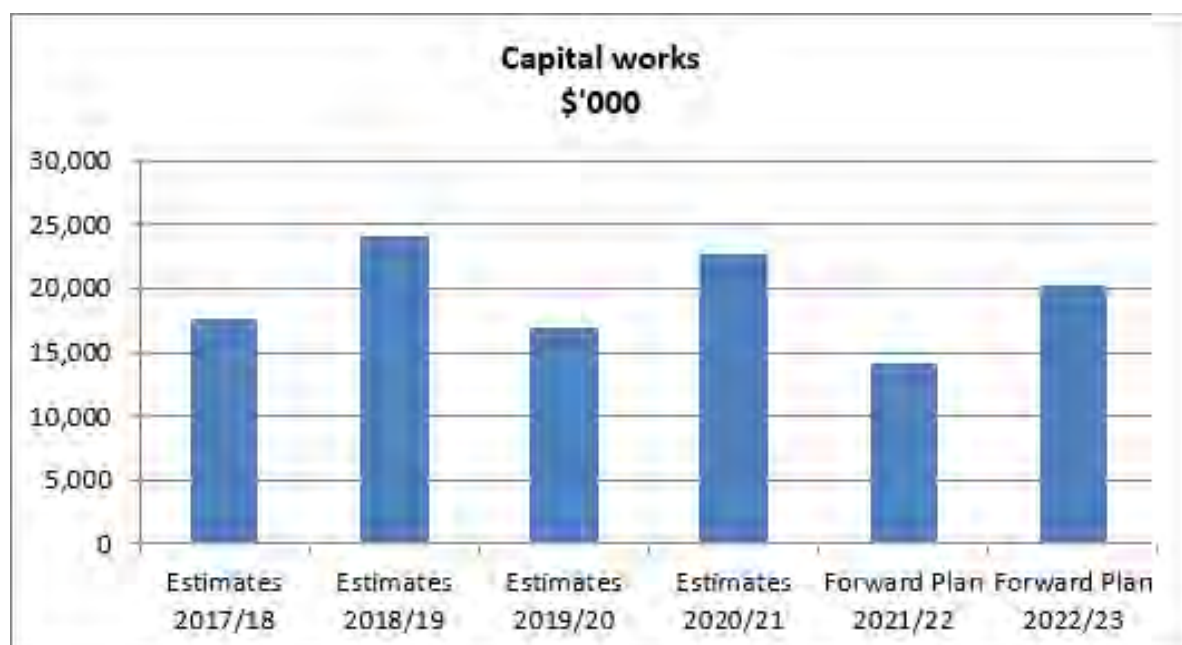
Council resolved to deliver a balanced budget where revenue matched outgoings. The operating surplus of \$2.9 million does not take into consideration the distribution of \$2.4 million in salaries to capital projects nor the provision of \$0.5 million for future repayment of loan funding.

### 2.3 Cash & investments



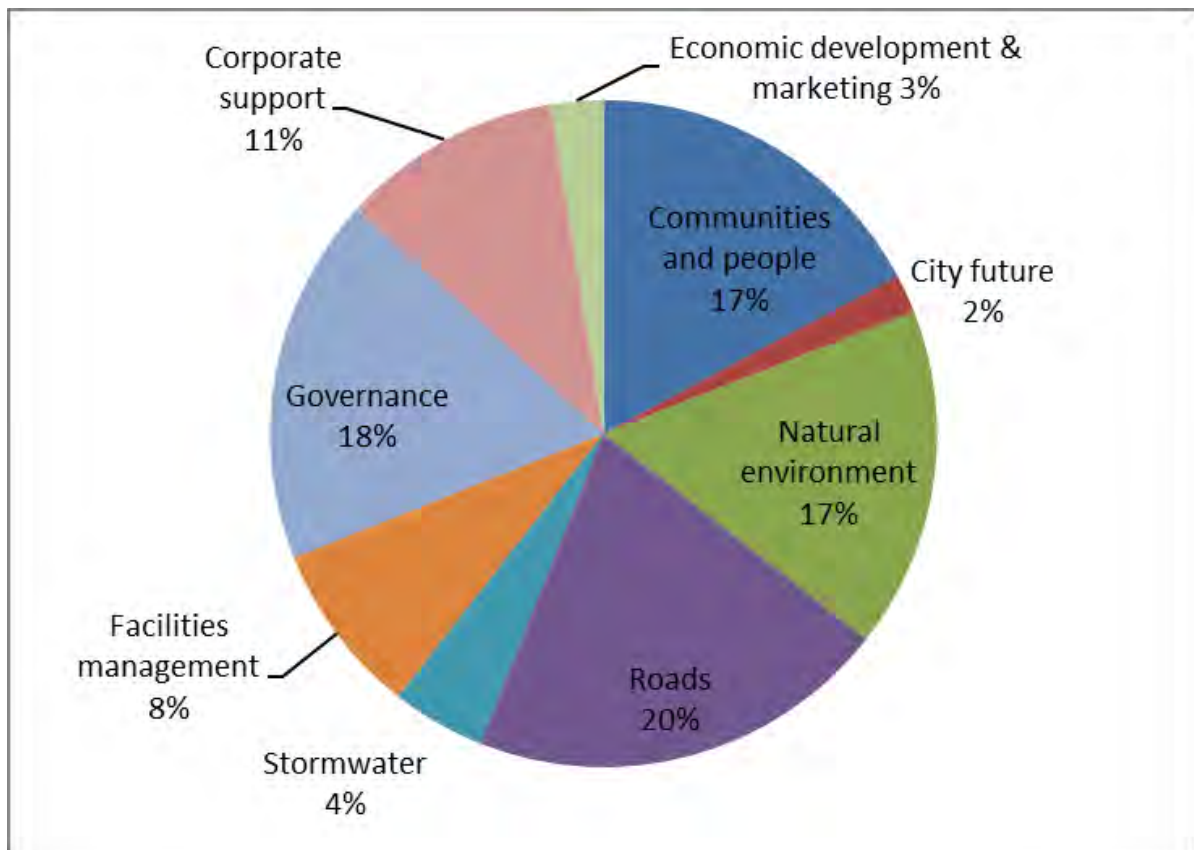
During the 2020/21 financial year cash and investments are not expected to materially differ from the prior year. Cash holdings are higher than assumed under the adopted 10 Year Financial Management Plan primarily due to the timing of capital expenditure, and receipt of borrowings approved to support COVID-19 stimulus shovel ready capital projects.

### 2.4 Capital works



The 2020/21 capital works programme is estimated to be \$22.717 million, an increase of \$5.706 million compared with the estimate for the 2019/20 financial year. The increase in level of expected capital works from 2019/20 relates to the undertaking of projects funded through COVID-19 stimulus measures, which may otherwise have remained scheduled for future years. 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.

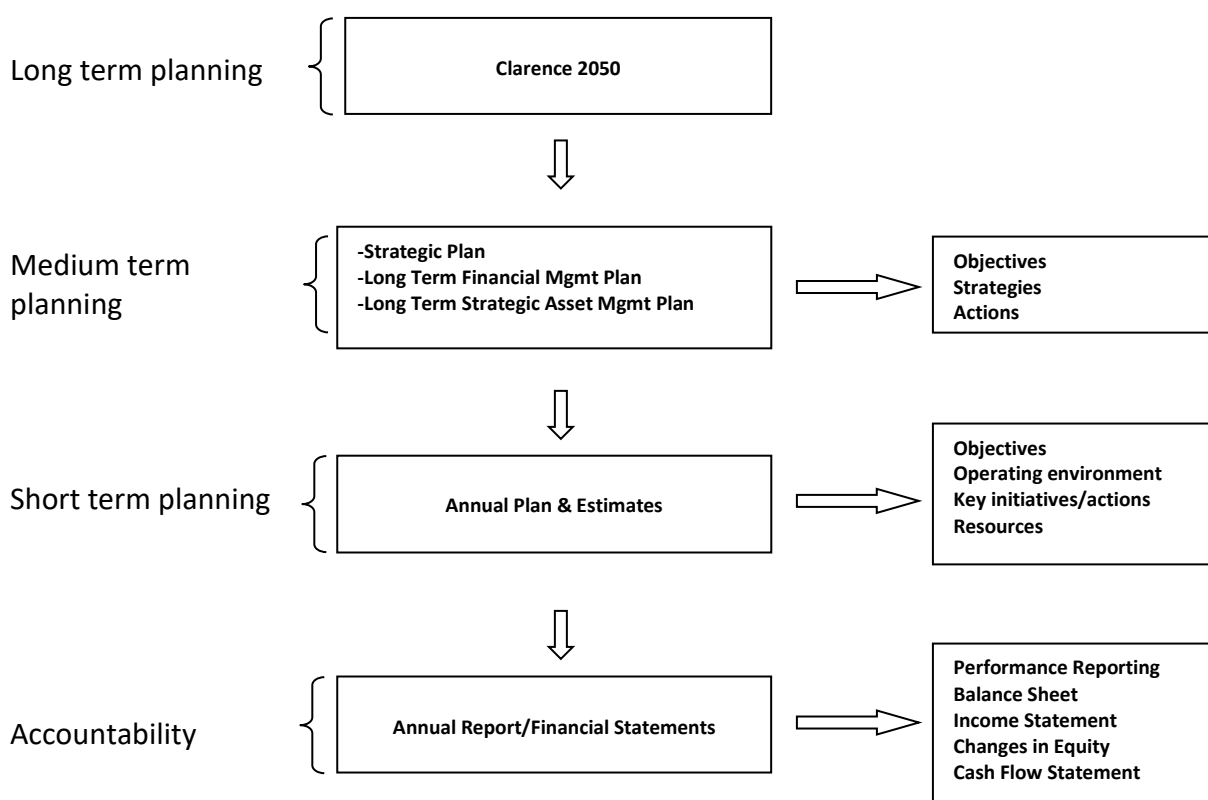
### 3 Estimates overview

#### 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 adopted 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
<b>Communities &amp; People</b>	<b>Goal:</b> To participate, celebrate, engage and contribute to the life and growth of the City
	This programme provides the following services:
	Customer services to council's external and internal customers.
	Health services, including inspection of food premises, water sampling etc.
	Ranger services including control and monitoring of fire hazards, litter, water restrictions, parking, trees.
	Animal control.
	Youth services.
	Accessibility to cultural and social activities.
	Services to seniors, community safety initiatives and maintenance of a community directory.
	Childcare 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
<b>City Future</b>	<b>Goal:</b> To plan, lead and provide for the growth of the City
	This programme provides the following services:
	Administration of council's Planning Schemes.
	Services associated with building and plumbing approvals and inspections.
	Maximisation of the economic benefits of tourism.
	Enhancement of the vibrancy and profile of the City.
	Encouragement of broadly based economic growth within the City.
<b>Natural Environment</b>	<b>Goal:</b> Care for the Natural Environment.
	This programme provides the following services:
	Enhancement and protection of the City's natural assets.
	Preparation for the effective management of natural events and other emergencies.
	Encouraging and facilitating water reuse activities.
	Managing waste within the City, including ensuring the availability of waste disposal services to residents and businesses.
	Monitoring air quality.
	Ensuring that natural areas within the City meet and satisfy long term needs of the community.
	Monitoring and controlling weeds within the municipality.
<b>Infrastructure</b>	<b>Goal:</b> To provide infrastructure that underpins and enhances the life and growth of the City.
	This programme provides the following services:
	Adequate infrastructure for the effective and safe transport of goods and people through the City.
	Adequate footpaths for the safety of pedestrians within the City.
	Appropriate stormwater infrastructure to ensure the safety of the built and natural environments, and the public.
	Ensuring that waterways within the City meet appropriate environmental obligations and standards.
	Equitable access for the community to active and passive recreational opportunities, and to civic buildings.

Programme	Programme objectives
<b>Governance</b>	<b>Goal:</b> To represent the community through leadership in a consistent, accountable and financially responsible manner.
	This programme provides the following services:
	A clear strategic direction for the future of the City together with leadership in representing the interests of the City; and to ensuring the operations of the council are conducted in a responsible and accountable manner.
	Minimising council's exposure to financial risk; maintaining council's sound financial position; optimising use of resources; developing / protecting council's financial sustainability.
	Engaging the community in council activities and issues.
	Ensuring that the operations of the council include the effective management of risk.
<b>Economic Development &amp; Marketing</b>	<b>Goal:</b> 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.
	This programme provides the following services:
	Development and promotion of civic activities and events.
	Increase awareness of council services and encourage participation in community affairs, activities and events.
	Strategic direction for the City in the area of marketing and associated activities.
<b>Corporate Support</b>	<b>Goal:</b> to provide support services to other business areas of the council.
	This programme provides the following services:
	Providing leadership and management to all aspects of the organisation.
	Providing human resource management, industrial relations, payroll and related services.
	Providing hardware and software services and support; and record management services to council.

### 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 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. Council makes amendments to the draft estimates as it thinks fit and adopts the estimates at a formal council meeting.

The 2020/21 estimates were adopted by council at its meeting of 29 June 2020.

The 2020/21 estimates, which are included in this Plan, are for the year 1 July 2020 to 30 June 2021 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 2021 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 2020/21 estimates a number of external influences likely to impact significantly on the services delivered by council have been taken into consideration.

These include:

- Developing and evolving economic and social impacts of the COVID-19 Pandemic locally, nationally and internationally;
- Non-receipt of TasWater Dividend;
- Financial assistance packages provided by all levels of Government to support the community due to the impact of COVID-19;
- The level and trend of interest rates and inflation; and
- Estimated growth in the rate base of 1.0%.

#### Internal influences

There are several internal influences arising from the 2019/20 financial year and council policy that have had a significant impact on the estimates for 2020/21.

These include:

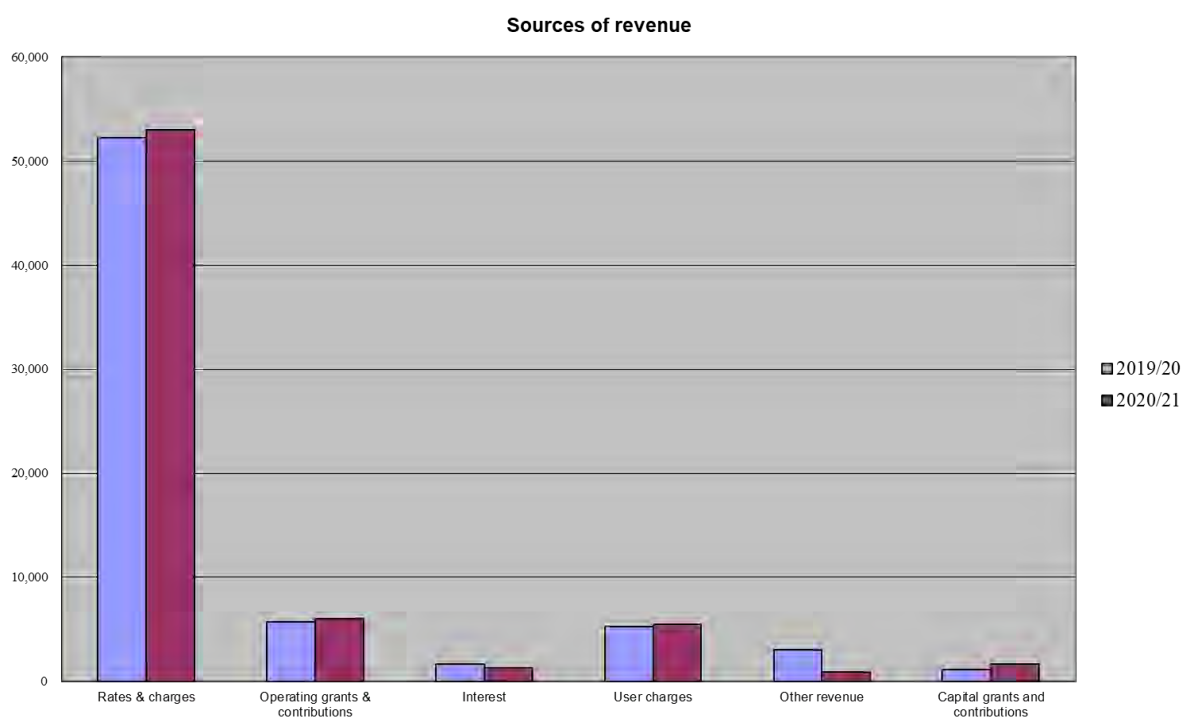
- Reduction in services and programs due to revenue constraints;
- Recruitment freeze potentially impacting service delivery;
- Ongoing renewal of council's infrastructure assets;
- Focus on "shovel ready" projects and emphasis on infrastructure renewal;
- Increasing cost of waste management, the increasing demand in the annual hard waste collection service;
- Additional demand in council services and maintenance and delivery of service level expectations.

## 4 Analysis of operating estimates

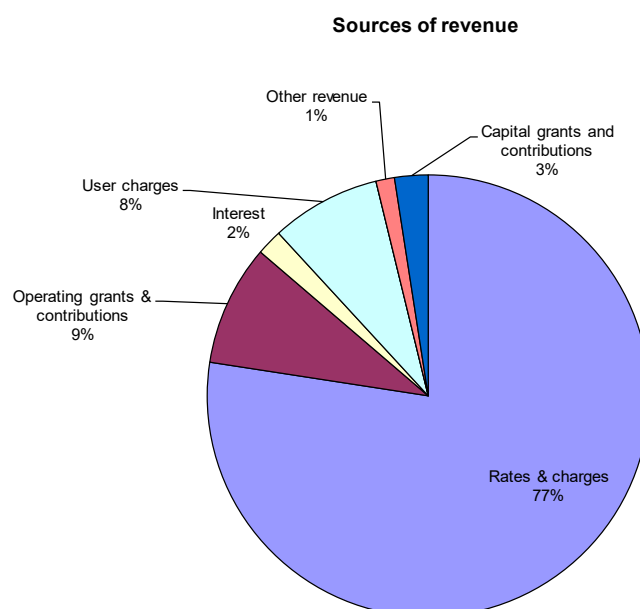
This section analyses the expected revenues and expenses of the council for the 2020/21 year. It also includes analysis of service unit financial performance in a format which aligns with council's organisational structure.

### 4.1 Operating revenue

Revenue types	Reference	Estimates 2019/20 \$'000	Estimates 2020/21 \$'000	Increase (Decrease) \$'000
Rates & charges	4.1.1	52,224	52,737	513
Operating grants & contributions	4.1.2	5,733	6,027	294
Interest	4.1.4	1,700	1,282	(418)
User charges	4.1.5	5,290	5,470	180
Proceeds from sale of assets	4.1.6	0	0	0
Other revenue	4.1.7	3,009	923	(2,087)
<b>Operating revenue before capital</b>		<b>67,957</b>	<b>66,439</b>	<b>(1,518)</b>
Capital grants and contributions	4.1.3	1,148	1,667	520
<b>Total operating revenue</b>		<b>69,104</b>	<b>68,106</b>	<b>(998)</b>



Source: Appendix A



#### **4.1.1 Rates & charges (\$0.513 million increase)**

It is estimated that rates income will increase by 0.3% net of the effects of growth in the rate base, State Government charges and the effect of council rebates.

#### **4.1.2 Operating grants & contributions (\$0.294 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 childcare funding and the level of State Grants Commission funding received from the Australian Government.

#### **4.1.3 Capital grants & contributions (\$0.520 million increase)**

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

#### **4.1.4 Interest revenue (\$0.418 million decrease)**

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

#### **4.1.5 User charges (\$0.180 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 2019/20 or 2020/21.

#### **4.1.7 Other revenue (\$2.087 million decrease)**

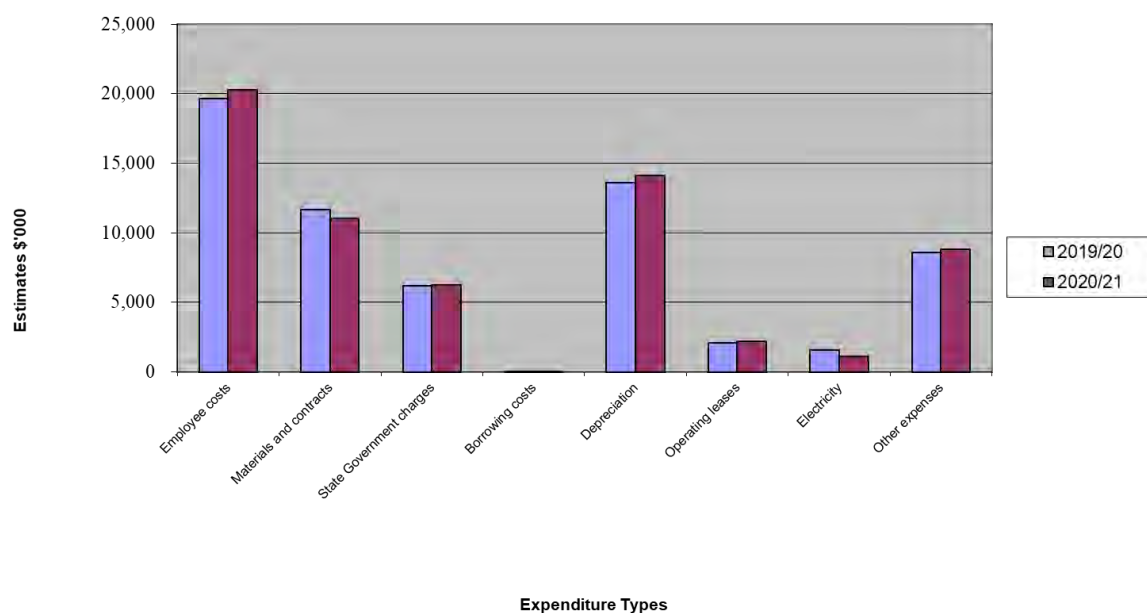
Other revenue relates to a broad range of unclassified items including dividends from TasWater, cost recoupments and other miscellaneous income items. Revenue from these sources will reduce by \$2.087 million from the prior budget year due to TasWater not forecasting to pay dividends to owners within the budget year.

## 4.2 Operating expenditure

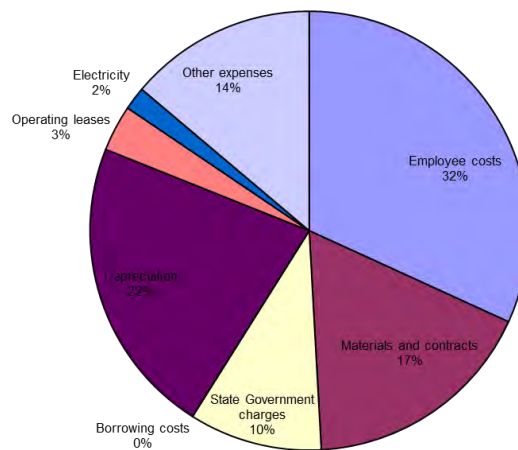
Expenditure types	Reference	Estimates 2019/20 \$'000	Estimates 2020/21 \$'000	Increase (Decrease) \$'000
Employee costs	4.2.1	19,660	20,286	626
Materials and contracts	4.2.2	11,678	11,038	(640)
State Government charges	4.2.3	6,162	6,262	100
Borrowing costs	4.2.4	2	2	0
Depreciation	4.2.5	13,605	14,095	490
Operating leases	4.2.6	2,109	2,170	61
Electricity	4.2.7	1,565	1,088	(478)
Other expenses	4.2.8	8,592	8,832	239
<b>Total operating expenditure</b>		<b>63,374</b>	<b>63,772</b>	<b>398</b>

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

**Estimated Expenditure**



## Operating Expenditure



Source: Appendix A

#### 4.2.1 Employee costs (\$0.626 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 2019/20 Estimates due to organisational staffing restructures that occurred during 2019/20, in order to continue meeting the expectations and demands of the organisation.

There were no additional resources approved as part of the Estimates process.

Average staff numbers during the Estimates period are as follows:

Type of employment	Number of Employees	
	2019/20	2020/21
Permanent	237	256
Casual	102	72
<b>Total</b>	<b>339</b>	<b>328</b>

**4.2.2 Materials & contracts (\$0.640 million decrease)**

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

- Annual price movements of goods and services received;
- Operational works on renewal assets;
- Competitive re-contracting of infrastructure services;
- Requirements regarding the licencing of information technology products.

**4.2.3 State Government charges (\$0.100 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.

The Economic stimulus debt funding approved by Treasury is interest free for the first 3 years of the loan term.

**4.2.5 Depreciation (\$0.490 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.

**4.2.6 Operating leases (\$0.061 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 (\$0.478 million decrease)**

Council's major electricity consumption is for street lighting and operation of sporting and community facilities. The decrease is a result of the replacement of street lighting with more efficient LED lighting technology, resulting in reduced energy usage. The savings will support the repayment of interest free loan funding drawn to fund the project.

**4.2.8 Other expenses (\$0.239 million increase)**

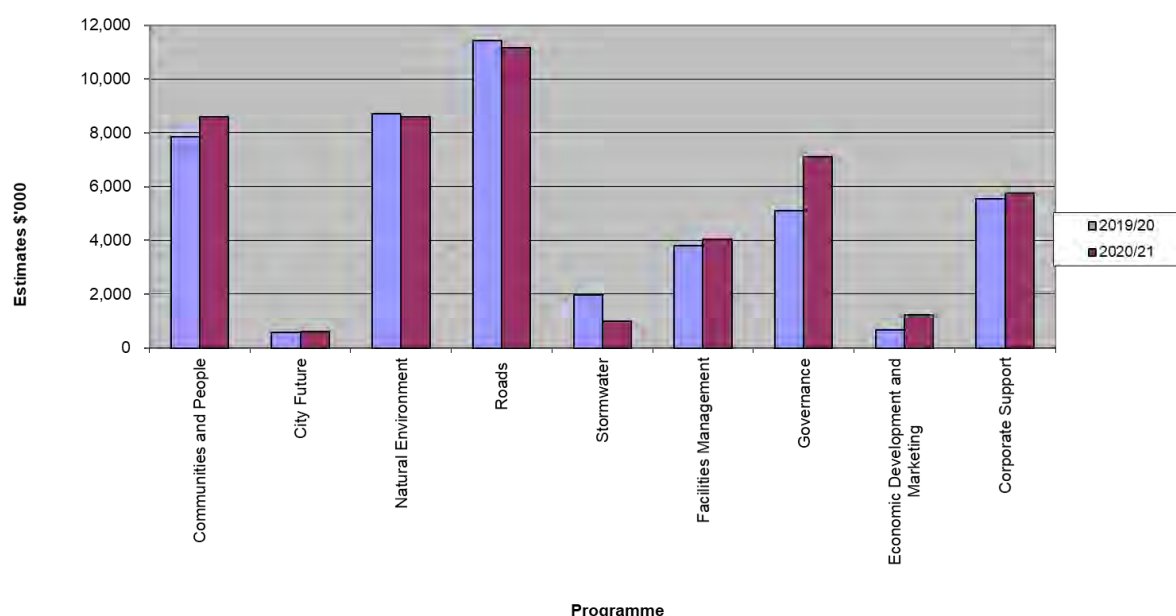
Other expenses relate to a range of unclassified items including contributions to community groups, advertising, insurances, motor vehicle registrations and other miscellaneous expenditure items. Due to the nature of the items it is subject to changes in classification of individual expenditure items.

### 4.3 Organisational analysis

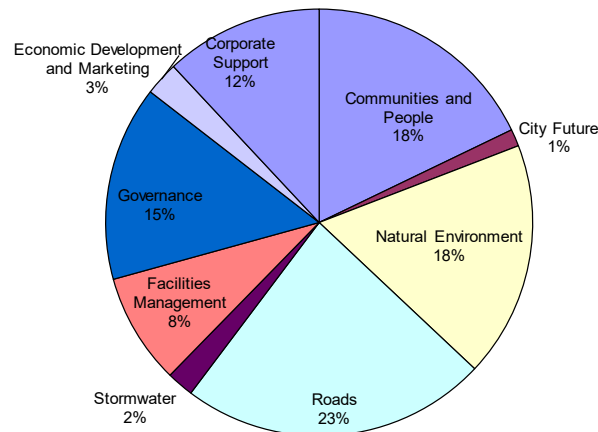
The following is a summary of the Net Expenses of each programme. Net Expenses represents the rating effort required to fund ongoing operations considering operational expenditure and income. It includes expenses which are expected to be capitalised and includes grants and other revenue which are used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

Programme	Reference	Estimates 2019/20 \$'000	Estimates 2020/21 \$'000	Increase (Decrease) \$'000
Communities and People	4.3.1	7,847	8,578	731
City Future	4.3.2	578	619	41
Natural Environment	4.3.3	8,711	8,585	(126)
Infrastructure:	4.3.4			
Roads	4.3.4.1	11,417	11,168	(249)
Stormwater	4.3.4.2	1,963	984	(979)
Facilities Management	4.3.4.3	3,799	4,035	236
Governance	4.3.5	5,089	7,099	2,010
Economic Development and Marketing	4.3.6	658	1,229	571
Corporate Support	4.3.7	5,555	5,742	187
<b>Net Expenses</b>		<b>45,617</b>	<b>48,039</b>	<b>2,422</b>

**Net Expenses**



### Net Expenses by Programme



#### 4.3.1 Communities & People (\$0.731 million increase)

The net expense for Communities and People has increased budget to budget due to a reduction in grant income. An increase within expenses is primarily due to normal annual increases in line with inflation.

#### 4.3.2 City Future (\$0.041 million increase)

The net expense for City Future is not materially different from the previous budget year.

#### 4.3.3 Natural Environment (\$0.126 million decrease)

Net operating costs in this programme has increased due to costs associated with the increase in demand for the provision of waste management services, along with normal annual increase in line with inflation.

#### 4.3.4 Infrastructure (\$0.992 million decrease)

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

##### 4.3.4.1 Roads (\$0.249 million decrease)

The net expense for Roads is not materially different from the previous budget year.

##### 4.3.4.2 Stormwater (\$0.979 million decrease)

Net expenditure on stormwater has increased primarily due to an increase in allocated Grants Commission funding of some \$1.015 million.

##### 4.3.4.3 Facilities Management (\$0.236 million increase)

Net expenditure in this area has increased primarily due to normal annual increases in line with inflation.

**4.3.5 Governance (\$2.010 million increase)**

Net expenditure in Governance has decreased due to the loss of \$2.212 million in dividends from TasWater.

**4.3.6 Economic Development & Marketing (\$0.571 million increase)**

Net operating costs in Economic Development and Marketing have increased due to a staffing restructure, with other areas of expenditure having increased due to normal annual increases in line with inflation.

**4.3.7 Corporate Support (\$0.187 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 2020/21 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 2019/20 \$'000	Estimates 2020/21 \$'000	Variance Inflow (Outflow) \$'000
<b><i>Operating Activities</i></b>	5.1.1			
Receipts		80,895	81,521	626
Payments		(53,729)	(53,966)	(238)
<b>Net cash inflow (outflow)</b>		<b>27,166</b>	<b>27,555</b>	<b>388</b>
<b><i>Investing Activities</i></b>	5.1.2			
Receipts		0	0	0
Payments		(27,690)	(24,967)	2,723
<b>Net cash inflow (outflow)</b>		<b>(27,690)</b>	<b>(24,967)</b>	<b>2,723</b>
<b><i>Financing Activities</i></b>	5.1.3			
Receipts (Specific Purpose Grants)		875	8,022	7,147
Payments				0
<b>Net cash inflow (outflow)</b>		<b>875</b>	<b>8,022</b>	<b>7,147</b>
<b>Net increase (decrease) in cash held</b>		<b>352</b>	<b>10,610</b>	<b>10,258</b>
Cash at beginning of year		64,250	64,602	352
<b>Cash at end of year</b>	5.1.4	<b>64,602</b>	<b>75,212</b>	<b>10,610</b>

Source: Appendix A

**5.1.1 Operating activities (\$0.388 million increase inflow)**

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

**5.1.2 Investing activities (\$2.723 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 2019/20 particular projects were carried forward from prior year 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, and therefore result in a timing difference of cash flows within comparative numbers.

**5.1.3 Financing activities (\$7.147 million increase 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. This movement reflects the amount of borrowings to be received in 2020/21 in addition to this amount already included within estimates but not received.

**5.1.4 Cash at end of the year (\$10.610 million increase)**

The movement in total cash and investments forecast by 30 June 2021 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 2021 it is estimated council will have cash and investments of some \$75.212 million, with some of this cash earmarked as follows:

- **Statutory purposes (\$9.025 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 (\$37.606 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 (\$28.581 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.

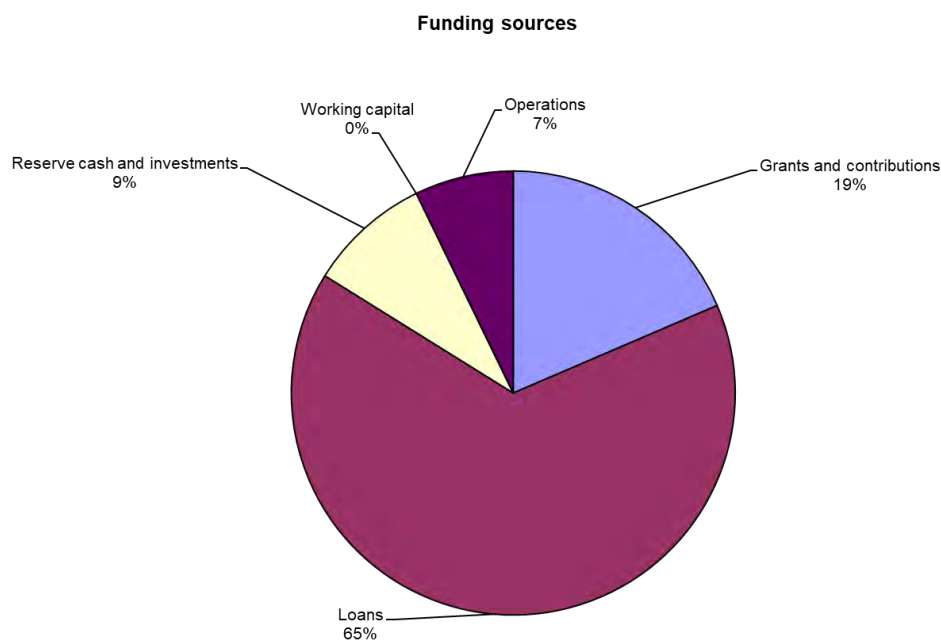
In considering its cash management, council recognises items for which funds have been raised but may not be utilised in the short term. These include provisions for employee entitlements and approved capital projects which have yet to be undertaken.

## 6 Analysis of capital works programme

This section analyses planned capital expenditure for the 2020/21 year and the sources of funding for that expenditure.

### 6.1 Funding sources

	Reference	Estimates 2019/20 \$'000	Estimates 2020/21 \$'000	Increase (Decrease) \$'000
<b>External</b>				
Grants and contributions	6.1.1	3,615	4,213	598
Loans	6.1.2	0	14,838	14,838
Sub total		3,615	19,051	15,436
<b>Internal</b>				
Reserve cash and investments	6.1.3	11,777	2,031	(9,746)
Working capital		0	0	0
Operations	6.1.4	1,619	1,635	16
Sub total		13,396	3,666	(9,730)
<b>Total Funding</b>		<b>17,011</b>	<b>22,717</b>	<b>5,706</b>



Source: Appendix C

**6.1.1 Grants and contributions (\$4.213 million)**

Grants and contributions used to fund the capital works programme include payments received through the State Grants Commission (\$2.913 million), Roads to Recovery Grants (\$0.650 million), and other specific purpose grants (\$0.650 million).

**6.1.2 Loans (\$14.838 million)**

New borrowings are a result of COVID-19 stimulus measure funding from the State Government.

**6.1.3 Reserves, cash and investments (\$2.031 million)**

Reserves are used in a structured manner to support the capital programme. The Infrastructure Renewal Reserve is the primary funding source contributing \$1.687 million. Reserve funds also include contributions from external parties and proceeds held from property sales.

**6.1.4 Operations (\$1.635 million)**

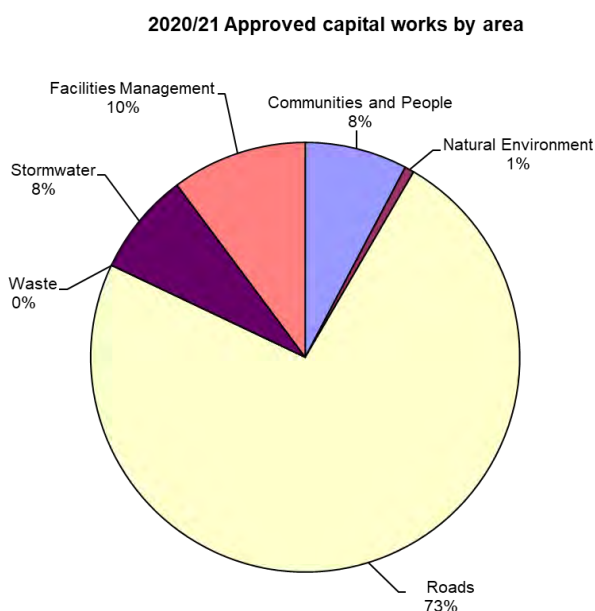
Direct rating support for the capital works programme is based on a long term policy position taken over successive estimates. This support is planned to continue (indexed) into the future.

## 6.2 Approved capital works by area

	Reference	Estimates 2019/20 \$'000	Estimates 2020/21 \$'000	Increase (Decrease) \$'000
<b>Prior year programmed capital works not completed at 30 June 2020</b>	6.2.1	26,017	25,477	(540)
<b>New works</b>				
Communities and People	6.2.2	2,198	1,745	(453)
City Future	6.2.3	0	0	0
Natural Environment	6.2.4	100	140	40
Infrastructure:	6.2.5			
Roads	6.2.5.1	10,220	16,635	6,415
Waste	6.2.5.2	0	20	20
Stormwater	6.2.5.3	2,816	1,755	(1,062)
Facilities Management	6.2.5.4	1,657	2,304	647
Governance	6.2.6	0	0	0
Corporate Support	6.2.7	0	0	0
Economic Development & Marketing	6.2.8	20	118	98
Sub total		17,011	22,717	5,706
<b>Total capital works</b>		<b>43,028</b>	<b>48,194</b>	<b>5,166</b>
<b>New works represented by:</b>				
New assets		6,094	11,041	4,947
Existing asset improvements		10,917	11,676	759
		<b>17,011</b>	<b>22,717</b>	<b>5,706</b>

*Note: Amounts exclude salaries capitalised*

Source: Appendix C



Source: Appendix C

### **6.2.1 Prior year programmed capital works not completed at 30 June 2020 (\$25.477 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 2020 funds unspent due to incomplete works was \$25,477 million. These works will continue into the 2020/21 year. Refer also Appendix C Section 2.

### **6.2.2 Communities and People 2020/21 (\$1.745 million)**

This programme is responsible for recreation, youth services, childcare, health, arts, rangers and a number of other functions. Major projects budgeted for 2020/21 include Kangaroo Bay Oval Irrigation Replacement (\$0.200 million), Lindisfarne Oval fencing and other works (\$0.130 million), Social Heart Park works (\$0.130 million) and Tracks and Trails construction and improvement (\$0.387 million).

### **6.2.3 City Future 2020/21 (\$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 2020/21 (\$0.140 million)**

This programme is responsible for environmental management, waste collection and disposal, emergency management, and natural areas. Projects budgeted for 2020/21 include Sheoak Point foreshore reclamation and rock armouring (\$0.060 million) and works at Glebe Hill Bushland Reserve (\$0.060 million). The majority of Natural Environment costs are operational in nature.

### **6.2.5 Infrastructure 2020/21 (\$20.714 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 (\$16.635 million)**

Major projects in this area include major digouts and reconstruction (\$4.150 million), road resealing (\$2.700 million), footpath/kerb and gutter works and renewal (\$2.710 million), Pass Rd pavement reconstruction (\$1.500 million), Backhouse Lane capacity and safety improvements (\$1.650 million) and multi user pathways (\$1.065 million).

#### **6.2.5.2 Waste (\$0.020 million)**

The majority of waste management expenditure is operational in nature.

**6.2.5.3 Stormwater (\$1.755 million)**

Major stormwater projects include Torrens St stormwater improvements (\$0.300 million), Jacombe St stormwater improvements (\$0.235 million) and Jervis St stormwater improvements (\$0.230 million).

**6.2.5.4 Facilities Management (\$2.304 million)**

Facilities Management projects include Alma St Citizens' Centre Upgrade including DDA compliance (\$0.500 million), Aquatic Centre water handling equipment replacement (\$0.650 million), Bellerive Boardwalk deck replacement (\$0.385 million) and public toilets (\$0.520 million).

**6.2.6 Governance 2020/21 (\$nil)**

No capital expenditure will be made under the Governance programme during 2020/21. Governance costs are generally operational in nature.

**6.2.7 Corporate Support 2020/21 (\$nil)**

No capital expenditure will be made under the Corporate Support programme during 2020/21. Corporate Support costs are generally operational in nature.

**6.2.8 Economic Development and Marketing 2020/21 (\$0.118 million)**

These funds have been budgeted for the City Heart project and 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 2020/21 estimates*

## 7 Analysis of estimated balance sheet

This section analyses the movements in estimates for assets, liabilities and equity between 2019/20 and 2020/21.

### 7.1 Estimated balance sheet

	Reference	Estimates 30 Jun 20 \$'000	Estimates 30 Jun 21 \$'000	Increase/ Decrease \$'000
<b>Current</b>				
Assets	7.1.1	69,354	79,964	10,610
Liabilities	7.1.2	(11,332)	(14,789)	(3,457)
<b>Net current assets</b>		<b>58,022</b>	<b>65,175</b>	<b>7,153</b>
<b>Non-Current</b>				
Assets	7.1.3	760,514	776,733	16,219
Liabilities	7.1.4	(8,188)	(11,516)	(3,328)
<b>Net non-current assets</b>		<b>752,326</b>	<b>765,217</b>	<b>12,891</b>
<b>Net assets</b>		<b>810,347</b>	<b>830,391</b>	<b>20,044</b>
<b>Equity</b>	7.1.5			
Cash Backed Reserves		40,028	39,796	(232)
Other Reserves and Equity		770,319	790,595	20,276
<b>Total equity</b>		<b>810,347</b>	<b>830,391</b>	<b>20,044</b>

#### 7.1.1 Current assets (\$10.610 million increase)

Council's current asset position is expected to increase compared to the 2019/20 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 (\$3.457 million increase)

Current liabilities are expected to show an increase against the prior year estimates in line with normal operations, and an allocation of borrowings to be repaid within the financial year.

#### 7.1.3 Non-current assets (\$16.219 million increase)

Council's non-current asset position as at June 2021 is expected to increase compared to the 2019/20 estimates due to a significant increase in the capital works programme as detailed above, and in Appendix C.

#### 7.1.4 Non-current liabilities (\$3.328 million increase)

Non-current liabilities are expected to show an increase against the prior year estimates primarily through additional borrowings received.

**7.1.5 Equity (\$20.044 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 2021 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 78% 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.

2016	1.90%
2017	2.30%
2018	2.60%
2019	2.90%
2020	0.30%
<b>Average increase over 5 yrs</b>	<b>2.00%</b>

*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 0.3% against 2019/20. This increase is set in the context of the LGAT Council Cost Index of 2.18% (December 2019) and CPI of 1.3% (June 2020). In addition, there is a range of cost pressures on council including increased demand for green waste and hard waste 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%
2020	0	595.7%	0.0%	0.0%

The table shows that as at 30 June 2020 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 2019/20 estimates to fund 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 2020/21 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	10,300	0	0	10,300
2020	14,838	0	0	25,138
<b>2021</b>	<b>4,538</b>	<b>446</b>	<b>0</b>	<b>29,230</b>

## 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 (\$8.144 million 2020/21), 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.

<b>Year</b>	<b>Renewal Funding Appropriated \$'000</b>
2014/15	9,340
2015/16	9,383
2016/17	9,622
2017/18	9,570
2018/19	9,574
2019/20	10,807
<b>2020/21</b>	<b>11,676</b>

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 2020/21.

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 2020/21

The following influences had a significant impact on the Infrastructure Strategy for the 2020/21 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 Program \$'000
2019	5,895	-	13,865	-	2,156	21,916
2020	5,460	-	13,990	-	3,818	23,268
2021	4,213	14,838	87	-	1,635	20,773
2022	5,733	-	12,496	-	1,673	14,202
2023	5,860	-	12,635	-	1,718	20,213

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. Council applied and was approved to borrow up to \$14.8 million for a suite of capital works projects that aligned with the State Government's COVID-19 Economic stimulus strategy. The loan facility is available interest free for the first 3 years of the term of the loan. 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.

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## 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 estimate 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 2021**

	Estimates 2019/20 \$'000	Estimates 2020/21 \$'000	Increase (Decrease) \$'000
<b>Revenue</b>			
Rates	52,224	52,737	513
User charges	5,290	5,470	180
Interest	1,700	1,282	(418)
Government subsidies & grants	6,528	7,327	799
Dividends	2,212	0	(2,212)
Contributions of capital	353	367	14
Other revenue	797	923	126
<b>TOTAL REVENUE</b>	<b>69,104</b>	<b>68,106</b>	<b>(998)</b>
<b>Expenses</b>			
Employee costs	19,660	20,286	626
Materials and contracts	11,678	11,038	(640)
State Government charges and levies	6,162	6,262	100
Borrowing costs	2	2	
Depreciation and amortization	13,605	14,095	490
Operating leases	2,109	2,170	61
Electricity	1,565	1,088	(478)
Other expenses	8,592	8,832	239
<b>TOTAL EXPENSES</b>	<b>63,374</b>	<b>63,772</b>	<b>398</b>
<b>Net surplus (deficit)</b>	<b>5,731</b>	<b>4,334</b>	<b>(1,397)</b>

**CLARENCE CITY COUNCIL**  
**Estimated Balance Sheet**  
**As at 30 June 2021**

	Estimates 2020 \$'000	Estimates 2021 \$'000	Increase (Decrease) \$'000
<b>Current assets</b>			
Cash assets	64,602	75,212	10,610
Other current assets	4,752	4,752	
<b>Total current assets</b>	<b>69,354</b>	<b>79,964</b>	<b>10,610</b>
<b>Non-current assets</b>			
Infrastructure assets	576,370	585,960	9,590
Other non-current assets	184,144	190,773	6,629
<b>Total non-current assets</b>	<b>760,514</b>	<b>776,733</b>	<b>16,219</b>
<b>Total assets</b>	<b>829,867</b>	<b>856,696</b>	<b>26,829</b>
<b>Current liabilities</b>			
Current borrowings	414	3,598	0
Other current liabilities	10,918	11,191	273
<b>Total current liabilities</b>	<b>11,332</b>	<b>14,789</b>	<b>273</b>
<b>Non-current liabilities</b>			
Non-current borrowings	7,386	10,794	3,408
Other non-current liabilities	802	722	(80)
<b>Total non-current liabilities</b>	<b>8,188</b>	<b>11,516</b>	<b>3,328</b>
<b>Total liabilities</b>	<b>19,520</b>	<b>26,305</b>	<b>3,601</b>
<b>Equity</b>			
Infrastructure renewal reserve	32,864	31,177	(1,687)
Other cash backed reserves	7,164	8,619	1,455
Other reserves and equity	770,319	790,595	20,276
<b>Total equity</b>	<b>810,347</b>	<b>830,391</b>	<b>20,044</b>
<b>Total liabilities and equity</b>	<b>829,867</b>	<b>856,696</b>	<b>23,645</b>

**CLARENCE CITY COUNCIL**  
**Estimated Cash Flow Statement**  
**For the year ending 30 June 2021**

	Estimates 2019/20 \$'000	Estimates 2020/21 \$'000	Increase (Decrease) \$'000
	Inflows (Outflows)	Inflows (Outflows)	
<b>Cash flows from operating activities</b>			
Rates	53,724	54,501	777
User Charges	5,819	6,017	198
Interest received	1,700	1,282	(418)
Receipts from government	6,306	6,630	324
Net GST refund (payment)	3,541	3,148	(393)
Other income	9,805	9,943	138
Wages & salaries	(19,660)	(20,286)	(626)
Interest paid	(2)	(2)	
Payments to suppliers	(34,066)	(33,678)	388
Net cash inflow from operating activities	27,166	27,555	388
<b>Cash flows from investing activities</b>			
Payments for property plant & equipment	(27,690)	(24,967)	2,723
Net cash flow from investing activities	(27,690)	(24,967)	2,723
<b>Cash flows from financing activities</b>			
Proceeds from borrowings		6,592	6,592
Government grants - capital	875	1,430	555
Net cash flow from financing activities	875	8,022	7,147
<b>Net change in cash held</b>	352	10,610	10,258
Cash at the beginning of the year	64,250	64,602	352
<b>Cash at the end of the year</b>	64,602	75,212	10,610

**CLARENCE CITY COUNCIL**  
**Estimated Capital Works Programme**  
**For the year ending 30 June 2021**

	Estimates 2019/20 \$'000	Estimates 2020/21 \$'000	Increase (Decrease) \$'000
<b>Capital works by programme</b>			
Communities and People	2,770	2,339	(431)
Natural Environment	176	246	70
Infrastructure:	0	0	
Roads	11,121	17,544	6,423
Waste	0	0	
Stormwater	3,282	2,227	(1,055)
Facilities Management	1,790	2,444	654
Governance	0	0	
Economic Development & Marketing	20	118	98
Corporate Support	0	0	
<b>Total capital works</b>	<b>19,159</b>	<b>24,918</b>	<b>5,759</b>
<b>Represented by</b>			
New Assets	6,863	12,110	5,247
Existing Asset Improvements	12,296	12,808	512
<b>Total capital works</b>	<b>19,159</b>	<b>24,918</b>	<b>5,759</b>

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 2021**

	<b>Estimates 2019/20 \$'000</b>	<b>Estimates 2020/21 \$'000</b>
<b>Statutory or Restricted Use</b>		
Public Open Space	2,079	2,224
Car Parking	1,275	1,445
Headworks	203	203
Public Art	61	101
Rosny Park Child Care	402	412
Commonwealth Funded Programmes	1,494	1,532
	<u>5,514</u>	<u>5,916</u>
<b>Discretionary</b>		
General	1,650	2,703
Infrastructure Renewal	32,864	31,177
	<u>34,514</u>	<u>33,880</u>
<b>Total Reserves</b>	<u>40,028</u>	<u>39,796</u>

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## **Statutory disclosures Appendix B**

The information in this Appendix corresponds with that which is required under the Act to be disclosed in the council's annual Estimates.

### **1 Estimated revenue**

Refer also to Appendix A – Estimated Income Statement.

### **2 Estimated expenditure**

Refer also to Appendix A – Estimated Income Statement.

### **3 Estimated borrowings**

Refer also to Appendix A – Estimated Income Statement and Estimated Cash Flow Statement which discloses the total amount proposed to be borrowed for the year, the total amount of debt redemption for the year and the projected debt servicing cost for the year.

### **4 Estimated capital works**

Refer also to Appendix A – Estimated Capital Works Programme 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**  
**DRAFT ANNUAL ESTIMATES 2020/2021**  
(\$000)

	EXPENSES	REVENUES	NET EXPENSES	ASSET PURCHASES	EXPENSES CAPITALISED	BORROWINGS	TFRS TO RESERVES	TFRS FROM RESERVES	NET RATING REQU'T
<b>GOVERNANCE AND COMMUNITY</b>									
Communities and People	15,264	6,686	8,578	2,339	617	510	510	1,237	9,063
City Future	2,753	2,134	619	-	-	-	355	-	974
Natural Environment	8,827	242	8,585	246	86	-	-	20	8,725
Governance	9,608	2,509	7,099	-	-	-	2,402	104	9,397
Economic Development & Marketing	1,347	119	1,229	118	-	-	-	-	1,347
Corporate Support	5,753	11	5,742	-	-	-	-	105	5,637
<b>INFRASTRUCTURE</b>									
Roads & Transport	12,648	1,480	11,168	17,544	2,628	8,324	4,845	11,814	10,791
Stormwater	2,538	1,554	984	2,227	611	1,165	1,165	213	2,387
Facilities Management	5,003	967	4,036	2,444	140	4,839	4,130	1,215	4,416
Plant	2,932	2,932	-	-	-	-	-	-	-
<b>TOTAL RATING REQUIREMENT</b>	<b>66,672</b>	<b>18,633</b>	<b>48,039</b>	<b>24,918</b>	<b>4,082</b>	<b>14,838</b>	<b>13,407</b>	<b>14,708</b>	<b>52,737</b>
<b>Net Rating Requirement</b>									52,737
Rates Raised 2019/20 Plus Growth									52,577
<b>Net Increase Including Government Charges</b>									<b>0.3%</b>
Increase Due to Govt Charges									0.0%
<b>NET INCREASE</b>									<b>0.3%</b>

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**Capital works programme Appendix C**

**Works programmed for 2020/21 and works continuing from prior years**

This section provides a more detailed analysis of the 2020/21 capital works programme and those projects approved in the 2019/20 year that were incomplete at 30 June 2020.

**CLARENCE CITY COUNCIL**

**Capital works programme**

**For the year ending 30 June 2021**

**1. Capital works approved as part of the 2020/21 estimates**

Clarence City Council - Capital Programme 2020/21	Total Estimate
<b>Roads</b>	
Access Ramps installation in the City - Ongoing funding	100,000
Acorn Drive and Bounty Street Warrane Intersection upgrade	160,000
Acton Road - Stage 3 Continuation of rural footpath from existing path to Acton Drive	170,000
Annual asphalt reseal program	1,000,000
Annual pavement renewal program	3,500,000
Annual reseal preparation program	500,000
Annual slurry seal reseal program	700,000
Annual spray seal reseal program	500,000
Backhouse Lane Upgrade - Stage 2 consultation, relocate power poles, land acquisition for allowing upgrade to the existing road infrastructure to improve the capacity and safety on Backhouse Lane	1,650,000
Begonia St/Malunna Road - Upgrade of intersection with widening and installation of traffic island/refuge	220,000
Begonia Street - Community consultation and detailed design to seal gravel road section and install traffic calming measures	60,000
Charles Street - Road Upgrade	650,000
Clarence Mountain Bike Park Road and car park	200,000
Clarence St/Cambridge Rd intersection upgrade - Design and construction	300,000
Clifton Beach Road - Construct approximate 170m section of gravel footpath outside 264	40,000
Clifton Beach Road for pedestrian access to bus stop	
Footpath and K&G renewals completed during reseal preparation works	800,000
Footpath K&G renewal program	1,310,000
Franklin St Car Park - Design of car park upgrade including extension of bus parking area	20,000
Hadlow Road - Construct footpath and kerb and gutter on Northern side of Hadlow Road	200,000
Lauderdale between Bangalee Street and Terrina St. Kerb and Gutter construction between Balook Street and Bangalee Street	
Lincoln Street Lindisfarne Pedestrian Crossing	150,000
Montagu Bay Reserve to Rosny College - Design and Construction to upgrade MUP	665,000
Murtons Road - Excavate into embankment on high side of road for widening.	80,000
Otago Bay Road - Design for the continuation of bitumen seal footpath along water side of Otago Bay Road from existing section to Lagoon Road	10,000
Pass Road - Pavement Reconstruction	1,500,000
Pipers Road - Design, land acquisition, construction, to upgrade the Piper Road from East Derwent Highway to Napier Street	970,000
Saundersons Road - Construct rock embankment to protect road infrastructure (Stage 1)	550,000
Scotts Road - Design road upgrade to bitumen seal remaining section, including drainage improvements	50,000
Simmons Park to Anzac Park - MUP - Stage 4 - Ford Parade to Anzac Park	400,000
Torrens Street - Gravel Footpath between Henry and Edward Sts, minor pavement works at intersections, Kerb and Gutter and DDA ramps	180,000
<b>Total Roads</b>	<b>16,635,000</b>

Clarence City Council - Capital Programme 2020/21	Total Estimate
<b>Stormwater</b>	
Cambridge Road - Install stormwater pipe to provide connections between 150 and 158 Cambridge Road, Warrane	200,000
Clarence St - Design piped drainage from 22-26 Clarence to Cambridge Rd network	20,000
Clifton Beach - Overland flow path - construction of open drain between Clifton Beach Rd and Buckland St	200,000
Cremorne Stormwater Mgt Stage 1 - Design and consult Frederick Henry Parade drainage improvements	20,000
Drainage Minor Construction - Ongoing program	100,000
Houston Drive – Tunnel erosion remediation	150,000
Jacombe St - Improvements to the existing stormwater network along Parramore Street and Jacombe Street to reduce flood risk to low lying properties	235,000
Jervis Street - Stormwater Improvements	230,000
Pass Road - Repairs to tunnel erosion, construction of cut off drain and improvement to roadside drainage	100,000
Rosehill Drive - Stormwater drain	100,000
Spitfarm Road - Stormwater drainage improvements between approx 82 - 106 Spitfarm Road	100,000
Torrens St - stormwater improvement incl replace existing kerb and installing additional pits and pipes	300,000
<b>Total Stormwater</b>	<b>1,755,000</b>
<b>Active Recreation</b>	
Anzac Park Master Plan - Additional funds to complete the Plan	20,000
Clarendon Vale Oval - Install hinged AFL goals	25,000
Edgeworth St - Replace existing boundary fence	15,000
Geilston Bay Oval - Synth Pads Replacement for practice wicket run ups	5,000
Kangaroo Bay Oval - Replace irrigation	200,000
Lindisfarne Oval - Ball catching net front oval	40,000
Lindisfarne Oval - Front oval boundary fence improvements	50,000
Lindisfarne Oval - Raise cricket pitch - front oval	25,000
Lindisfarne Oval - Upright Storage Unit for AFL goals	15,000
Richmond Oval - Synth Pads Replacement for practice wicket run ups	5,000
Richmond Oval - Water main upgrade	20,000
Risdon Vale Oval - Replace synthetic overlay	6,000
Wentworth Park Oval - Water main upgrade	60,000
Wentworth Park/Edgeworth St/Warrane Garden Belt - Master Planning	60,000
<b>Total Active Recreation</b>	<b>546,000</b>

Clarence City Council - Capital Programme 2020/21	Total Estimate
<b>Passive Recreation</b>	
Allumba Street Park - New garden beds and replace koppers logs	15,000
ANZAC Park - RSL Memorial Park Refurbishment Project	35,000
Beach Foreshore Access Strategy	50,000
Bellerive Beach Park - Master Plan Review	20,000
Carbeen St - Park Upgrade	40,000
Cliff Top Mitigations Measures - Waverley Flora Park - upper track Charles Darwin Trail and Roches Beach to Seven Mile Beach track	45,000
Clifton Beach Park - Soft fall containment	30,000
Council Chambers - Upgrade irrigation equipment front lawn	75,000
Cremorne Park - Soft fall containment	25,000
Drinking stations installation	30,000
Flinders Park Upgrade	50,000
Kayak Wash Down Facility	22,000
Little Howrah Beach - Master Plan and design	80,000
Mortimer Bay Coastal Reserve - connection to Rifle Range Road - construction of a walking trail	60,000
Park Furniture - Ongoing renewal program	30,000
Purchase of Public Art	60,000
Raleigh Park Upgrade	30,000
Richmond Bridge - Tree assessment and management of trees at risk of damaging the bridge	15,000
Risdon Vale Trail Head - Landscape and signage	40,000
Roscommon Tracks and fencing stage 1 works	80,000
Seven Mile Beach - Coastal Track	50,000
Single Hill Track - Construct a link track at Single Hill	50,000
Social Heart Park - Stage 2 - Installation of concrete paths, plantings, refurbishment of existing shelter, new picnic setting and water bottle filling station	130,000
Tangara Trails Links - Trail links in Sandford	75,000
Victoria Esp Fence Replacement - replace koppers logs with Bollards	30,000
Waverley Flora Park Trail - Track improvements as identified in RAP	32,000
<b>Total Passive Recreation</b>	<b>1,199,000</b>
<b>Natural Environment</b>	
Glebe Hill Bushland Reserve entrance landscaping	60,000
She Oak Point Foreshore reclamation and rock armouring	60,000
Upgrade of fire trails - ongoing	20,000
<b>Total Natural Environment</b>	<b>140,000</b>
<b>Natural Environment - Waste Management</b>	
Recycling Bins	20,000
<b>Total Waste Management</b>	<b>20,000</b>

Clarence City Council - Capital Programme 2020/21	Total Estimate
<b>Facilities Management</b>	
Alma Street - Senior Citizens Upgrade - Additional funds	500,000
Audit of irrigation/water main supply separation and report	50,000
Bellerive Boardwalk - deck replacement - funding for next stage	385,000
Clarence Aquatic Centre - replace HVAC and Water Handling Equipment - Investigate and Design	650,000
Clarence Mountain Bike Park - Prefabricated Public Toilets	180,000
Council Depot - Installation of solar system	26,000
Lauderdale Canal Public Toilets - additional funds	100,000
Lindisfarne Activities Centre - Installation of Solar System	10,000
Lindisfarne Activities Centre - Investigations to improve building exterior	15,000
Master Key Security System - ongoing	20,000
Opossum Bay Public Toilet	190,000
Richmond Chambers - Replace Timber Floor	75,000
Rosny Farm - Renew Wall Capping	20,000
Seven Mile Beach Day Area DDA Toilet - additional funds	50,000
South Arm Hall - install heat pumps	8,000
Warrane Basketball Stadium - entrance door and window frame replacement	15,000
Warrane Mornington Neighbourhood Centre Garden - Install BBQ	10,000
<b>Total Facilities Management</b>	<b>2,304,000</b>
<b>Economic Development and Marketing</b>	
City Heart Project	100,000
Clarence City Band - purchase of additional musical instruments	18,280
<b>Total Economic Development and Marketing</b>	<b>118,280</b>
<b>Grand Total</b>	<b>22,717,280</b>

## 2. Prior year programmed capital works not completed at 30 June 2020

Note: Actuals include tenders accepted/orders placed as at 30 June 2020. 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 2020	Estimate 2019/20 \$	Actuals including commitments as at 30/6/20 \$	2019/20 Funds not yet spent \$
<b>Deferred projects</b>			
Kangaroo Bay Works	1,302,000	0	1,302,000
Kangaroo Bay Promenade	1,594,000	0	1,594,000
Surf Rd - Road/Car Park	3,749,700	0	3,749,700
School Rd Construction	394,955	0	394,955
138 East Derwent Highway Carpark	130,000	0	130,000
Bridge St Drainage Imp - GP & SW Main	60,000	0	60,000
Seven Mile Beach Ovals	4,657,444	0	4,657,444
Beach Erosion Protection - Bambra Reef	320,000	0	320,000
Rokeby Youth Centre Concept Plan	65,000	0	65,000
ANZAC Park Pavilion	1,000,000	0	1,000,000
	<b>13,273,099</b>	<b>0</b>	<b>13,273,099</b>
<b>Roads</b>			
Major Digouts	4,468,433	3,281,084	1,187,348
Renewal - Road Resealing	3,092,378	3,065,405	26,973
Kangaroo Bay Public Pier	2,799,497	2,528,021	271,476
Clarendon Vale - Pathway & Lighting	248,445	2,723	245,722
Bellerive Beach - Promenade Western End	525,406	21,368	504,038
Multi-User Pathways	1,328,712	944,910	383,802
Traffic and Transport	1,031,610	716,754	314,855
Carparks	305,813	191,243	114,570
Rural Pathways	76,058	0	76,058
Bligh St Streetscape	183,830	23,355	160,475
Wellington Rd Intersection Richmond Bridge	460,000	420,988	39,012
Clarendon Vale Roadside Barriers	21,826	0	21,826
	<b>14,542,007</b>	<b>11,195,850</b>	<b>3,346,157</b>
<b>Stormwater</b>			
SW Erosion Control	10,000	1,432	8,568
SW Upgrade	3,956,763	1,884,361	2,072,402
SW System Management Plans	758,885	516,893	241,992
	<b>4,725,648</b>	<b>2,402,686</b>	<b>2,322,962</b>

Prior year capital works not completed at 30 June 2020	Estimate 2019/20 \$	Actuals including commitments as at 30/6/20 \$	2019/20 Funds not yet spent \$
<b>Communities &amp; People</b>			
Lindisfarne Oval Irrigation	215,000	0	215,000
Clarence High School Long Jump Gates	15,000	8,303	6,697
Clarendon Vale Oval Drainage Upgrade	70,000	7,697	62,303
Active Recreation Masterplans	33,499	33,499	0
Bayview College Masterplan	185,300	13,436	171,864
Tracks and Trails	835,410	466,400	369,010
Richmond Village Green	112,000	0	112,000
Bellerive Park	193,701	92,350	101,352
Beltana Park	163,510	48,978	114,532
Pindos Park	220,000	2,314	217,686
Richmond Riverbank Park Irrigation & Paths	55,820	0	55,820
Rosny Park Greenbelt Masterplan (Rosny public golf course)	41,000	0	41,000
South Arm Oval Masterplan	426,081	378,431	47,650
Natone Park Play Equip (ANZAC Park Precinct)	56,200	0	56,200
Victoria Esp Reserve Irrigation	170,000	381	169,619
Sale Yard Corner Richmond Park	69,789	14,788	55,000
Blossom Park Playground & Shelter	510,000	3,590	506,410
BBQ Upgrades	46,840	37,965	8,875
South East Regional Park Stage 1	40,000	0	40,000
Regional Dog Park Stage 1	30,000	0	30,000
Park Signage Holders	25,000	21,658	3,342
Cliff Top Fencing	102,834	2,675	100,159
	<b>3,616,984</b>	<b>1,132,465</b>	<b>2,484,519</b>
<b>Facilities Management</b>			
Public Toilets and Change Rooms	2,614,754	1,337,501	1,277,253
Rosny Historic Centre Management Plan	39,508	23,987	15,521
Bellerive Boardwalk Deck & Shade Renewal	330,712	128,817	201,894
Clarence Council Depot	167,133	23,250	143,883
Clarendon Vale Oval Pavilion - Stage 1 Design	24,400	0	24,400
Alma St Senior Citizens Refurbishment	962,456	65,436	897,020
Howrah Community Centre	426,711	38,771	387,940
Building Trade Waste Compliance	75,380	28,584	46,796
Bellerive Beach Park Changing Places	30,000	0	30,000
Council Office Alterations	132,018	99,927	32,091
Richmond Chambers Window Refurbishment	15,000	6,040	8,960
Rosny Child Care Centre Play Area Upgrade	295,000	7,333	287,668
ANZAC Park Pavilion	100,000	962	99,038
	<b>5,213,072</b>	<b>1,760,607</b>	<b>3,452,464</b>

Prior year capital works not completed at 30 June 2020	Estimate 2019/20 \$	Actuals including commitments as at 30/6/19 \$	2019/20 Funds not yet spent \$
<b>Natural Environment</b>			
Coastal Management	187,958	10,148	177,810
Henry St Dulcot - Vehicle Access for Emergency Water Tank	36,800	5,754	31,046
Street & Park Trees Strategy	113,100	0	113,100
	<b>337,858</b>	<b>15,902</b>	<b>321,956</b>
<b>Economic Development/ Marketing</b>			
City Heart Project	200,000	20,133	179,867
	<b>200,000</b>	<b>20,133</b>	<b>179,867</b>
<b>Communities and People</b>			
Purchase of Public Art	130,870	34,460	96,410
	<b>130,870</b>	<b>34,460</b>	<b>96,410</b>
<b>TOTAL</b>	<b>42,039,537</b>	<b>16,562,103</b>	<b>25,477,434</b>

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## 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
<b>Civic Activities &amp; Events</b>	<p>Objective: 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"> <li>• Implement the Events Plan including promoting the Arts/Events website, growing Jazz Festival, attracting new events and improving promotion/marketing.</li> <li>• Conduct council's annual events programme including: Australia Day; Jazz Festival; and Christmas Community Concerts.</li> <li>• Support and conduct other events including: World Games Day, Heritage Month, Dogs Day Out, Youth Events, and Community Festivals.</li> <li>• Continue relationships with other major events including Ten Days on the Island.</li> <li>•</li> </ul>
<b>Community Awareness &amp; Marketing</b>	<p>Objective: 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"> <li>• Implementation of a revised Community Engagement Policy</li> <li>• Continuous improvement of council's websites and social media strategies.</li> <li>• Continue progression of the City Heart project to provide a sense of place for the City and broad renewal of the CBD and surrounding areas.</li> <li>• Review and update existing publications where necessary.</li> <li>• Provide timely and relevant information via council's website; the council newsletter, print and digital media; and various special interest publications.</li> <li>• Maintain sister city relations.</li> <li>• Provide support to the Clarence City Band.</li> <li>• Publish city events on council's website.</li> </ul>
<b>Recreation</b>	<p>Objective: To ensure community access to passive and active recreational opportunities throughout the City.</p>

Programme	Activities and Initiatives
	<p>Initiatives:</p> <ul style="list-style-type: none"> <li>• Ongoing partnership arrangements with government and community organisations to target funds to develop and expand recreational facilities.</li> <li>• Develop partnership arrangements with government and community organisations to better utilise available recreational facilities.</li> <li>• Finalise a Recreation and Facilities Management Plan for Risdon Vale.</li> <li>• Ongoing discussion with key stakeholders to progress design and approvals for the development of Bayview college recreational facility.</li> <li>• Manage major recreational facility leases such as Bellerive Oval and the Clarence Aquatic Centre.</li> <li>• Undertake the following actions: <ul style="list-style-type: none"> <li>• Lindisfarne Oval –Upgrades to irrigation, fences, cricket pitch, and storage;</li> <li>• Risdon Vale Oval - upgrades to lighting, wickets, goal posts, and nets, and construction of a new sports facility;</li> <li>• Clarendon Vale Oval - complete upgrades to drainage, and install new goal posts;</li> <li>• Bellerive Beach – install and retrieve the pontoon during summer</li> <li>• Blossom Court Park – continue implementing the Cambridge Master Plan, including the Blossom Park Playground.</li> <li>• Richmond Oval – water main upgrade, and replace practice wickets</li> <li>• Continuing development of the tracks and trails network including: <ul style="list-style-type: none"> <li>○ Barilla Rivulet track;</li> <li>○ Seven Mile Beach track;</li> <li>○ Tangara Trail links - Sandford;</li> <li>○ Roscommon – Track and fencing works.</li> </ul> </li> <li>• Park upgrades as required;</li> <li>• Clarence Mountain Bike Park – various grant funded track upgrades.</li> </ul> </li> </ul>
Childcare Services	Objective:

Programme	Activities and Initiatives
	<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"> <li>• Improve service coordination, childcare options and viability.</li> <li>• Maintain accreditation, licensing and registration requirements.</li> <li>• Complete upgrading of facilities at Rosny Child Care Centre.</li> </ul>
<b>Community Services &amp; Programmes</b>	<p>Objective: 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"> <li>• Review 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.</li> <li>• Implement the Community Safety Plan including the development and implementation of a Graffiti Management Strategy.</li> <li>• Implement the organisational community planning and development framework.</li> <li>• Review the strategies and actions of the Access Plan; particularly the implementation of the Access and Inclusion Assessment toolkit.</li> <li>• Implement the Age Friendly Plan including supporting Men's Shed, community gardens, health projects, Food Connections programme and produce age-friendly publications which promote the City's age friendly status.</li> <li>• Implement the recommendations from the review of the Volunteer programme and continue the Planting Ahead and Live Well Live Long projects.</li> <li>• Implement the strategies and actions of the Cultural History Plan, particularly Aboriginal history.</li> <li>• Continue to support the interpretative signage projects.</li> <li>• Implement the Bellerive, Kangaroo Bay, Rosny Park Cultural/Creative Precinct Policy Framework.</li> <li>• 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.</li> <li>• Implement the Youth Plan and continue to support YNAG and anti-graffiti project, outreach, bike and workshop programmes and further develop Youth Assist.</li> </ul>

Programme	Activities and Initiatives
	<ul style="list-style-type: none"> <li>Undertake the development of a concept plan for the Clarence Plains Youth Centre as part of the Clarence Plains master plan project.</li> </ul>
<b>Ranger Services</b>	Initiatives: <ul style="list-style-type: none"> <li>Complete the parking sensor trial</li> <li>Review the dog management policy</li> <li>Review work processes and improve performance reporting in the Ranger Services group.</li> </ul>
<b>Environmental Health</b>	Initiatives: <ul style="list-style-type: none"> <li>Implement revised food risk management regime.</li> <li>Review the Environmental Health plan including reviewing work processes and improve performance reporting.</li> <li>Complete the stormwater survey for Howrah.</li> </ul>
<b>Civic Space and Amenity</b>	Objective: To create a community focal point for the City. Initiatives: <ul style="list-style-type: none"> <li>Continue the development of the Kangaroo Bay Development Precinct.</li> </ul>
<b>Economic Development</b>	Objective: To encourage economic growth within the City. Initiatives: <ul style="list-style-type: none"> <li>Undertake the continued implementation of the 2016-2021 Economic Development Plan for the City.</li> <li>Undertake economic development activities.</li> <li>Provide support services to new and existing business operators within the City to develop or expand their business interests within the City.</li> <li>Identify suitable sites within the City to establish new business activities in association with prospective developers.</li> <li>Provide support to Business East and the South East Region Development Association.</li> </ul>
<b>Tourism</b>	Objective: To maximise the benefits of tourism to the City. Initiatives: <ul style="list-style-type: none"> <li>Participate in and contribute to the ongoing operation of Destination Southern Tasmania and associated strategies.</li> <li>Publish, distribute and update recreational brochures as required.</li> <li>Partner in the promotion of the Richmond and Coal River Valley region as opportunities allow.</li> </ul>

Programme	Activities and Initiatives
<b>City Profile</b>	<p>Objective:</p> <p>To enhance the vibrancy and profile of the City.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> <li>• Review and update council's Marketing Plan to identify promotional opportunities for the City.</li> <li>• Further development of a database of stock images and short videos to promote visitation to the City, and to showcase the lifestyle of living in the city.</li> <li>• Identify and secure sponsorship opportunities of major events, including promotion of venues and facilities within the City.</li> <li>• Distribute brochures to promote existing cultural and recreational facilities within the City.</li> <li>• Through prospectus publications and networking, promote opportunities for the establishment of restaurant and hospitality services within commercial precincts of the City.</li> <li>• Identify and develop opportunities for the acquisition and installation of public art within the City; and incorporate public art into major streetscape plans for the City.</li> <li>• Develop a strategic vision for the Rosny Park, Kangaroo Bay and Bellerive areas through the City Heart project</li> </ul>
<b>City Planning</b>	<p>Objective:</p> <ul style="list-style-type: none"> <li>• To provide for and encourage land use planning based on community values and needs.</li> </ul> <p>Initiatives:</p> <ul style="list-style-type: none"> <li>• Ensure the Clarence Local Planning Provisions, as required for the Tasmanian Planning Scheme, are processed through the Tasmanian Planning Commission.</li> <li>• Maintain a contemporary Planning Scheme for the City, by continual review of the controls and processing suitable planning scheme amendments.</li> <li>• Implement the provisions of the relevant legislation and ensure timely issue of approvals.</li> <li>• Ensure continuous improvement of electronic lodgement, approval and recording process for planning applications and subdivisions and strata sealing processes.</li> <li>• Ensure council decisions are appropriately supported in planning appeals and panel hearings.</li> </ul>

Programme	Activities and Initiatives
	<ul style="list-style-type: none"> <li>• Provide a free preliminary assessment service for prospective developers to assist them in efficiently preparing suitable planning applications.</li> <li>• Provide a free Heritage Advisory Service for the City, including a Heritage Architect and information sheets and design guidelines to assist property owners.</li> <li>• Provide ongoing enforcement of council's planning scheme and planning permits and investigation of complaints about land use and development in the City.</li> <li>• Implement the Southern Tasmanian Regional Land Use Strategy and to contribute to its review.</li> <li>• Provide timely and considered submissions on proposed changes to planning and subdivision legislation and State planning system proposals.</li> <li>• Implement the retail development strategy for the City, including undertaking any necessary reviews.</li> <li>• Overview implementation of the Richmond Townscape Study and introduce necessary improvements.</li> <li>• Undertake an urban design framework for Rosny Park.</li> <li>• Undertake a structure plan for the sustainable future growth of the Tranmere- Droughty Point –Rokeby peninsula.</li> <li>• Undertake a structure plan for the sustainable enhancement of Seven Mile Beach.</li> </ul>
<b>Building &amp; Plumbing</b>	<p>Objectives:</p> <ul style="list-style-type: none"> <li>• Act as a permit Authority through issuing permits, certificates, notices and orders; and by maintaining building / plumbing registers.</li> <li>• Provide information, assistance and support regarding building / plumbing matters.</li> <li>• Ensure compliance so that buildings are safe, energy efficient and meet permit conditions and relevant standards.</li> <li>• Review work processes and improve performance reporting.</li> <li>• Bring outstanding permits to completion.</li> </ul>

Programme	Activities and Initiatives
<b>Emergency Management</b>	<p>Objective:</p> <p>To prepare for the effective management of natural events or emergencies within the city.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> <li>• Further develop the emergency planning framework for the City including ongoing review of the Recovery Plan, Business Continuity Recovery Plan, and Pandemic Plan.</li> <li>• Develop and implement an emergency management exercise programme for the City, including liaison with relevant agencies to ensure proper operation of coordinated response mechanisms.</li> <li>• Implement the Fire Management Strategy for the City.</li> <li>• Investigate and monitor climate change impacts, including storm surge and sea level rise, identifying opportunities to protect property and ensure personal safety.</li> <li>• Undertake necessary environmental monitoring.</li> <li>• Implement the COVID-19 Recovery Action Plan.</li> </ul>
<b>Environmental Management</b>	<p>Objective:</p> <p>To enhance and protect the City's natural assets.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> <li>• Continue implementing priority recommendations from "Climate Change Impacts on Clarence Coastal Areas" report including dune nourishment for Roches Beach, Lauderdale and Ocean Beach Cremorne and Roches Beach - Bambra Reef Extension.</li> <li>• Undertake erosion protection at She Oak Point.</li> <li>• Ongoing partnership arrangements with government and community organisations to target funds to better manage and sustain the environment.</li> <li>• Provide support and leadership to key community groups, including Land Care and Coast Care programmes, in order to manage and enhance our natural environment and respond to emerging issues.</li> <li>• Provide support to NHT programmes.</li> <li>• Develop and implement Natural Areas Rehabilitation Plans.</li> <li>• Implement council's Tracks and Trails Strategy and associated action plan.</li> </ul>

Programme	Activities and Initiatives
	<ul style="list-style-type: none"> <li>• Commence community information and awareness programme on energy management and climate change.</li> <li>• Rehabilitate potential contaminated sites on council land.</li> <li>• Continue the development of a risk management framework for recreational waters and waterways particularly in sensitive areas.</li> <li>• Continue upgrading of fire trails.</li> </ul>
<b>Waste</b>	<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"> <li>• Manage contract for wheelie bin based Green Waste, Residential Waste and Recyclables collection service.</li> <li>• Manage contracts for the disposal and treatment of kerbside collected green waste, residential waste and recyclables.</li> <li>• Provide “hard waste” collection service to the community.</li> <li>• Ongoing liaison with the State Government and community organisations regarding the implementation of council’s Waste Management Strategy.</li> <li>• Continued collection of public place recycling bins in the City.</li> <li>• Contribute to the governance of the Copping Refuse Disposal Site Joint Authority.</li> <li>• Participate as a member of the Southern Tasmanian councils Authority to improve waste management within Southern Tasmania.</li> </ul>
<b>Weeds</b>	<p>Objective:</p> <p>To effectively manage declared weeds within the City.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> <li>• Implement the goals as per the Weed Management Strategy.</li> <li>• Implement a rolling 3-year priority weed management plan for council land.</li> <li>• Implement work practices to minimise the impacts of Council’s operations on the environment.</li> <li>• Respond to public complaints and provide information to assist with weed eradication within the City.</li> </ul>
<b>Natural Areas</b>	<p>Objective:</p>

Programme	Activities and Initiatives
	<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"> <li>• Schools Landcare Support Programme.</li> <li>• Develop Natural Area Rehabilitation Plans.</li> <li>• Upgrades to signage and entrances for Glebe Hill Bushland area.</li> </ul>
<b>Roads</b>	<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"> <li>• Develop partnership arrangements with government and community organisations to target funds to develop and expand Council's road networks.</li> <li>• Conduct hazard and condition assessment programmes and deliver annual replacement works programmes for reseal, pavement and footpath assets in accordance with Council's Roads and Transport Asset Management Plan.</li> <li>• Pursue federal funding opportunities as part of the Roads to Recovery Initiative and 'black spot' funding programmes.</li> <li>• Investigate and assess the impact of major development proposals on Council's Roads and Transport Infrastructure.</li> <li>• Undertake traffic management and road safety investigations as required.</li> <li>• Undertake development projects including: <ul style="list-style-type: none"> <li>• Improve Disability Access to City infrastructure;</li> <li>• Construct new footpaths, kerb and gutter;</li> <li>• Extend cycle way network on programmed basis;</li> <li>• Torrens Street – footpath/pedestrian safety upgrades;</li> <li>• Continue Foreshore Trail network Montagu Bay to Rosny College;</li> <li>• Hadlow Rd – footpath, kerb and gutter;</li> <li>• Clarence Mountain Bike Park entry road and car park;</li> <li>• Saundersons Road foreshore stabilisation;</li> <li>• Pass Road pavement reconstruction;</li> <li>• Piper Road /east Derwent Highway junction upgrade;</li> <li>• Acton Road rural footpath – Stage 3;</li> <li>• Lincoln Street pedestrian crossing;</li> </ul> </li> </ul>

Programme	Activities and Initiatives
	<ul style="list-style-type: none"> <li>• Backhouse Lane road upgrade;</li> <li>• Begonia Street / Malunna Road junction upgrade;</li> <li>• Clarence Street / Cambridge Road intersection upgrade;</li> <li>• Lindisfarne – Continue Simmons Park to ANZAC Park multiuser path;</li> <li>• Sugarloaf Rd, Changeroom parking – prepare and seal car park;</li> <li>• DDA Ramps;</li> <li>• Road Reseal Programme – ongoing;</li> <li>• Kangaroo Bay, public pier construction;</li> <li>• Major digouts/road reconstruction works.</li> </ul>
<b>Stormwater</b>	<p>Objective:</p> <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"> <li>• Develop Stormwater Catchment Management Plans for the City, in accordance with the Urban Drainage Act.</li> <li>• 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.</li> <li>• Develop stormwater software models and associated database to support the asset renewal and extension programme.</li> <li>• Develop a Headworks Policy for stormwater based on the Stormwater Asset Management Plan for the City.</li> <li>• Pursue major specific stormwater initiatives consistent with the adopted Capital Expenditure Programme.</li> <li>• Undertake drainage improvement works in accordance with the adopted Capital Expenditure Programme, including: <ul style="list-style-type: none"> <li>• Blessington St – stormwater network;</li> <li>• South Arm Road - stormwater mains design works;</li> <li>• Urban Catchment Management Plans;</li> <li>• Jacomb Street – stormwater system upgrade;</li> <li>• Beach Street stormwater upgrade;</li> <li>• Boldrewood Court – stormwater upgrade;</li> <li>• Clifton Beach drainage works;</li> <li>• Rosehill Drive – drainage works;</li> <li>• Rosny Childcare Centre stormwater upgrades.</li> </ul> </li> </ul>

Programme	Activities and Initiatives
<b>Facilities Management</b>	<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"> <li>• 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.</li> <li>• Alma's Activities Centre upgrade including DDA compliance works.</li> <li>• Clarence Council Depot – DDA compliance and solar system.</li> <li>• Risdon Vale public toilets and changeroom construction.</li> <li>• Clarence Mountain Bike Park public toilets construction.</li> <li>• Seven Mile Beach public toilet.</li> <li>• Lauderdale Canal public toilets.</li> <li>• Opossum bay public toilets.</li> <li>• Bellerive Boardwalk deck replacement.</li> <li>• Clarence Aquatic Centre plant upgrades.</li> <li>• Rokeby Youth Centre – Concept plan for centre upgrade.</li> <li>• Rosny Child Care Centre landscaping upgrade.</li> <li>• Warrane Community Garden – BBQ Install.</li> </ul>
<b>Governance</b>	<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"> <li>• Develop/review policies to guide the responsible management of the City.</li> <li>• Develop relationships and partnership arrangements with Federal and State Governments, and other representative bodies, in order to promote and represent the City's interests.</li> <li>• Promote accountable and transparent governance through conduct of council Meetings and the Annual General Meeting.</li> <li>• Conduct an Internal Audit Programme to review and improve key operational areas within council.</li> <li>• Maintain the Code of Conduct for Aldermen including the administrative arrangements.</li> </ul>

Programme	Activities and Initiatives
	<ul style="list-style-type: none"> <li>• Maintain a Pecuniary Interest Register and other interests registers in respect of Aldermen and staff.</li> <li>• Participate in, and review, council's performance through various review mechanisms including Local Government Board Reviews, KPI Projects, etc.</li> </ul>
<b>Finance</b>	<p>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"> <li>• Undertake the current cycle of revaluation of council assets.</li> <li>• Implement, monitor and review 10 Year Financial Management Plan.</li> <li>• Implement control and efficiency enhancements arising from reviews undertaken by the Auditor General and council's Audit Panel.</li> <li>• Implement requirements of the COVID-19 Financial Hardship Policy.</li> <li>• Conduct a half year review of council estimates.</li> </ul>
<b>Strategic Marketing</b>	<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"> <li>• Review and update council's Marketing Strategy.</li> <li>• Implement the outcomes of the social media.</li> <li>• Review of council branding to ensure consistency.</li> </ul>
<b>Customer Contact</b>	<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"> <li>• Review of the Customer Service Framework and Customer Service Charter.</li> <li>• Increased level of first contact resolutions.</li> </ul>
<b>Council Consultation &amp; Communication</b>	<p>Objective:</p> <p>To actively engage the community in council activities, projects and issues.</p>

Programme	Activities and Initiatives
	<p>Initiatives:</p> <ul style="list-style-type: none"> <li>• Implementation of revised Community Engagement Policy, tools and templates to deliver a more consistent and coordinated approach to community consultations on major policy issues and projects.</li> <li>• Produce the Annual Report for presentation at the Annual General Meeting.</li> <li>• Produce each Quarterly Report.</li> </ul>
<b>Risk Management</b>	<p>Objective: To ensure effective strategies are identified and implemented which provide for safe and effective management and delivery of council's services.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> <li>• Implement the council's Risk Management Policy and the Risk Management Policy Implementation Plan.</li> <li>• Continue to develop council's Corporate Risk Register to ensure the effective management and review of risks.</li> <li>• Provide risk management and work health and safety training and equipment.</li> <li>• Facilitate the conduct of Biennial Risk Audits by council's Insurers.</li> <li>• Undertake business systems reviews to ensure best practice standards are identified and incorporated into work processes and practices.</li> <li>• Maintain council's insurance portfolio to ensure appropriate insurance coverage for identified risks and exposures.</li> </ul>
<b>Information Services</b>	<p>Objectives:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul> <p>Initiatives:</p> <ul style="list-style-type: none"> <li>• Implement a web-based portal to increase online services to customers including lodging enquiries and applications and making payments.</li> <li>• Implement a web-based tool, Vendor Panel, to digitise and improve council's processes for seeking and receiving quotations and tenders for operational, design and construction works from suppliers.</li> </ul>

Programme	Activities and Initiatives
	<ul style="list-style-type: none"> <li>• Refresh and Extend the Clarence City Council Communications Network and Wi-Fi.</li> <li>• Conduct a continuous improvement program for council's core operational system, One Council.</li> <li>• Monitor and improve council's cyber security including device management.</li> <li>• Implement a policy and procedure to enable staff to operate safely and efficiently in mobile workplaces.</li> <li>• Participate and contribute to the Greater Hobart Smart City Working Group.</li> <li>• Develop a council Digital Strategy.</li> <li>• Review and update council's operational policies including the Information Management Policy and Procedure.</li> <li>• Continue to digitise council records.</li> </ul>
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"> <li>• Support the achievement of the organisation's operating plan within a framework of effective risk management and legislative compliance.</li> <li>• Provide for a supportive culture that promotes the well-being of workers and their families.</li> <li>• Provide market competitive remuneration and benefits.</li> <li>• Ensure safe and healthy workplaces.</li> <li>• Facilitate the development of a capable and engaged workforce.</li> <li>• Initiatives:</li> <li>• Workforce planning to align the needs and priorities of the organisation with the workforce.</li> <li>• Performance management activities to continuously improve performance and identify training and development needs.</li> <li>• 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.</li> <li>• Undertake regular market review to ensure that remuneration and benefits are competitive for the markets in which we compete for our people.</li> <li>• Continuing review and development of human resource policies and procedures which provide a framework for decision</li> </ul>

Programme	Activities and Initiatives
	marking and reflect council's commitment to the highest standards of honesty and integrity.
<b>Corporate Management</b>	<p>Objective:</p> <ul style="list-style-type: none"> <li>• To provide leadership and management to all aspects of the organisation through pro-active and timely senior management involvement and direction.</li> </ul> <p>Initiatives:</p> <ul style="list-style-type: none"> <li>• Prepare the Annual Plan and Estimates for consideration and approval of council.</li> <li>• Provide quarterly reports to council regarding achievement of the Annual Plan and Estimates.</li> <li>• Review, monitor and report progress toward achieving council's Strategic Plan objectives.</li> <li>• Provide legal advice to council; represent council's interests in court or tribunal proceedings where required.</li> <li>• Update Asset Management Plans for council's Asset and Renewal Strategic Asset Plan.</li> </ul>