

SPECIAL COUNCIL MEETING**MONDAY 19 JUNE 2023****TABLE OF CONTENTS**

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BUSINESS TO BE CONDUCTED AT THIS MEETING IS TO BE CONDUCTED IN THE ORDER IN WHICH IT IS SET OUT IN THIS AGENDA UNLESS THE COUNCIL BY ABSOLUTE MAJORITY DETERMINES OTHERWISE

1. ACKNOWLEDGEMENT OF COUNTRY

The Mayor will:

- make the following statement:

“Before proceeding, I pay my respects to the Mumirimina people as the traditional and original custodians of the lands on which we meet, and I acknowledge the continuing connection of the Tasmanian Aboriginal people to the skies, land and waterways.

I pay respect to Elders past and present.”

- invite those present to pause for a moment of quiet reflection and respect before commencing the council meeting.
- advise the Meeting and members of the public that Council Meetings, not including Closed Meeting, are livestreamed, audio-visually recorded and published to Council’s website. The meeting is not protected by privilege. A link to the Agenda is available via Council’s website.

2. APOLOGIES

Cr Goyne (Leave of Absence)

3. DECLARATIONS OF INTERESTS OF COUNCILLOR OR CLOSE ASSOCIATE

In accordance with Regulation 8 of the Local Government (Meeting Procedures) Regulations 2015 and Council’s adopted Code of Conduct, the Mayor requests Councillors to indicate whether they have, or are likely to have a pecuniary interest (any pecuniary benefits or pecuniary detriment) or conflict of interest in the items on the Agenda.

4. RATES AND CHARGES FINANCIAL YEAR 2023/2024

EXECUTIVE SUMMARY

PURPOSE

To set rates and charges applying to properties within the City for financial year 2023/2024.

RELATION TO EXISTING POLICY/PLANS

Consistent with adopted Rates and Charges Policy and adopted Estimates for financial year 2023/2024.

LEGISLATIVE REQUIREMENTS

Complies with rating provisions of the *Local Government Act 1993*.

CONSULTATION

No issues to be addressed.

FINANCIAL IMPLICATIONS

The proposed resolutions give effect to the rating requirements inherent in Council's adopted Estimates for financial year 2023/2024 and are therefore critical to the on-going operations of Council.

RECOMMENDATION:

- A. That the Clarence City Council makes the following General Rate, Service Rates and Service Charges under the *Local Government Act, 1993*, the *Fire Service Act, 1979* and the *Waste and Resource Recovery Act 2022* for the financial year 1 July 2023 to 30 June 2024 in respect to land in the Municipal Area which is separately valued under the *Valuation of Land Act 2001*.

Definitions and Interpretation

1. Unless the context otherwise requires, in the following resolutions, words and expressions defined in the *Local Government Act 1993* have the same meanings as they have in that Act.

Unless the context otherwise requires, in the following resolutions, the following words and expressions have the meanings set out below.

“**Act**” means the *Local Government Act 1993*;

“**Conservation Protection Arrangements**” means formal arrangements the owner of land in the municipal area has entered into for the preservation of flora or fauna or other recognised conservation values or purposes under the *Nature Conservation Act, 2002* or by formal arrangement with Council regarding that land;

“**CPR**” means a plan registered at the register at the Central Plan Office, Hobart for the lodgement and registration of plans, and included in the Central Plan Register;

“Council Drain” means infrastructure that is a component of Council’s public stormwater system, as defined in the *Urban Drainage Act 2013*;

“Domestic Refuse” means any domestic refuse and other rubbish collected by Council’s normal refuse collection service from land in the municipal area and expressly excludes biohazardous waste, controlled waste, noxious refuse and trade waste;

“Commercial Purposes” means land used or predominantly used for commercial purposes and includes all land coded “C” in the Valuation List;

“Industrial Purposes” means all land used or predominantly used for industrial purposes and includes all land coded “I” in the Valuation List;

“Primary Production Purposes” means all land used or predominantly used for primary production and includes all land coded “L” in the Valuation List;

“Public Purposes” means all land used or predominantly used for public purposes and includes all land coded “P” in the Valuation List;

“Mining or Quarrying Purposes” means all land used or predominately used for quarrying or mining and includes all land coded “Q” in the Valuation List;

“Residential Purposes” means all land used or predominantly used for residential purposes and includes all land coded “R” in the Valuation List;

“Sporting Or Recreation Facilities” means all land used or predominantly used for sporting or recreation facilities and includes all land coded “S” in the Valuation List;

“Locality Areas” means areas defined by those locality boundaries as published in the Locality and Postcode Areas Dataset as contained in the Tasmanian Spatial Data Directory on the Tasmanian Government LIST website;

“Municipal Area” means the municipal area of Clarence;

“Non-Used Land” means all land coded “V” in the Valuation List;

“refuse” means any Domestic Refuse, biohazardous waste, controlled waste, noxious refuse, trade waste and other rubbish, debris, litter, recyclable materials or any other similar materials, articles or things;

“Residential Dwelling Unit” means a building or part of a building used as a self-contained residence;

“The Map” means the map attached to these resolutions and marked as schedule 1;

“Valuation List” means, in respect of the financial year, the valuation list, supplementary valuation list or particulars of adjustment factors last provided to the Council by the Valuer-General under Section 45 of the *Valuation of Land Act 2001*;

“Waste Levy” means the levy established in accordance with Part 3 of the *Waste and Resource Recovery Act 2022* (Tas); and

“Waste Management Services” means refuse, recycling and/or green waste collection services provided by Council to land in the municipal area.

2. General Rate

2.1 Pursuant to Sections 90 and 91 of the Act Council makes the following General Rate on all rateable land (excluding land which is exempt pursuant to the provisions of Section 87) within the Municipal Area of Clarence for the period commencing 1 July 2023 and ending 30 June 2024 which consists of two components as follows:

- (a) a rate of 0.451200 cents in the dollar on the capital value of the land; and
- (b) a fixed charge of \$325.00.

2.2 That pursuant to Section 107 of the Act, the Council by absolute majority hereby varies the general rate component (as previously made) as follows:

- (a) for land used for Primary Production Purposes, the rate is varied by decreasing it by 0.29528 cents in the dollar on the capital value of the land to 0.15592 cents in the dollar;
- (b) for land used for Residential Purposes, the rate is varied by decreasing it by 0.29528 cents in the dollar on the capital value of the land to 0.15592 cents in the dollar;
- (c) for land used for Sporting or Recreation Facilities, the rate is varied by decreasing it by 0.29528 cents in the dollar on the capital value of the land to 0.15592 cents in the dollar; and
- (d) for land which is Non-Used Land, the rate is varied by decreasing it by 0.29528 cents in the dollar on the capital value of the land to 0.15592 cents in the dollar.

3. Services Rates and Charges

Pursuant to Sections 93, 94 and 95 of the Act Council makes the following service rates and service charges on all rateable land within the municipal area of Clarence (including land which is otherwise exempt from rates pursuant to Section 87 but excluding land owned by the Crown to which Council does not supply any of the following services) for the period commencing 1 July 2023 and ending 30 June 2024 as follows:

- 3.1 A service rate for stormwater removal on all lands which drain into a Council Drain, or where the nearest boundary of the land is within 30m of a Council Drain, of 0.03832 cents in the dollar on the capital value of the land. Pursuant to Section 93(3) Council sets a minimum amount payable in respect of this rate in the sum of \$93.35.
- 3.2 That pursuant to Section 107 of the Act, Council by absolute majority varies the service rate for stormwater removal (but not the minimum amount, if applicable) for the financial year in relation to the following land within the municipal area according to the locality of the land and/or the use of the land as follows:
 - (a) the Rate is varied by decreasing it by 0.03832 cents to 0.00 cents in the dollar of the capital value of the land if:
 - i. the land is not located within an area coloured red on The Map; or

- ii. the land is not within a sewerage district, defined as at 30 June 2009, being the Clarence Limited Sewerage District, the Richmond Limited Sewerage District (together with land outside that District and which is within the Locality Areas described as Richmond, Dulcot and Grasstree Hill but excluding properties 353 and 391 Grasstree Hill Road) and the Cambridge Industrial Limited Sewerage District.
 - (b) for land which is used:
 - i. for Primary Production Purposes;
 - ii. for Residential Purposes;
 - iii. for private aged care purposes;
 - iv. for sporting or recreational facilities; or
 - v. which is Non-Used Land and which is not the subject of the variation at clause 3.3(a) the Rate is varied by decreasing it by 0.0207301 cents to 0.0175899 cents in the dollar of the capital value of the land.
- 3.3 A service charge for Waste Management Services in respect of each Residential Dwelling Unit to which Council supplies or makes available a kerbside Domestic Refuse collection service utilising an 80L mobile refuse garbage bin, a 140L mobile recycling garbage bin and a 240L mobile green waste garbage bin of \$224.35.
- 3.4 That pursuant to Section 107 of the Act, Council by absolute majority varies the Waste Management Service Charge (previously made) [3.3] as follows:
- (a) For each Residential Dwelling Unit to which Council supplies or makes available a Domestic Refuse kerbside collection utilising a 120 litre mobile refuse garbage bin the service charge is varied to \$281.50.
 - (b) For each Residential Dwelling Unit to which Council supplies or makes available a Domestic Refuse kerbside collection utilising a 240 litre mobile refuse garbage bin the service charge is varied to \$452.95.
 - (c) For each Residential Dwelling Unit to which Council supplies or makes available a mobile Domestic Refuse kerbside collection service where a 240 litre mobile recycling bin has been provided by Council the waste charge is varied by increasing the charge otherwise applicable by \$40.50.
 - (d) For each Residential Dwelling Unit to which Council supplies or makes available a mobile Domestic Refuse kerbside collection service where no 240 litre mobile green waste bin has been provided by Council the service charge is varied by decreasing the charge by \$53.30.

- (e) Council determines additional bins may be made available to any rate payer in the municipality that Council supplies and makes available a mobile Domestic Refuse kerbside collection service. Bin costs for 2023/24 are as follows:

- a. 80 litre refuse bin - \$114.30
- b. 120 litre refuse bin - \$171.45
- c. 240 litre refuse bin - \$342.90
- d. 140 litre recycling bin - \$56.75
- e. 240 litre recycling bin - \$97.25
- f. 240 litre green waste bin - \$53.30

- 3.5 A service charge to offset the waste levy payable by Council to the State Government under the *Waste and Resource Recovery Act 2022* (waste levy – State Government Charge) as follows:

- A. 80 litre refuse bin - \$8
- B. 120 litre refuse bin - \$12
- C. 240 litre refuse bin - \$24

4. Fire Service Rate

Pursuant to Section 93A of the Act, Council makes the following service rates in respect of the Fire Service contributions it must collect under the Fire Service Act 1979 for the rateable parcels of land within the municipal area as follows:

- 4.1 A Permanent Brigade Fire Service Rate of 0.04293420 cents in the dollar on the capital value of all lands within the Permanent Brigade Fire District (ES) shown on CPR 3332. Pursuant to Section 93(3) Council sets a minimum amount payable in respect of this rate of \$48.00.
- 4.2 A Volunteer Brigade Fire Service Rate of 0.01219500 cents in the dollar on the capital value of all lands within the Cambridge, Seven Mile Beach, Lauderdale, Richmond and South Arm Fire Volunteer Brigade Rating Districts shown on CPRs 3307, 3361, 3339, 3356 and 3366 respectively. Pursuant to Section 93(3) Council sets a minimum amount payable in respect of this rate of \$48.00.
- 4.3 A General Land Fire Service Rate of 0.01203000 cents in the dollar on the capital value of all lands which are not within the Permanent Brigade Fire District (E.S.) shown on CPR 3332 or the Cambridge, Seven Mile Beach, Lauderdale, Richmond, or South Arm Fire Volunteer Brigade Rating Districts shown on CPRs 3307, 3361, 3339, 3356 and 3366 respectively. Pursuant to Section 93(3) Council sets a minimum amount payable in respect of this rate of \$48.00.

5. Maximum Percentage Increase

- 5.1 Pursuant to Section 88A of the Act, the Council sets a maximum percentage increase for all rates payable on any rateable land within the municipal area of 50% above the amount payable in respect of that rateable land in the 2022/2023 financial year.

5.2 Pursuant to Section 88A(1)(b) Council declares that the maximum percentage increase varies within the municipal area according to the following factors:

- (a) for all rateable land used, or predominantly used, for Residential Purposes and is occupied as a principal dwelling by persons who are eligible pensioners within the meaning of the *Local Government (Rates and Charges Remissions) Act 1991*, the maximum percentage increase is varied to 10%;
- (b) for all rateable land used or predominantly used for Residential Purposes and where the variation at sub-paragraph (a) does not apply, the maximum percentage increase is varied to 20%;
- (c) for all rateable land which is used or predominantly used for Primary Production Purposes and where sub-paragraph (a) does not apply, the maximum percentage increase is varied to 20%;
- (d) for all rateable land which is used or predominantly used for Commercial Purposes, Industrial Purposes, Public Purposes, Mining and Quarrying Purposes, or Sporting or Recreation Facilities and where sub-paragraph (a) does not apply, the maximum percentage increase is varied to 30%;
- (e) subparagraphs (a) to (d) do not apply to:
 - i. any increase in the value of rateable land the subject of a supplementary valuation pursuant to Section 92 of the Act made after 1 July 2022 if any increase in the value of the land is attributable to the undertaking of capital improvements or the subdivision of land; or
 - ii. where the general rate was not applied in full in the 2022/2023 financial year for any reason, including the exercise of any discretion or the grant of any remission: or
 - iii. where the land use code as provided by the Valuer General in respect of the 2023/2024 year varies from 2022/2023.

6. Remissions

6.1 Pursuant to Section 129 of the Act, Council grants by absolute majority a remission of all or part of any rates paid or payable by the following classes of ratepayers:

- (a) for the class of ratepayers liable to pay the General Rate who lease land from the Crown and upon which there is constructed a boat shed or jetty used for private purposes, Council grants a Remission of \$190.00;

- (b) in respect of the class of ratepayers where the rateable land is 20 hectares or greater in area and is wholly or partially zoned pursuant to the Tasmanian Planning Scheme – Clarence Local Provisions Schedule, as Agriculture, Rural Living, Landscape Conservation or Rural, Council grants the following Remissions in respect of component (a) of the General Rate, (as per clause 2.1):

Area of Land	Proportional Remission of component (a) of the General Rate
Not less than 20 hectares and not greater than 50 hectares	20% of component (a) of the general rate
Not less than 50 hectares and not greater than 80 hectares	30% of component (a) of the general rate
Greater than 80 hectares	40% of component (a) of the general rate

- 6.2 For all rateable land used or predominantly used by ratepayers who are eligible pensioners within the meaning of the *Local Government (Rates and Charges Remissions) Act 1991* in line with the *State Revenue Office, Department of Treasury and Finance Pensioner Rates Remission Guidelines for Councils*, a remission of 2.0% applies to all rates excluding any fire service rate.

- 6.3 The amount of the minimum stormwater service rate (if applicable) is remitted in respect of all properties to which Paragraph 3.2(a) above applies.

7. **Separate Land**

For the purposes of these resolutions the rates and charges shall apply to each parcel of land which is shown as being separately valued in the Valuation List prepared under the *Valuation of Land Act 2001*.

8. **Adjusted Values**

For the purposes of each of these resolutions any reference to the capital value of land includes a reference to that value as adjusted pursuant to Sections 89 and 89A of the Act, except where these resolutions otherwise provide.

9. **Instalments**

Pursuant to Section 124 of the Act Council decides:

- 9.1 Where rates are not paid by instalments, the date of payment is the 31st day after the issue of the rates notice.
- 9.2 All rates may be paid by all rate payers by four instalments, which must be of approximately equal amounts.

9.3 The dates by which instalments are to be paid shall be as follows:

- (i) the first instalment on or before the 31st day after the issue of the rates notice;
- (ii) the second instalment on or before the 61st day after the due date of the first instalment;
- (iii) the third instalment on or before the 31st day of January 2024; and
- (iv) the fourth instalment on or before the 28th day of March 2024.

9.4 If a rate payer fails to pay any instalment within 21 days of the due date, Council may determine that the entire balance of the rates payable becomes due.

10. Late Payments

That in accordance with Section 128 of the Act, and subject to the application of Council's relevant policies, Council decides as follows.

10.1 If any rate or instalment is not paid by the due date daily interest applies to the unpaid amount for the period during which it is unpaid from and including the day after it fell due.

10.2 Interest shall not apply to any rate or instalment that is not paid by the due date where:

- (a) the ratepayer adheres to regular payments through Council's direct debit system and the total rates are paid in full by 30 June 2024.

10.3 The amount of the interest is the maximum prescribed percentage under Section 128 of the Act, being 9.85% per annum.

10.4 A penalty of 5% will be applied on the unpaid instalment or part thereof that remains outstanding 15 days after the instalment due date, except:

- (a) Where the ratepayer has adhered to an approved payment arrangement plan; or
- (b) Where the ratepayer adheres to regular payments through Council's direct debit system.

NB: A Decision on this Item requires an Absolute Majority of Council.

RATES AND CHARGES FINANCIAL YEAR 2023/2024 /contd...

ASSOCIATED REPORT**1. BACKGROUND**

The purpose of this report is to consider Rates and Charges for financial year 2023/2024, variations to rates and charges for financial year 2023/2024 and the fixing of maximum percentage increases and the remission of rates and charges for financial year 2023/2024.

2. REPORT IN DETAIL

2.1. The recommendations associated with this report give effect to the rating implications of the Estimates adopted by Council at its Meeting of 5 June 2023. They are consistent with Council's adopted Rates and Charges Policy.

2.2. Reflecting the adopted Estimates, after growth and allowing for the effect of State Government charges, the total rate requirement increased on average by 6.53%.

Fire Service Levy

2.3. Council's Fire Service Contribution, which is a State Government charge payable directly to the Tasmania Fire Service, has increased by 5.3% in nominal terms. Within this overall average, the urban area has increased by 5.55%, the district areas (including, for example, Richmond, Cambridge, Seven Mile Beach, and South Arm) have increased by 4.7%, and the rural area by 2.8%. This distribution of increases has been determined by the State Fire Commission and Council has no discretion over its implementation.

2.4. Waste Levy

Council's Waste Levy Contribution, which is a newly legislated State Government charge, is payable directly to the State Government. We have estimated that the Levy will be in the order of \$253,400 for 2023/2024.

The Waste Levy charge is included in the Waste Management Service Charge and only applies to refuse waste. The charges for 2023/2024 are \$8.00 for 80L, \$12.00 for 120L and \$24.00 for a 240L.

2.5. In 2019, Clarence was the subject of a full revaluation of all properties by the Valuer General and in 2022 adjustment factors provided by the Valuer General were also applied to properties with new values taking effect 1 July 2022. This resulted in some properties experiencing a change in property value whereby the impact on the annual rates distribution was above the Council policy maximum percentage increase. A Revaluation Rebate was applied to the properties that were eligible due to the cap being exceeded and in accordance with the 2022/2023 Rating Resolution. There are some properties whereby the rates for 2023/2024 will render them eligible for a further Revaluation Rebate.

2.6. Due to the substantial valuation changes in 2022/2023 a lowering of the fixed charge for the general rate from \$300 to \$250 was introduced to help smooth the rate movements across the entire municipality. In 2023/2024 we propose to move the fixed charge back from \$250 to \$325, which is more in alignment with the fixed charge percentage of total general rates that has been the case in previous years.

2.7. The recommendation proposes continuation of the range of rate caps to various property classes previously applied by Council. The mechanism under the Act is that a single cap must be set and may then be varied. The variations are consistent with those applied in prior years and are noted as follows:

- Vacant land 50%
- Commercial 30%
- Industrial 30%
- Public purpose 30%
- Mining and quarrying 30%
- Residential 20%
- Primary production 20%
- Pensioners (residential) 10%

- 2.8.** The redistribution effect of these caps for the 2023/2024 financial year will be very minor, in the order of \$2,075 for residential pensioners. This is in comparison to 2022/2023 where the Revaluation Rebate applied was in the order of \$9,200.
- 2.9.** Proposed rate variations are consistent with past policy and include variations to both the General Rate and the Stormwater Rate. The waste charge is again varied on a “component” basis under which properties are charged at a more granular level according to the level of service provided. This was introduced in financial year 2014/2015 in line with the implementation of the green waste bin service and provision of the opportunity for property owners to request multiple and various sized bins.
- 2.10.** Council’s own Pensioner Remission Policy is consistent with the past year.
- 2.11.** Other remissions, apart from the Boat shed remission, are also consistent with current policy and recent rating decisions. Due to the increase of the fixed charge for the General Rate from \$250.00 to \$325.00, the Boat Shed remission has been increased by \$65.00 from \$125.00 to \$190.00.

3. CONSULTATION

3.1. Community Consultation

Media releases and community advice were provided to update the community on the Estimates, capital program and other relevant issues arising from the budget process.

3.2. State/Local Government Protocol

Nil.

3.3. Other

Nil.

3.4. Further Community Consultation

Council's Annual Plan (included for approval in the current Council meeting agenda) will provide the community with detail of Council's programs for the coming year, with performance to be reported within each quarterly report.

4. STRATEGIC PLAN/POLICY IMPLICATIONS

Consistent with Council's adopted Rates and Charges Policy and the adopted Estimates for financial year 2023/2024.

5. EXTERNAL IMPACTS

Nil.

6. RISK AND LEGAL IMPLICATIONS

The resolution has been independantly legally reviewed to ensure it is consistent with relevant legislation.

7. FINANCIAL IMPLICATIONS

The recommended resolutions give effect to the rating requirements inherent in Council's adopted Estimates for 2023/2024 financial year and are therefore critical to the on-going operations of Council.

8. ANY OTHER UNIQUE ISSUES

Nil.

9. CONCLUSION

The recommendations give effect to Council's rating requirement for financial year 2023/2024 and associated rating policies including variations of rates and rate remissions.

Attachments: 1. The Map - Schedule 1 (1)

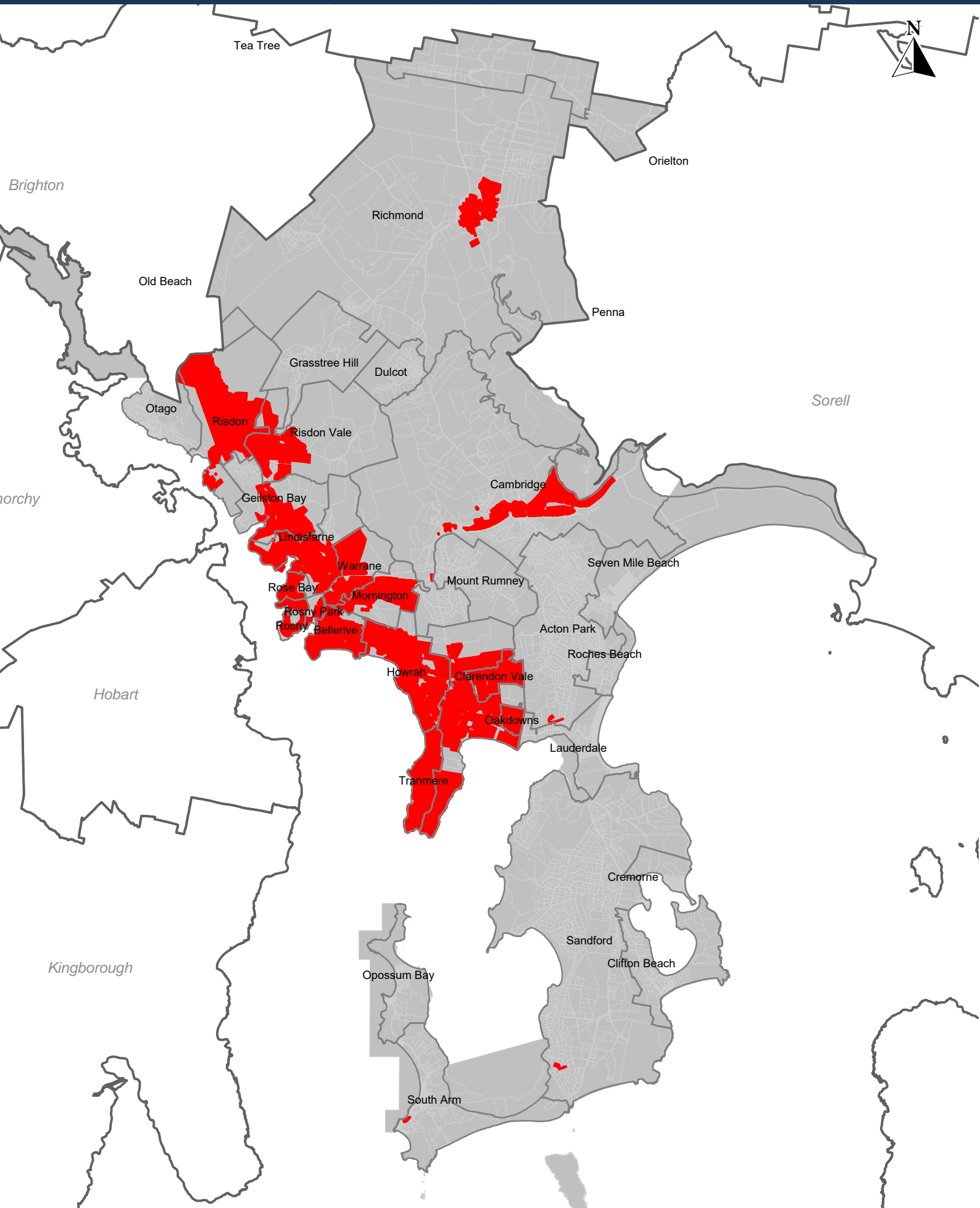
Ian Nelson

CHIEF EXECUTIVE OFFICER



Clarence City Council

SCHEDULE 1 - Rates and Charges 2023/2024



5. ANNUAL PLAN 2023-2024**EXECUTIVE SUMMARY****PURPOSE**

To consider the Annual Plan for the 2023-2024 financial year.

RELATION TO EXISTING POLICY/PLANS

Consistent with Council's adopted Strategic Plan and adopted Estimates.

LEGISLATIVE REQUIREMENTS

Section 71 of the *Local Government Act 1993* requires Council to prepare and adopt an annual plan for each financial year.

CONSULTATION

No issues to be addressed.

FINANCIAL IMPLICATIONS

No direct financial implications, however, the draft Annual Plan reflects the Estimates adopted by Council for financial year 2023-2024.

RECOMMENDATION:

That the Annual Plan for financial year 2023-2024 included as Attachment 1 to the Associated Report be adopted.

ASSOCIATED REPORT**1. BACKGROUND**

- 1.1.** Council's Estimates, Capital Expenditure Programme, and list of fees and charges for financial year 2023/2024 were adopted by Council at its meeting of 5 June 2023.
- 1.2.** In addition to its annual Estimates, Council is required to adopt an Annual Plan for each financial year.

2. REPORT IN DETAIL

- 2.1.** The draft Annual Plan (**Attachment 1**) establishes the business framework for Council's operations for the financial year. It presents both financial information and commentary on Council's business functions and strategies for the year. It also provides detailed schedules of key initiatives and capital expenditure, and various tables and graphs detailing key financial and business information.
- 2.2.** Following a major redesign in the second half of 2021, the draft Annual Plan is structured according to Council's adopted Strategic Plan and ties budgeted activity back to a Strategic Objective to ensure alignment. This makes reporting progress against strategic objectives easier and make the document more friendly for community members to read.
- 2.3.** The Annual Plan is consistent with the key initiatives and policies determined by Council through its development of the annual Estimates.
- 2.4.** Where appropriate, the Annual Plan reflects past financial statements and Council's adopted Long Term Financial Management Plan and Asset Management Plans.

3. CONSULTATION

- 3.1. Community Consultation**
No issues to be addressed.
- 3.2. State/Local Government Protocol**
No issues to be addressed.
- 3.3. Other**
No issues to be addressed.
- 3.4. Further Community Consultation**
No issues to be addressed.

4. STRATEGIC PLAN/POLICY IMPLICATIONS

The Local Government Act requires the Annual Plan to be consistent with the Strategic Plan. This is reflected in the content of the Annual Plan.

5. EXTERNAL IMPACTS

No issues to be addressed.

6. RISK AND LEGAL IMPLICATIONS

No issues to be addressed beyond meeting the statutory obligation to adopt an Annual Plan.

7. FINANCIAL IMPLICATIONS

No direct financial implications, however, the draft Annual Plan reflects the Estimates adopted by Council for financial year 2023-2024.

8. ANY OTHER UNIQUE ISSUES

No issues to be addressed.

9. CONCLUSION

Council is required to adopt an Annual Plan each year which is consistent with its Strategic Plan. The Annual Plan outlines a range of initiatives and policy decisions established in Council's adopted Estimates for financial year 2023-2024 reflecting the continued growth throughout the city, and the need for critical renewal works.

Attachments: 1. Annual Plan 2023-2024 (44)

Ian Nelson

CHIEF EXECUTIVE OFFICER

CLARENCE CITY COUNCIL

ANNUAL PLAN 2023 --- 2024



Clarence... a brighter place



Acknowledgement to Country

We pay our respects to the Mumirimina people as the traditional and original custodians of the land, and acknowledge the continuing connection of the Tasmanian Aboriginal people to the skies, land and waterways. We pay respect to Elders past and present.

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■ Above: Clarence Community Volunteer Service Volunteers.

MESSAGE FROM THE MAYOR AND CHIEF EXECUTIVE OFFICER



Welcome to Clarence City Council's Annual Plan for 1 July 2023 to 30 June 2024.

Council's major activities and initiatives for the upcoming fiscal year are outlined each year in an Annual Plan which is adopted by Council.

The 2023-2024 Annual Plan is the first to be prepared under the new council elected in October 2022 – with this Plan being the first time they have been able to financially shape the strategic direction of the City of Clarence.

This year we have focused on the important balance between ensuring our city continues to grow and thrive while also being mindful of the pressure of rising costs of living felt by our residents, ratepayers and businesses.

Thanks to strong leadership and prudent financial decision-making in the past Clarence City Council has one of the strongest financial positions of any local government body in the State.

It is because of this strong position that we have been able to deliver an average rate increase of 6.53%, below the current rate of inflation for Hobart of 6.9% (March CPI), and substantially lower than the Local Government Cost Index of 8.11% released earlier in the year.

Thanks to decades of responsible governance by Council, and our long-term financial strategy, council is in a position to realise benefit from strong financial returns on investments- which has also assisted in keeping council rates lower than otherwise would have been the case in the 2023-24 financial year.

The City of Clarence continues to experience rapid growth ahead of most municipalities in the State, with some of the fastest-growing suburbs located in Clarence.

Our city continues to flourish with planning approvals remaining high, plus many of the building developments approved in the last two years since COVID-19 coming online with new homes and construction works visibly taking place throughout Clarence.

The 2023-24 budget provides a capital works program of \$28.9 million for renewal and new capital works, which is a sizable increase from last year and is part of council's forward planning to ensure our city is maintained for years to come. This increases the total ongoing capital works program approved by Council to approximately \$55 million in 2023-24.

There are several noteworthy projects which are behind this year's expansion of capital works, including upgrades to Pass Road with \$6.1 million and a new \$2.5 million facility for Almas After School and Family Day Care, and \$800,000 for the construction of a much anticipated Dog Park at Cambridge.

Management of stormwater will continue to be vital, and this year \$2.06 million will be invested in stormwater upgrades around the municipality in addition to significant allocations in recent years for this important area of capital investment. Maintenance of roads is always a priority for our council and this year is no different with \$1.38 million allocated for footpath kerb and gutter renewal, \$1.25 million on road resealing, and \$850,000 on the footpath, kerb and gutter reseal preparation.

Long-term strategic projects are crucial to the management of our city and council has planned to ensure the facilities we have are well maintained while also developing new assets for the future.

Not only is our city growing, but it is also evolving, and in the year ahead we will be working towards the development and implementation of several master plans, including the City Heart Plan which was a project of significance last year.

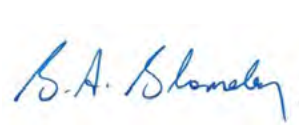
Other major projects will continue to be progressed which include Cambridge Oval and Recreation Area, Victoria Esplanade and Queen Street, Clarendon Vale Oval Sport Pavilion, South Arm Play Space, and Pindos Park.

New master plans and projects which have been budgeted in the 2023-24 financial year include the Open Space Strategy, Clifton Beach Recreation Master Plan, Richmond Village Master Plan, Wentworth Park Master Plan, and the Geilston Bay Sport and Recreation Precinct Plan.

Council will continue its responsibilities for issuing permits, certificates, notices, and orders as well as providing sound and timely relevant information, assistance and guidance regarding building and plumbing matters.

We are excited to deliver the City's Annual Plan for 2023-24, and this budget will help guide the city to realise its full potential for decades to come.

Our city's extraordinary growth is set to continue paving the way for a bright and prosperous future ahead for our great city.



Councillor Brendan Blomeley
MAYOR



Ian Nelson
CHIEF EXECUTIVE OFFICER

The \$28.9 million capital program approved in the 2023-24 budget will include:

- | | | |
|---|---|--|
| • Pass Road upgrade
\$6.1 million | • Fairfield Road
stormwater upgrade
\$825,000 | • Howrah stormwater detention
basins investigation and design
\$300,000 |
| • Major digouts and pavement
reconstruction
\$2.5 million | • Cambridge Dog Park
construction
\$800,000 | • ANZAC Park community
sports pavilion
\$290,000 |
| • New facility for Outside School
Hours Care and Family Day Care
\$2.5 million | • Backhouse Lane road upgrade
\$800,000 | • Roches Beach Road (drainage
and footpath upgrades)
\$230,000 |
| • Stormwater upgrades
\$2.06 million | • Begonia Street upgrade
to sealed road
\$800,000 | • Rosny Early Learning Centre
\$220,000 |
| • Footpath, kerb and gutter
works program
\$2.23 million | • Dorans Road retaining wall
\$500,000 | • Kangaroo Bay gross
pollutant trap
\$200,000 |
| • Road resealing program
\$1.25 million | • Clarence Foreshore Trail –
Rosny College to Tasman
Bridge Stage 3
\$350,000 | • Play space ongoing
renewal and upgrades
\$200,000 |
| • Council Chambers
expansion project
\$1 million | | |

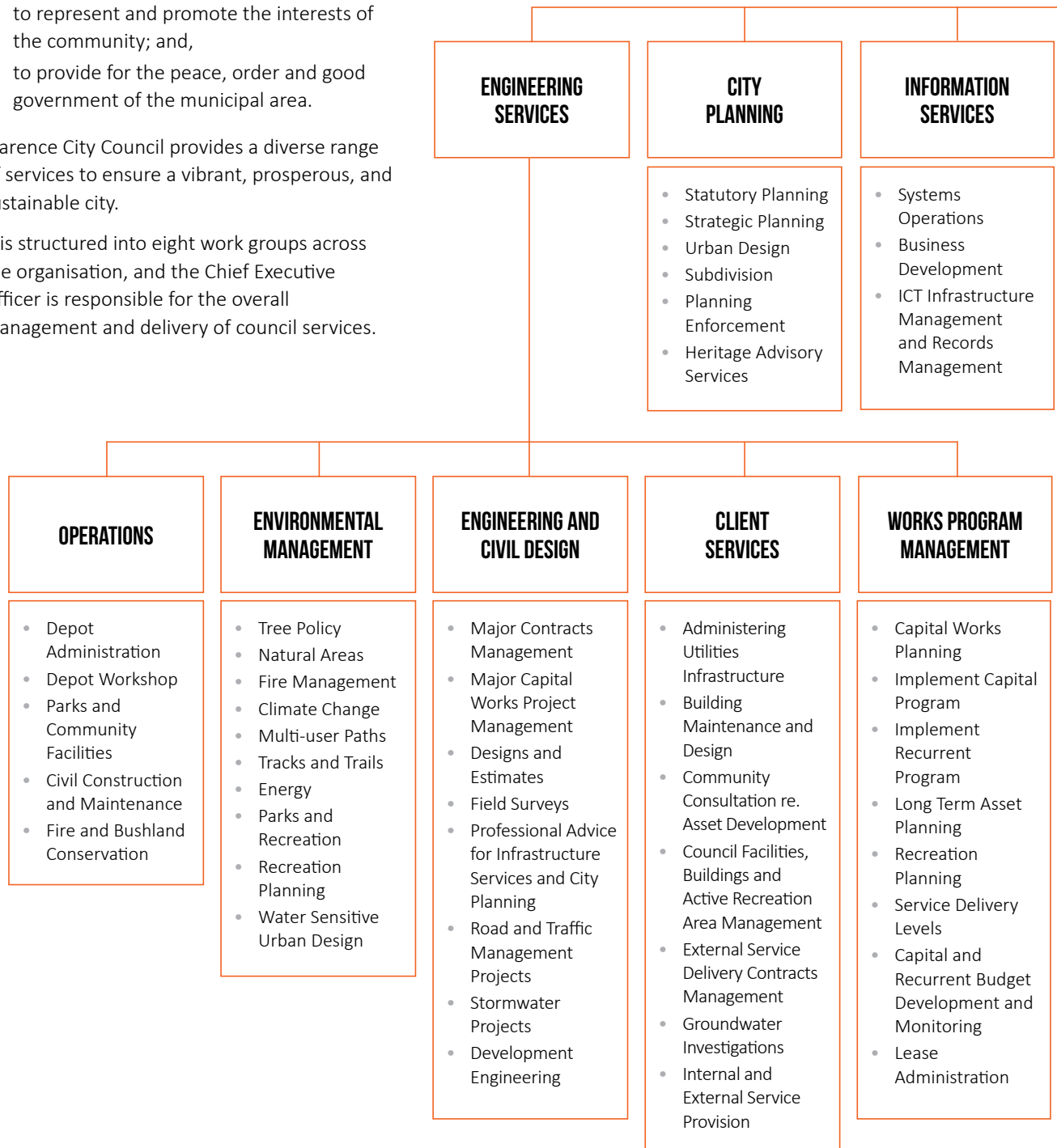
ORGANISATIONAL CHART

Section 20 of the *Local Government Act 1993* lists the following functions for council:

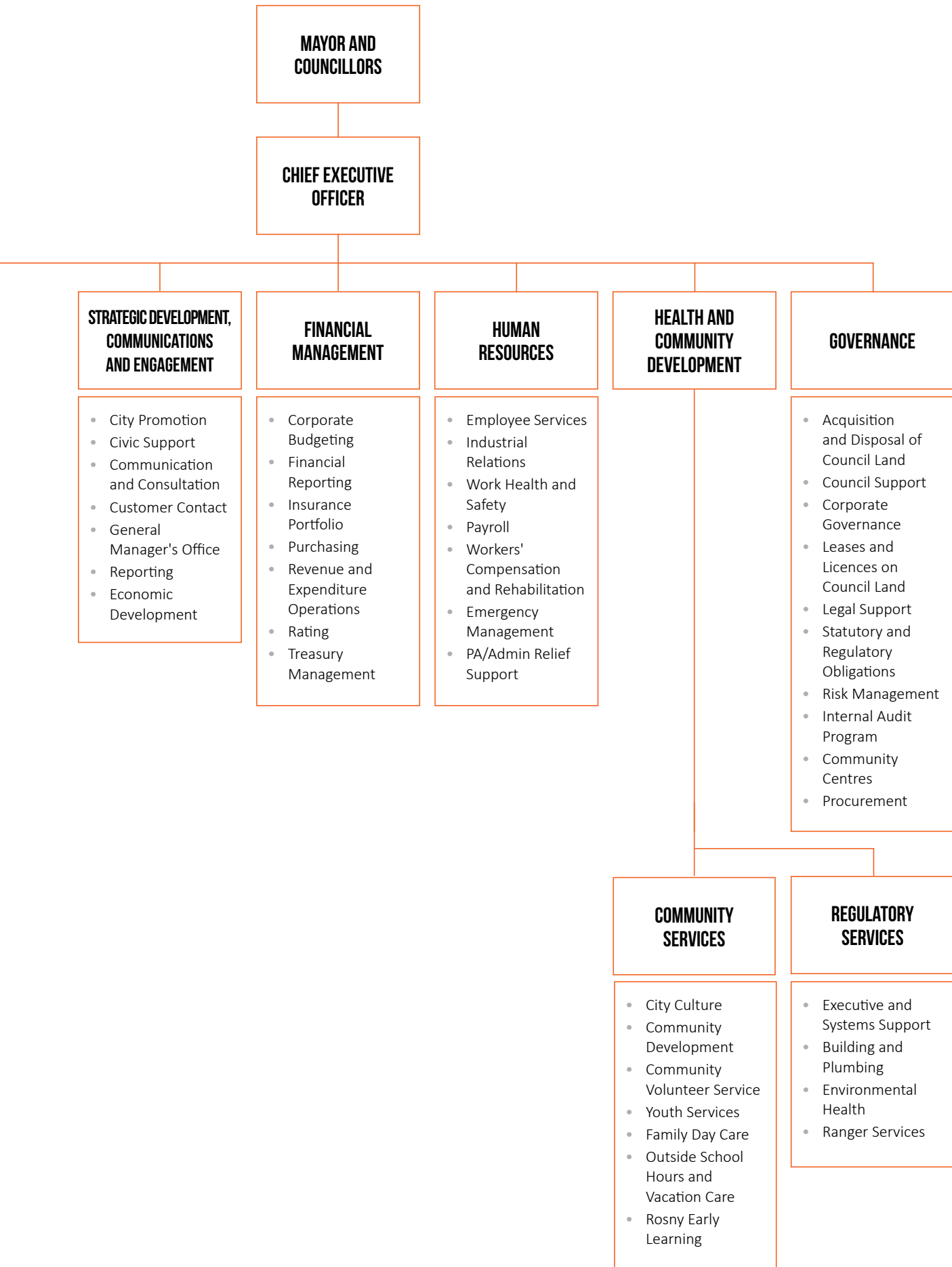
- to provide for the health, safety and welfare of the community;
- to represent and promote the interests of the community; and,
- to provide for the peace, order and good government of the municipal area.

Clarence City Council provides a diverse range of services to ensure a vibrant, prosperous, and sustainable city.

It is structured into eight work groups across the organisation, and the Chief Executive Officer is responsible for the overall management and delivery of council services.



CLARENCE CITY COUNCIL ANNUAL PLAN 2023–2024











COUNCIL'S STRATEGIC FRAMEWORK

The City of Clarence Annual Plan coincides with the development of the annual budget each year. It is developed within a larger planning framework that guides council in identifying and meeting the needs and aspirations of the community in the long-term (Clarence 2050). This is then underpinned by medium-term and short-term objectives.

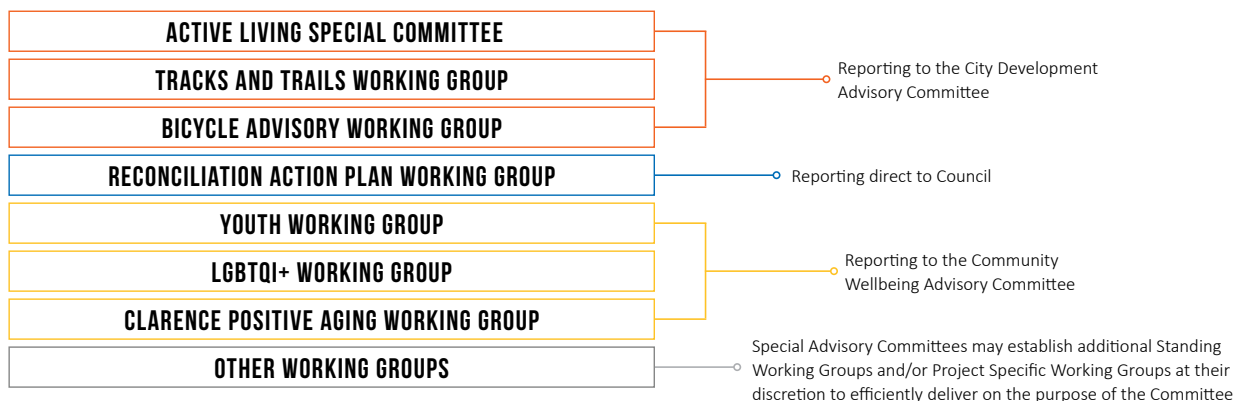
The relationship between council's planning framework is illustrated on the opposite page. The timing of each component of the planning framework is important to successfully achieve the planned outcomes. Reviews of the Strategic Plan are undertaken at appropriate intervals, normally in the first half of each council term, to allow the new council to consider the organisation's longer-term objectives. These objectives then inform the development of the subsequent budgets and annual plans.

COMMITTEE STRUCTURE

NAME OF COMMITTEE	ACTIVE LIVING SPECIAL COMMITTEE	COMMUNITY WELLBEING SPECIAL COMMITTEE	CULTURAL CREATIVE SPECIAL COMMITTEE	CITY DEVELOPMENT SPECIAL COMMITTEE	SUSTAINABILITY SPECIAL COMMITTEE
PRIMARY STRATEGY				   	

KEY FUNCTIONS IN REFERENCE TO THE PRIMARY STRATEGIES

- To have input into the development, implementation and review of Council's policies, strategies and initiatives relevant to the purpose of the Committee
- To provide an opportunity for members of the community and other stakeholders to communicate views to Council on issues related to the purpose of the Committee
- To act as a conduit for key stakeholders to have input into the implementation of the relevant strategy on behalf of the Clarence community
- To explore and promote opportunities within the municipality consistent with the purpose of the Committee
- To provide input into the annual goals of Council in relation to the purpose of the Committee
- To make recommendations to Council on strategic projects
- To provide suggestions for projects, programs and other initiatives as part of council's annual budget processes



SPECIAL ADVISORY COMMITTEES

STANDING WORKING GROUPS

CLARENCE CITY COUNCIL STRATEGIC PLAN 2021–2031



ADMINISTRATIVE
OPERATIONS OF
COUNCIL

GOVERNANCE AND LEADERSHIP / ASSETS AND RESOURCES



**STRATEGIES
10 YEAR LIFECYCLE**

Provides an analysis of the key issues and opportunities identified in council's Strategic Plan.



**IMPLEMENTATION PLANS
3-5 YEAR LIFECYCLE**

Provides an outline for achieving outcomes from council's strategies, highlighting inter-relationships of activities across council strategies and including statutory responsibilities and reporting requirements.

What will be done

How will it be done

Who is responsible

Estimated timelines

Resources required



**ANNUAL PLAN
1 YEAR LIFECYCLE**

Provides a detailed outline for achieving Plan outcomes across the immediate financial year.

What specific activities
will be delivered this year

How will it be done

Who is responsible

Specific timelines

Resources required
for the current year



**BUDGET
1 YEAR LIFECYCLE**

Allocation based on resources required to deliver outcomes outlined in the relevant plan.

Allocation for actual
activities for the year

Provision for future
works across Plan

Identified within council's strategies and reporting framework.

OBJECTIVES WE WILL WORK TOWARDS

SPECIAL COMMITTEES OF COUNCIL Committees to align functions and goals with all adopted council strategies.

VISION AND MISSION

OUR PURPOSE:

- To provide for the health, safety and welfare of the community.
- To represent the interests of the community.
- To provide for the peace, order and good governance of the municipal area.

OUR VISION

Clarence — a vibrant, prosperous, sustainable city.

OUR MISSION

To respond to the needs of the community through a commitment to excellence in leadership, advocacy, best practice governance and service delivery.



■ Children enjoying the Bellerive Fiesta event at the Bellerive Boardwalk.

GOALS

A PEOPLE FRIENDLY CITY

Clarence values diversity and encourages equity, inclusiveness and accessibility. We aspire to create high quality public places for all people to live actively, engage socially and enhance our health and wellbeing.

A WELL-PLANNED LIVEABLE CITY

Clarence will be a well-planned liveable city with services and infrastructure to meet current and future needs of our growing and vibrant community.

A PROSPEROUS AND CREATIVE CITY

Clarence encourages creativity, innovation and enterprise and will develop the local economy by enabling opportunities for all people.


AN ENVIRONMENTALLY RESPONSIBLE CITY

Clarence is environmentally responsible, valuing and protecting the natural environment for a sustainable and liveable future.

Underpinning these goals, council will continue to provide **leadership and governance** of the city of Clarence, as well as effectively and efficiently managing our **assets and resources**.

Where there are no priority activities and initiatives listed it does not mean there is no activity against this Strategic Plan objective, simply that they are day-to-day functions of council.

PUBLIC HEALTH GOALS AND OBJECTIVES

- Under Section 71(2)(d) of the *Local Government Act 1993*, council is required to include a summary of the major strategies to be used in relation to council's public health goals and objectives.
- Key activities that work towards achieving council's public health goals will be highlighted with  symbol.



■ Joint winners of the 2023 Clarence City Council Community Event of the Year Award, The Warrane Community Garden Springfest event.

MASTER PLAN OVERVIEW

YEAR STARTED	MASTER PLAN	COMMENT	RESPONSIBLE AREA	STATUS	2023-2024 PRIORITY?
2013-14	Pindos Park Master Plan	The Pindos Park Master Plan provides for improved passive recreation facilities including a new inclusive playspace, undercover picnic and bbq facilities, improved park access and circulation, Aboriginal heritage interpretation features, strong linkages to the Clarence Foreshore Trail and improved landscape amenity through native plantings and irrigated grass kick about spaces.	Engineering Services	Procurement	Yes
2023-24	Clifton Beach Master Plan	This master plan will set out a vision for the long term development of several parcels of public open space and infrastructure around the surf club.	Engineering Services	Inception stage	Yes
2014-15	South Arm Oval Master Plan	This master plan will enable the provision of improved public open space amenity and facilities at South Arm Oval including provision of skate and scoot park for all ages, a new playspace, improved picnic facilities and park furniture, rationalisation of vehicle parking and movement onsite and other infrastructure to support the ongoing use of the site by community groups.	Engineering Services	Plan adopted- implementation	Yes
2016-17	Alma's Activities Centre Master Plan	This master plan aims to upgrade the existing facility to contemporary standards and improve its access and functionality as a community meeting place.	Engineering Services	Plan adopted- on hold	No
2018-19	Cambridge Master Plan	This master plan will provide high level strategic directions on establishment of a suburb wide pedestrian network (Barilla Rivulet Trail, local footpath connections, shared paths, etc), parks and play grounds, sports fields, community facilities (halls, clubrooms, public amenities), road alignments and upgrades, cycling infrastructure, etc.	Engineering Services	Plan adopted- implementation	No
2018-19	Bayview Secondary College Master Plan	This master plan is required to identify future development opportunities for Bayview Secondary College Precinct to guide future development and investment in sport and recreation for the region.	Engineering Services	Plan adopted	Yes
2011-12	Bellerive Beach Master Plan	The Bellerive Beach Park Master Plan seeks to provide a regional level of public open space infrastructure and service with an overarching priority of inclusive and universal design.	Engineering Services	Assessing concept options	No
2016-17	Rosny Farm Master Plan	This master plan will deliver a contemporary space for cultural activities, including rated gallery, performance venue, event space, cafe, artist workshops etc. The redevelopment will allow for a greater range of cultural activities to be undertaken with the community and support the development of a new economy.	Community Development	On hold	No
2017-18	Bligh Street Streetscape Master Plan	This master plan will improve and beautify Bligh Street, improve pedestrian and cycling connections and consider upgrading the Rosny Bus Mall.	Engineering Services	Not yet commenced	No

YEAR STARTED	MASTER PLAN	COMMENT	RESPONSIBLE AREA	STATUS	2023-2024 PRIORITY?
2018-19	Richmond Village Master Plan	This master plan seeks to celebrate Richmond's heritage, character and identity, provide an accessible and inclusive village for all residents and visitors by providing spaces, places and areas that improve function, movement and use.	Engineering Services	Preparation of Draft Master Plan and consultation plan	Yes
2018-19	Victoria Esplanade/ Queen Street Master Plan	This master plan aims to provide a plan for the future development of Victoria Esplanade and Queen Street. A plan that delivers a comfortable and encouraging site, safe and accessible for all. It will provide a diverse range of activities and spaces, while delivering a cohesive implementation plan.	Engineering Services	Out for consultation	Yes
2018-19	Little Howrah Beach Master Plan	This master plan will provide a collated approach to the delivery of key upgrades currently required at the site such as an improvement to the universal accessibility to the beach and the need for improved wash down, parking and access facilities for kayak users.	Engineering Services	Preparation of a draft master plan	Yes
2018-19	Cambridge Oval Dog Park Master Plan	This master plan will set out the provision of an off-lead dog exercise park with all supporting infrastructure required to ensure the park is accessible, inclusive, safe and readily maintained to community expectations. This master plan links to the Cambridge Oval Master Plan.	Engineering Services	Preparing for adoption of the final plan	Yes
2018-19	South East Regional Park Master Plan	This master plan specifically seeks to develop a regional scale park in the 'south-east' region of Clarence with consideration to the area of the City south-east of Pass Road. The project seeks to address the complete absence of a regional level park in the Clarence Plains area.	Engineering Services	Plan origin/ initiation	No
2019-20	Lauderdale Canal District Park Master Plan	This master plan will upgrade the parklands from a local to district level of service with improved infrastructure to support passive recreation (walking, jogging, fishing, model boat users, stand up paddle boards, kayaks, dog walking, etc), improved playspace with a focus on inclusion and youth activities, upgraded skate and wheel sport infrastructure, new public amenities, picnic facilities, community gathering spaces, revegetation and enhancement of natural environment, improved pedestrian access, circulation and safety, improved parking and road edges, stronger links to wider suburb and a maximisation of the waterside location.	Engineering Services	Preparing for adoption of the final plan	Yes
2019-20	Geilston Bay Sport Precinct Master Plan	This master plan will be an overarching plan to inform the preferred layout of the precinct for community sport and recreation. The plan will also consider the viability of all tenants with changing participation trends and competing infrastructure requirements.	Engineering Services	On hold	No
2019-20	City Heart Project	The project will provide a blueprint for the development of places and spaces within the city centre, to make the most of opportunities for growth and ensure that changes and developments are coordinated and aligned with the qualities of the place, as well as the community's long term needs and aspirations.	Strategic Development	Preparation of Draft Master Plan and consultation plan	Yes

YEAR STARTED	MASTER PLAN	COMMENT	RESPONSIBLE AREA	STATUS	2023-2024 PRIORITY?
2019-20	Tranmere – Droughty Point – Rokeby Structure Plan	This structure plan is to be a long-term plan for urban development and will describe how the land is expected to be developed following good urban design principles, and how and where services should support that development.	City Planning	On hold	Yes
2020-21	Clarence Plains Master Plan	The development of this master plan will be a multifaceted study to investigate future housing stock potential, community and social development and strategic planning for the long-term use of council land and facilities.	Engineering Services	Preparation of Draft Master Plan and consultation plan	Yes
2020-21	Cambridge Oval Master Plan	This master plan is required to ensure that the community and Council can develop this open space in a way which complements the future expansion of Cambridge Primary School, development of a sports precinct and a community dog park.	Engineering Services	Preparation of Draft Master Plan and consultation plan	Yes
2020-21	ANZAC Park Pavilion Redevelopment	This redevelopment seeks to deliver a fit for purpose, architecturally designed upgrade of the ANZAC Park pavilion.	Engineering Services	Assessing concept options	Yes
2021-22	Warrane Urban Regeneration Project	This project will flow from the City Heart Project, guiding the sensitive renewal and regeneration or Warrane as outlined in the 30 Year Greater Hobart Plan.	City Planning + Strategic Development	Preparation of Draft Master Plan and consultation plan	No
2021-22	Seven Mile Beach Local Area Plan	This Local Area Plan will guide sustainable growth and management of Seven Mile Beach including protection and enhancement of the special qualities of the area valued by the local community.	City Planning	Preparation and review of draft plan	Yes
2022-23	Risdon Vale Precinct Structure Plan	This structure plan will provide a detailed framework for the design and sequencing of well a designed neighbourhood, which is responsive to the opportunities and constraints of the area and provides for a suitable range of community facilities and services for residents.	City Planning	Pre planning/ commencement	Yes
2022-23	Sports Facilities Strategic Plan	This is a strategic plan is to inform future facility provision based on current capacity and participation trends, identify a planning framework to guide council decision making, review the use and maintenance of council playing surfaces to increase usage and/or identify cost saving measures.	Engineering Services	Procurement	Yes
2022-23	Wentworth Park Master Plan	This master plan will be an overarching plan to inform the preferred layout of the precinct for community sport and recreation. The plan will also consider the viability of all tenants with changing participation trends and competing infrastructure requirements.	Engineering Services	Plan origin/ initiation	Yes
2023-24	Open Space Strategy	This strategy will provide an opportunity for council to consider all the current open space assets in the Clarence area and actively consider future needs for additional open space. It will also encourage an examination of how existing open space could be managed more effectively.	Engineering Services	Plan origin/ initiation	Yes

A PEOPLE FRIENDLY CITY

GOAL:

Clarence values diversity and encourages equity, inclusiveness and accessibility. We aspire to create high quality public places for all people to live actively, engage socially and enhance our health and wellbeing.

STRATEGIC PLAN OBJECTIVE:

PRIORITY ACTIVITIES AND INITIATIVES:

Liveability

1.1

Enhancing the liveability of activity centres, community hubs and villages through urban design projects.

- Master Plans:
 - Geilston Bay Sports Precinct Master Plan
 - Bayview Secondary College Master Plan
 - Cambridge Oval and Recreation Master Plan
 - Wentworth Park Master Plan
 - Clarence Plains Master Plan
 - Victoria Esplanade Master Plan
 - Bellerive Beach Park Master Plan
 - Clifton Beach Master Plan
- Pindos Park playground construction
- Blossom Park playground construction.
- Install public art within the municipality.
- Upgrade Rosny Barn landscaping stage 2, including construction of an upgraded northern entry.

1.2

Building upon Clarence's status as a World Health Organisation 'Age Friendly City and Community'.

- Deliver on outcomes of the Age Friendly Clarence Plan, including partnerships on strategic research projects.
- Commission a significant public artwork for Richmond to mark the bicentenary.

1.3

Recognising our Tasmanian Aboriginal people and developing a Reconciliation Action Plan.

- Progress the development of a Reconciliation Action Plan.
- Support activities and events that celebrate First Nations and Tasmanian Aboriginal peoples.

1.4



Undertaking consultation and developing concept plan(s) for the City Heart Project.

- Continue to progress City Heart Plan adoption and implementation plan.

Community planning

1.5

Continuing to deliver and review a community Health and Wellbeing Strategy and associated supporting plans to strengthen and improve the physical, mental and social wellbeing of the community.

- Deliver on outcomes of the Access and Inclusion Plan.
- Review and develop a new Age Friendly Clarence Plan as part of a wider Age/Life Strategy, including indicators of success.
- Deliver and implement the Community Wellbeing Strategy through developing and implementing an Annual Community Wellbeing Plan. 
- Implement the Community Safety Plan. 
- Review Youth Plan as part of the new Age/Life Course Plan.

STRATEGIC PLAN OBJECTIVE:		PRIORITY ACTIVITIES AND INITIATIVES:
Community planning (continued)		
1.6	Finalising the development and implementation of the Clarence Community Planning and Development Structure to enable a consistent approach to working together when considering community needs and issues.	<ul style="list-style-type: none"> • Complete a Community Development Plan.
1.7	Supporting our community to build capacity and resilience.	<ul style="list-style-type: none"> • Continue to partner with community organisations and COTA Tasmania on the delivery of digital inclusion programs for older adults. • Work with the LGBTIQ+ Working Group as part of the Community Wellbeing Advisory Committee. • Deliver Disability Awareness Training for councillors, council staff, and volunteers. • Deliver the Access and Inclusion Community Activation small grants program. • Undertake a review of domestic and family violence services and training programs for the municipality. Identify gaps and work to fill them with external services. • Support the Clarence City Salvation Army to deliver the Clarence Christmas Brunch. • Deliver Neighbour Day activities. • Deliver and build on the Homelessness Action Plan. • Deliver the Community Shower Program in collaboration with homelessness outreach support services. • Continue to develop and distribute homelessness information resources to internal and external stakeholders. • Provide and support community-friendly activities at the Kangaroo Bay Skate Park. • Deliver ongoing 'rolling' artwork in the Rosny Skate Park, in collaboration with Vibrance art organisation, young people and the Rosny College Arts faculty. • Deliver council's grants and benefits program. • Complete a review of the community grants program. • Undertake community support grants workshops. • Partner with Greater Hobart councils on building community capacity and resilience in responding to bushfires.
1.8	Recognising the significant impact volunteer involvement has on achieving our strategic goals and the delivery of our services and initiatives.	<ul style="list-style-type: none"> • Facilitate the Clarence Local Volunteer Network Group to promote sustainable volunteering and support relevant training activities in partnership with others. • Continue to deliver and grow the Clarence Community Volunteer Service.

STRATEGIC PLAN OBJECTIVE:		PRIORITY ACTIVITIES AND INITIATIVES:
Promoting health		
1.9	Undertaking the development of a Sport and Recreation Strategy.	<ul style="list-style-type: none"> Deliver Clarence Sports Facility Strategic Plan 2023 and deliver Open Space Strategy and Framework.
1.10	Promoting active and healthy lifestyles through provision and support of programs that improve physical and mental health.	<ul style="list-style-type: none"> Deliver council's immunisation clinics to the public and the school based immunisation program. 📍 Continue work on declared smoke-free areas including signage and education. 📍 Continue to deliver the Live Well. Live Long Program, taking into account any recommendations from the 10-year program review. 📍 Continue to deliver Gentle Exercise Programs for older adults in Rokeby and Risdon Vale, and review the delivery and mix of programs as part of the 'Live Well, Live Long in the Neighbourhood' program. 📍 Deliver the Help to Health program, including Clarence Talks, It's OK to Ask and The Right Place training. 📍 Deliver the Fitness in the Park program. 📍
1.11	Continuing to develop and maintain a quality open space network.	<ul style="list-style-type: none"> Develop an open space network guide, which will inform planning decisions on subdivisions and urban design and structure planning. 📍 Continue to link the gaps in the Tangara Trail network. Equestrian Drive- installation of a perimeter fence through the Hobart Archery Club (HAC) and the Tasmanian Equestrian Centre (TEC) lease boundaries. Widen and realign track sections close to cliff edges on the Coastal Trail at Roches Beach.
Connectiveness		
1.12	Facilitating opportunities for community connections and growth through a range of programs, activities and events.	<ul style="list-style-type: none"> Continue to deliver the Our Shared Space suite of intergenerational programs combatting ageism. Review the delivery of the Food Connections Clarence Program in conjunction with the Tasmanian Government Lift Local Grant. Deliver an annual Seniors Week event. Work with the community on delivering a celebration event for people over 90 years. Work with the community on innovative programs and activities that increase awareness of the people with disability. Deliver an annual International Day of People with Disability Event. Continue to partner with community gardens in the city to deliver activities and events. Continue to work in partnership on programs and projects that raise the profile of dementia inclusive communities. Deliver a variety of childcare services, all of which aim to develop, coordinate, and deliver a range of accessible and cost-effective childcare services for the city. Coordinate installation of memorials across the city, in accordance with council's policy.
1.13	Recognising, celebrating, and supporting diversity by building on our connections through Welcoming Cities and Refugee Welcome Zone and developing supporting policies.	<ul style="list-style-type: none"> Develop a Multicultural Action Plan for Clarence. Support multicultural activities and events such as Harmony Day. Deliver Multicultural Awareness training.

A WELL-PLANNED LIVEABLE CITY

GOAL:

Clarence will be a well-planned liveable city with services and infrastructure to meet current and future needs of our growing and vibrant community.

STRATEGIC PLAN OBJECTIVE: PRIORITY ACTIVITIES AND INITIATIVES:

Asset management planning

2.1

Developing and implementing contemporary, funded, asset management plans for all council asset types.

- Maintain council owned and managed assets, infrastructure, facilities and natural areas across the city in accordance with asset management plans, by:
 - Undertake road maintenance on sealed roads, unsealed roads and bridges (including cleaning, verge mowing and median strips, repair and maintenance of street furniture, kerb and gutters, table drains, road pavement, signs and line marking).
 - Undertake sealed footpath and gravel footpath maintenance (including weed control).
 - Undertake stormwater maintenance (including pits and pipes, open channels, ground pollutant traps, detention basins).
 - Undertake building and facility maintenance, including community centres, halls and public toilets.
 - Conduct sportsground maintenance.
 - Undertake maintenance on parks, playgrounds and Tangara Trail, boat ramps and boardwalk, and beach pontoon management.
 - Undertake maintenance and management of coastland and beaches.
- Progress the ICT Infrastructure Project: rollout of contemporary endpoint devices and upgrade the Bligh Street and Depot data centres to provide more reliable backup, business continuity and disaster recovery services for council's business systems.
- Finalise and deliver a Coastal Access Strategy.
- Undertake stage one detailed design for Victoria Esplanade and Queen Street.
- Playspace renewal and upgrades across the city.
- Skate park renewal and upgrades across the city.
- Undertake subdivision and development engineering assessments.
- Undertake road renewal including:
 - major digouts
 - pavement reconstruction
 - footpath and kerb and gutter renewal
 - road resealing including asphalt, microsurfacing and spray sealing
- Undertake road condition assessments.
- Develop a plan for the management and future upgrade of unsealed roads.

STRATEGIC PLAN OBJECTIVE: PRIORITY ACTIVITIES AND INITIATIVES:

Roads and transport

2.2

Developing and implementing a comprehensive transport strategy for the city.

- Continue to liaise with the Department of State Growth (DSG) on:
 - The DSG South East Traffic Solutions to improve travel time reliability between Hobart and Sorell.
 - Improving cycling opportunities through the Greater Hobart Cycling Plan and grant initiatives.
 - Arterial improvements in Clarence being at the Mornington Interchange and upgrade of South Arm Road, Rokeby.
 - Development of the Rokeby Park and Ride facility.

2.3



Developing and implementing traffic management plans to enhance connectivity and improve road safety.

- Carry out road shoulder widening on:
 - Acton Road, Acton
 - South Arm Road, Opossum Bay
 - Back Tea Tree Road, Richmond
 - Prossers Road, Richmond
- Undertake upgrades to existing road infrastructure including:
 - construct capacity and safety improvements on Backhouse Lane, Cambridge
 - build traffic calming and sealing the gravel section of Begonia Street, Lindisfarne
 - pavement renewal and drainage improvements on Pass Road, between Glebe Hill Road and Connor Place
 - retaining wall on Dorans Road, Sandford
 - safety barrier on Gordon Hill Road, Rosny Park
- Engineering investigations and design including:
 - Cambridge Road Corridor Study
 - Bligh Street/Gordons Hill Road safety upgrade
 - Safety options for Acton Road at Roches Beach Road
 - Safety improvements at Malunna Road/Beach Road roundabout
 - Safety improvements at Beach Road/East Derwent Highway
 - Improved road drainage and sealing of Scotts Road, Risdon Vale
 - Intersection upgrade at Brinktop Road/Prossers Road, Richmond
 - Traffic calming measures on Mockridge Road, Clarendon Vale
 - Roundabout at Kennedy Drive/Cherokee Drive, Cambridge
 - Traffic management improvements on North Terrace, Lauderdale
 - Road drainage improvement opposite 75-85 Bastick Street, Rosny





■ Clarence City Council Landscape Architect at work.

STRATEGIC PLAN OBJECTIVE: PRIORITY ACTIVITIES AND INITIATIVES:
Roads and transport (continued)
2.4
Reviewing and continuing to implement our Bicycle Plan and the Tracks and Trails Strategy for the city.

- Review, develop and implement tracks and trails asset management program and maintenance schedule across the municipality.
- Tracks and Trails projects:
 - Complete next section of Clarence Coastal Trail at Mays Point
 - Upgrade and extend the Clarence Plains Rivulet Track
 - New link track in Rokeby Hills, Fairisle Terrace- Mayfair Court
 - Next section of Barillia Rivulet track
 - Rosny Parklands Circuit Track
- Complete missing section of Single Hill Reserve tracks and realign the Wallaby Mountain Bike Tracks to make them more sustainable.
- Continue to complete and maintain the mountain bike tracks within the Clarence Mountain Bike Park.
- Mortimer Bay track upgrades.
- Construct a dirt jump/pump track facility at Clifton Beach.
- Develop new information, signage and style for the Richmond Village Trail.
- Clear Lagoon Track bridge replacement.
- Undertake upgrades on multi-user pathways including:
 - Clarence Foreshore Trail north of Rosny College
 - Through Geilston Bay Reserve along Geilston Creek to Dumbarton Drive
 - Improved linkage between the Rose Bay overpass and Tasman Highway 
- Create a Bike Strategy.
- Improve facilities and safety for people riding bicycle across the city, including:
 - construct bicycle parking racks
 - install bicycle-safe stormwater grates 

2.5
Providing and prioritising a safe, reliable, and accessible pedestrian network.

- Identify missing footpath links and missing kerb ramps across our built-up areas and develop a strategy to address this.
- Undertake installation and improvement of kerb ramps throughout the city. 
- Improve pedestrian access across the city, including:
 - upgrade of pedestrian crossings at Percy Street/Cambridge Road, Bellerive
 - design and construction of intersection improvements at Clarence Street/Cambridge Road traffic signals
 - new footpath on Balook Street, Lauderdale
 - design streetscape upgrades on Scott Street, Bellerive
 - new pedestrian island on Ploughman Road, Howrah
 - design of new kerb and footpath on Harmony Lane, South Arm
 - design of new kerb and footpath on Wellington Road, Richmond
 - footpath modifications to provide DDA compliant bus stop on Tranmere Road, Tranmere
 - new footpath on Roches Beach Road, Lauderdale
 - new footpath on Marston Street, Clarendon Vale
 - new footpath connection on Leprena Road, Montagu Bay
 - new footpath on Hookey Place, Rokeby
 - upgraded pedestrian fencing on Tranmere Road
 - design extension of multi-user pathway and pedestrian crossings along Tollard Drive, Rokeby 

STRATEGIC PLAN OBJECTIVE:**PRIORITY ACTIVITIES AND INITIATIVES:****2.6**

Developing and implementing a parking infrastructure development plan to guide capital investment in public parking facilities.

- Utilise cash in lieu of parking payments to develop improved car parking in and around activity centres.
- Undertake maintenance of sealed and unsealed car parks.
- Continue the project to install parking sensors in council-owned car parks and time restricted on-street parking bays in Bellerive and Rosny. Analyse usage data for decision making.

Stormwater management**2.7**

Developing and implementing stormwater catchment management plans for the city.

- Implement stormwater improvements projects identified as priority works in the Stormwater Systems Management Plans, including:
 - major upgrade at Beach Street, Bellerive
 - new pipe system on Percy Street, Bellerive
 - new pipe system on Fairfield Road, Geilston Bay
- Design stormwater improvement projects identified as priority works in the Stormwater Systems Management Plans, including:
 - upgraded pipe system at Wentworth Street, Bellerive
 - Seven Mile Beach stormwater management investigations
- Improve quality of stormwater discharge into the Derwent River, including:
 - design of gross pollutant trap and bioretention basin in Mortyn Park, Howrah
 - design a Water Sensitive Urban Design treatment through the Warrane Green Belt
 - construct a gross pollutant trap in Kangaroo Bay, Rosny
- Plan and design for detention systems identified as priority works in the Stormwater Systems Management Plans, including:
 - detention basin system on Rokeby Road, Howrah
 - detention basin within council-owned land on Duntroon Drive, Rokeby
 - detention basin system within the Waverley Flora Park and on the South Arm Highway above Alford Street, Howrah



■ Bellerive Public Pier.

STRATEGIC PLAN OBJECTIVE: PRIORITY ACTIVITIES AND INITIATIVES:

Stormwater management (continued)

2.8

Undertaking stormwater management and groundwater monitoring programs.

- Identify and complete a condition assessment of soakage trenches across the municipality and develop a strategy to prioritise locations for maintenance and replacement.
- Continue to maintain the Seven Mile Beach groundwater model.
- Continue to operate the Cambridge Oval stormwater harvesting project.
- Carry out tunnel erosion remediation on Houston Drive, Cambridge.
- Construct stormwater improvements throughout the municipality, including:
 - new inlet pit on Gellibrand Lane, Opossum Bay
 - new stormwater main on Cambridge Road
 - upgrade open drain at Clifton Beach
 - redirect stormwater on Balaka Street, Rosny
 - replace stormwater pipes on Malunna Road, Lindisfarne
 - stormwater upgrade on Risdon Street, Risdon
 - stormwater upgrade on Sunnyside Road, Lindisfarne
 - upgrade and redirect stormwater systems on Ninda Street, Rosny
 - improve drainage behind Brookston Drive, Mornington
 - replace side entry pits on Carella Street and Balia Road, Tranmere
 - new stormwater main on York Street, Bellerive
 - stormwater renewal works on Tecoma Road, Risdon Vale
 - renew stormwater main at 5 Heather Road, Risdon Vale
 - stormwater improvements behind 45-75 South Arm Road, Rokeby
- Design stormwater improvement projects, including:
 - pipe renewal in Arlunya Street, Tranmere
 - open drain renewal in Dysart Street, Clifton Beach
 - new stormwater pipe at 193 Derwent Street, Lindisfarne
 - modifications to overland flow paths at Loinah Road, Rosny

Public buildings and community facilities

2.9

Undertaking an audit and strategic review of council's buildings and community facilities to establish usage, condition, and compliance to standards, and assess to ensure they are fit for purpose to accommodate current and future community needs.

- Clarence Council Depot toilet upgrade.
- Undertake *Disability Discrimination Act* upgrades to the kitchen and toilet facilities at the Lindisfarne Community Activities Centre. ♿
- Construction of shelter and seating at the Clarence Mountain Bike Park.
- New staff amenities at Rosny Early Learning. ♿
- Undertake electrical supply and switchboard upgrade at the Howrah Community Centre.
- Council Bligh Street office extension, including undercroft.
- Kangaroo Bay Pavilion ventilation upgrade.
- Risdon Vale Hall heat pump installation.
- Aquatic Centre security fence renewal.
- Security system upgrades.
- South Arm Community Centre energy security.
- Rokeby Youth Centre relocation.
- Council Chambers staff kitchen/break room.
- Rosny Farm entry crossover upgrade.
- Risdon Vale Hall facility upgrade.
- Cremorne public toilets- minor upgrades.
- Bayview Park toilet renewal.
- Rosny Bus Mall glazing replacement design.

STRATEGIC PLAN OBJECTIVE:**PRIORITY ACTIVITIES AND INITIATIVES:****2.10**

Ensuring quality civic architecture which is responsive to place and adaptable for the needs of the community.

- Continue to provide and improve kayak access to Clarence's foreshore.
- Undertake works to repair vandalism and remove graffiti across the city.
- Undertake stage one (detailed design and planning approval) of the Clarendon Vale Oval Pavilion.
- Complete Opossum Bay public toilet replacement.
- Undertake exterior upgrade of Lindisfarne Community Activity Centre.
- Undertake minor *Disability Discrimination Act* compliance works.
- Undertake works for a new facility at Alma Street – After School and Family Day Care.
- Undertake energy efficiency building upgrades.
- Upgrade public toilets at Church Street, Rokeby.

Parks and recreation facilities**2.11**

In line with our Sport and Recreation Strategy, work with local clubs, state and regional organisations and other levels of government to meet the sport and recreation needs of our community.

- Undertake preliminary planning to support State/Commonwealth Sport and Recreation Infrastructure Grant applications.
- Deliver nine hole disc golf course to be built in Clarence.
- Clarence High School synthetic cricket nets installation.
- Dampier Street Sportsground (Warrior Park) minor works.
- Complete detailed design and commence construction for a new dog park at Cambridge and engage with the community on the plan.
- Progress work on the Coastal Access Strategy Project.
- Install drinking station with kayak washdown at DeBomfords Lane Coastal Reserve, Geilston Bay.
- Implement trial for off-lead fenced area for greyhounds at South Street Reserve and review outcomes.
- Undertake works to upgrade the Kangaroo Bay Skate Park.
- Construct senior exercise equipment demo site at Simmons Park.
- Progress design for a new pavilion at ANZAC Park, work with sports club and government stakeholders.

Land use planning and urban design**2.12**

Undertaking best practice land use policy development and active participation in regional planning processes.

- Participate in Greater Hobart Plan and inter-council working groups concerned with regional planning and the review of the regional strategy.
- Monitor and update the Local Planning Schedule – Clarence.

2.13

Enhancing natural and built amenities to create vibrant, accessible activity centres and community hubs through quality urban design.

- Continue to contribute to a well-planned liveable city through the distribution, and continuous improvement of the Access and Inclusion Toolkit.

2.14

Planning for a diverse range of housing to meet the needs of a wide demographic.

- Ensure the application of appropriate zones and special area plans to provide for a range of densities and housing typologies.
- Monitor the take up of residential zoned land.
- Complete a Risdon Vale Precinct Structure Plan – to assist in the rezoning of council's strategic housing allocation.
- Continue to partner with UTAS on the Planning Inclusive Communities Project, and work on relevant recommendations, programs and projects that arise.

STRATEGIC PLAN OBJECTIVE:**PRIORITY ACTIVITIES AND INITIATIVES:**

2.15 Ensuring neighbourhoods have pleasant streetscapes and access to recreational spaces and appropriate neighbourhood facilities.

- Complete the Tranmere – Droughty Point – Rokeby Structure Plan to provide for a well-planned urban area.
- Complete a Warrane Urban Regeneration Project discussion paper and begin consultation process.
- Undertake local area plan to enhance Seven Mile Beach.
- Install play space at South Arm Oval.
- Install new BBQ tables and seating across the municipality as required.
- Commence design for the renewal and upgrade of Bayview Park Playground.
- Commence design for the renewal and upgrade of Epping Park Playground.
- Clarendon Vale Youth Precinct upgrade.

2.16 Planning for the supply of industrial and commercial land, taking advantage of the city's unique locational advantages.

- Monitor the supply of commercial and industrial land designated by the Regional Industrial Strategy and identify opportunities for appropriate growth through the Greater Hobart Plan.

2.17 Ensuring heritage values of historic places and precincts are protected.

- Continue to provide a free heritage advisory service.
- Monitor and update the Richmond Townscape Strategy where required.
- Review and update heritage building and signage guidelines where required.
- Carry out war memorial inspections and maintenance.

2.18 Encouraging the expansion of intensive agriculture and associated activities.

- Utilise the planning controls to support appropriate agricultural activities.

2.19 Applying land use techniques to identify and protect important natural values within the city.

- Retain and maintain natural assets inventory as natural asset plans are submitted with planning applications.



■ Kangaroo Bay Oval.

A PROSPEROUS AND CREATIVE CITY

GOAL:

Clarence encourages creativity, innovation and enterprise and will develop the local economy by enabling opportunities for all people.

	STRATEGIC PLAN OBJECTIVE:	PRIORITY ACTIVITIES AND INITIATIVES:
3.1	Reviewing and implementing the Economic Development Plan to encourage and facilitate business enterprise through economic development, land use planning, and cultural development strategies.	<ul style="list-style-type: none"> Continue to progress development and adoption of City Futures Strategy and Implementation plan for economic development. Rosny Farm/Cultural Precinct Plan review.
3.2	Working together with the Greater Hobart councils and other levels of government, under the Hobart City Deal, to leverage Hobart's natural amenity and build on its position as a vibrant, liveable, and connected global city.	<ul style="list-style-type: none"> Participate in the development of the Greater Hobart Plan settlement strategy. Participate in inter-council working groups. Develop a Smart Precinct Strategy with the Greater Hobart Smart City Working Group.
3.3	Developing and implementing initiatives aimed at addressing the areas of significant socio-economic disadvantage within the city.	<ul style="list-style-type: none"> Support and enable the One Community Together initiative in Clarence Plains. Develop and continue youth programs across the city. Work in partnership with organisations, schools and services to support programs and activities for youth across the City. Identify a suitable location for a safe space for youth.
3.4	Communicating our city brand and benefits through the promotion of our attributes, opportunities and visitor attractions.	<ul style="list-style-type: none"> Continue to develop a database of stock images for use in city promotion. Undertake review and update of council's Tracks and Trails brochure.
3.5	Building and facilitating productive networks and relationships based on common interests with business groups, regional bodies, other councils, and other levels of government.	<ul style="list-style-type: none"> Support and collaborate with Coal River Valley Tasmania Tourism Association. Engage with the broader Clarence and Greater Hobart business community. Support key stakeholders across the city to activate council land, including market and event activations. Promote and support investment and adoption for a Digital Twin for Greater Hobart.
3.6	Facilitating and/or directly investing in foundation projects and infrastructure aimed at driving further investment and growth.	<ul style="list-style-type: none"> Develop a Data and Spatial Strategy.
3.7	Developing a Cultural and Creative Strategy.	<ul style="list-style-type: none"> Design and implement a bespoke mobile art trailer. Review Cultural Arts Plan and Clarence Events Plan.

STRATEGIC PLAN OBJECTIVE:	PRIORITY ACTIVITIES AND INITIATIVES:
3.8 Delivering a diverse program of cultural events to increase access, participation and excellence in arts and cultural activities.	<ul style="list-style-type: none"> • Implement the City Events Plan, including promoting current events and attracting new opportunities. • Conduct council's annual event program including the Clarence Jazz Festival as council's premier event, Dog's Day Out, and Christmas concert. • Conduct and support other events including, Christmas Community Concerts, youth events and community festivals. • Continue relationships with other major events including Ten Days on the Island, Mona Foma and Cygnet Folk Festival. • Maintain the exhibition program and associated public programs in the schoolhouse gallery and barn. • Continue to develop the Clarence Jazz Festival Food and Wine project. • Prepare and implement a program of events and activities for the Richmond Bicentenary.
3.9 Enhancing our cultural identity by encouraging the creation and installation of public art.	<ul style="list-style-type: none"> • Undertake community art projects as part of the Graffiti Management Strategy. • 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. • Ensure that public art contributions associated with new developments in activity centres are applied in a timely manner to enhance the precinct's sense of place.
3.10 Examining options for the establishment of a civic centre or performance and exhibition centre.	<ul style="list-style-type: none"> • Examine options for the establishment of a civic centre or performance and exhibition centre. • Review concept designs for Rosny Farm in the context of the City Heart Project.
3.11 Reviewing and implementing the Cultural History Plan for Clarence to preserve and promote the city's unique cultural history.	<ul style="list-style-type: none"> • Implement actions contained within the Cultural History Plan. • Conduct historical walks across the city. • Create QR codes for all historical interpretation signage.
3.12 Enhancing Sister City relationships and international linkages as a mechanism to foster and deliver cultural benefits.	<ul style="list-style-type: none"> • Continue to identify opportunities to build better linkages and cultural connections with other cities and international communities.
3.13 Undertaking the development of a Digital Strategy.	<ul style="list-style-type: none"> • Develop a Digital Strategy implementation plan.
3.14 Adopting policies and strategies to enhance the quality of life by using emerging technology to improve the efficiency of city infrastructure and services for the benefit of the community, business and visitors.	<ul style="list-style-type: none"> • Progress the Replacement Facilities Access System Project. Research, scope and identify options to replace and improve current access systems (including CCTV, key, electronic swipe cards, pin) to council's facilities – buildings, ovals, halls and centres. • Continually improve council processes and systems – eRecruitment, onboarding, training, contracts, customer portals.

AN ENVIRONMENTALLY RESPONSIBLE CITY

GOAL:

Clarence is environmentally responsible, valuing and protecting the natural environment for a sustainable and liveable future.

STRATEGIC PLAN OBJECTIVE:	PRIORITY ACTIVITIES AND INITIATIVES:
4.1 Protecting natural assets within council-managed land through the development and review of strategies in relation to bushfire, weed, land and coastal management.	<ul style="list-style-type: none"> • Undertake environmental health sampling and monitoring.  • Maintain dog litter bins. • Renew council's Bushfire Mitigation Strategy and associated Reserve Bushfire Management Plans. • Carry out fire management activities. • Tree management, including maintenance, replacement and revegetation. • Undertake pest control activities as required. • Undertake tracks planning, investigation and maintenance. • Undertake general bushland maintenance. • Undertake weed management across the municipality. • Investigation into natural erosion around the bank at the rear of the Lindisfarne Yacht Club house. • Develop a Pipeclay Lagoon Coastal Management Plan. • Develop a Roches Beach Coastal Management Plan. • Develop a trial regeneration area in degraded woodland in Single Hill Reserve, Seven Mile Beach. • Develop and implement a Natural Areas Signage and Interpretation Plan. • Undertake landscaping in Single Hill Bushland Reserve, Seven Mile Beach. • Undertake Lauderdale Canal water quality assessment. • Seven Mile Beach Coastal Reserve Landscaping. • Evaluate the tree canopy cover in Clarence and prepare an urban tree strategy.
4.2 Developing activity plans for natural reserve areas and continuing to work with bushcare, landcare, coastcare and other volunteer groups to implement plans and initiatives.	<ul style="list-style-type: none"> • Develop, review, and implement Reserve Activity Plans for Waverley Flora Park. • Undertake natural area rehabilitation planning. • Conduct landscaping on bushland reserve entrances. • Implement Lauderdale Saltmarsh Restoration Plan.
4.3 Working collaboratively with relevant agencies to enhance and protect the natural environment.	<ul style="list-style-type: none"> • Provide support to the Derwent Estuary Program. • Deliver Land and Coastcare community volunteer programs.

STRATEGIC PLAN OBJECTIVE:	PRIORITY ACTIVITIES AND INITIATIVES:
4.4 Encouraging energy conservation and sustainable use of resources through promotion of water and energy conservation initiatives to the community and industry, as well as considering opportunities in relation to emerging or alternative technologies, including energy efficient transport options.	<ul style="list-style-type: none"> • Implement climate change strategies. • Develop guidelines for sustainable council events. • Develop a Climate Action Plan: provide a road map for greenhouse gas emission reductions to achieve council's carbon target.
4.5 Undertaking the development of an Environmental Sustainability Strategy.	<ul style="list-style-type: none"> • Renew council's Natural Areas Strategy. • Implement Sustainability Strategy.
4.6 Developing and implementing local and regional waste management strategies that consider all forms of waste.	<ul style="list-style-type: none"> • Purchase public recycling bins. • Continue to undertake kerbside waste, recycling and green waste collection services. • Continue to deliver community services obligations at Mornington Waste Transfer Station. • Provide recycling services within council workplaces. • Continue to undertake waste collection from parks, sportsgrounds and roadside litter. • Carry out maintenance of the Lauderdale Rehabilitated Landfill.
4.7 Continuing to provide opportunities for involvement and increased awareness for the care of the local environment.	<ul style="list-style-type: none"> • Replace interpretive signage panels at Bellerive Beach.



■ Bandicoot.

GOVERNANCE AND LEADERSHIP

GOAL: To provide leadership and accessible, responsive, transparent and accountable governance of the city.

STRATEGIC PLAN OBJECTIVE:	PRIORITY ACTIVITIES AND INITIATIVES:
5.1 Responding to the changing needs of the community through leadership, advocacy and best practice governance.	<ul style="list-style-type: none"> Continual review of council's procurement processes to ensure it meets best practice. Continual review of council's policies and procedures to ensure that council responds to the changing needs of the community. Work with the Positive Ageing Working Group as part of the Community Wellbeing Advisory Committee. Continue to work with the Access and Inclusion Working Group as part of the City Development Advisory Committee. Continue to work with services and organisations by facilitating the Positive Ageing and Disability Access and Inclusion Network Forums. Work with the Youth Network Advisory Group (YNAG) and the Youth Working Group as part of the Community Wellbeing Advisory Committee
5.2 Formulating and maintaining a suite of policies to provide a framework for the establishment and implementation of council's plans, strategies, programs, and services.	<ul style="list-style-type: none"> Review and update Customer Service Charter and Framework. Council will continue to review and update its policies on an as needs basis throughout the year. Develop a City Development Strategy. Develop a Community Infrastructure Strategy.
5.3 Continuing to focus on providing transparency in our decision-making processes.	<ul style="list-style-type: none"> Continue the development of a Communications and Marketing Strategy.
5.4 Communicating with our community about what we do.	<ul style="list-style-type: none"> Undertake a major website upgrade. Continue to provide timely and relevant information via council's website, council newsletter, print and digital media, and various special interest publications.
5.5 Engaging with our community and stakeholders through the continued implementation of our Community Engagement Policy.	<ul style="list-style-type: none"> Continue to engage in community consultation on major policy issues and projects. Refine and enhance best-practice community consultation across the organisation. Undertake community and business research to track key success and sentiment metrics to be utilised in various strategies and plans across the organisation.
5.6 Establishing strategic partnerships to facilitate greater opportunities.	<ul style="list-style-type: none"> Continue relationships with Ten Days on the Island, Mona Foma and Cygnet Folk Festival.
5.7 Providing equitable access to programs and services.	<ul style="list-style-type: none"> Work with relevant organisations to develop a pilot site for the use of beach access mats for people with a disability. Deliver the Universal Accessible Information Project.
5.8 Maintaining and continuously reviewing performance monitoring frameworks to ensure identified strategic goals are achieved.	<ul style="list-style-type: none"> Produce and review council performance reports.
5.9 Providing and representing the community at civic and ceremonial functions.	<ul style="list-style-type: none"> Provide, and represent the community at, civic and ceremonial functions.

COUNCIL'S ASSETS AND RESOURCES

GOAL:

To efficiently and effectively manage our financial, human, and property resources to attain strategic goals and meet statutory obligations.

STRATEGIC PLAN OBJECTIVE:

PRIORITY ACTIVITIES AND INITIATIVES:

Financial management

6.1

Maintaining a financially sustainable organisation through:

- Ongoing development and implementation of responsible financial strategies.
- Ongoing review and implementation of a detailed 10 Year Financial Management Plan.
- Integration of financial and asset management strategies.
- Measurement and reporting of key sustainability indicators.

- Undertake yearly review of council's Long Term Financial Management Plan.
- Undertake detailed review and revaluation of council's stormwater infrastructure asset class.
- Review and update asset management plans.

6.2

Maintaining council in a sound financial position through:

- Delivering underlying surplus consistent with long-term financial planning.
- Planning for financial flexibility to meet unforeseen future externalities and opportunities.
- Implementing annual financial plans that are consistent with long-term strategies, as well as measuring and reporting on key financial indicators.

- Review KPI's to ensure they remain relevant and enable oversight of key strategic issues and risks.

6.3

Making affordable and equitable rates and charges by:

- Developing and reviewing rating policies which seek to reflect both legislative principles and the expectations of the community.
- Ensuring consistency in the application of rates and charges across the community.
- Reflecting the true cost of providing services to the community.
- Avoiding sudden and unexpected rate movements across the community.

- Review of council's Rates Outstanding policy.
- Undertake an ongoing review of council's fees and charges to optimise council's extensive fee structure- in particular roads and stormwater fees.
- Review of council's Rating structure and Rates and Charges Policy.

STRATEGIC PLAN OBJECTIVE:		PRIORITY ACTIVITIES AND INITIATIVES:
Financial management (continued)		
6.4	Having effective control of financial risk by maintaining: <ul style="list-style-type: none"> • Consistent cash flows, ample liquidity, and ready access to capital. • Appropriate and effective systems of internal control. • Adequate levels and scope of insurance over appropriate classes of risk. 	<ul style="list-style-type: none"> • Undertake internal audit reviews as required by Audit Panel and implement initiatives as identified. • Continue with the ongoing program of insurance reviews for council infrastructure.
Human resource management		
6.5	Developing and implementing a Workforce Development Plan to ensure we have the right people in the right place at the right time.	<ul style="list-style-type: none"> • Continue work on Workforce Development Plan.
6.6	Maintaining a positive, values-based work environment.	<ul style="list-style-type: none"> • Continue work with the Workplace Improvement Committee to identify essential core beliefs and values to embed in council's workplace culture. Identify strategies and opportunities to implement change and drive an engaged team. • Review workplace policies to support equality and respect. Review data captured in the Workplace Equality and Respect Survey. Establish a Workplace Equality and Respect Implementation Team. • Work through issues identified in the Staff Engagement Survey to maintain focus on continuous improvement and identify strategies and opportunities to implement change and drive an engaged team.
6.7	Providing an equal opportunity workplace.	<ul style="list-style-type: none"> • Continue to implement initiatives as a outcome of Employee Engagement Survey, continue to deliver relevant equality, anti-discrimination and aboriginal cultural training programs.
6.8	Fostering an environment that encourages staff development and continuous learning to strengthen workforce capabilities.	<ul style="list-style-type: none"> • Undertake performance management activities to continuously improve performance and identify training and development needs. Ensure delivery of training and development programs in a timely manner. • Provide Tasmanian Aboriginal cultural awareness training to all staff.
6.9	Fostering a culture of creativity and innovation in expressing and realising ideas.	<ul style="list-style-type: none"> • Engage employees in strategic processes. Encourage staff participation in consultative committees to provide enhanced opportunities for expressing ideas.
6.10	Providing safe and healthy workplaces.	<ul style="list-style-type: none"> • Continue to deliver the review and assessment program of council's environment to ensure the provision of best-practice work health and safety. Continue to deliver a program that maintains council's ISO 45001:2018 accreditation. Increase the audit program of monitoring compliance and effectiveness for improvement opportunities.

STRATEGIC PLAN OBJECTIVE:	PRIORITY ACTIVITIES AND INITIATIVES:
Statutory and legal responsibilities	
6.11 Effectively administering compliance with statutory obligations, legal responsibilities and governance standards.	<ul style="list-style-type: none"> • Ensure that the planning authority is appropriately informed of statutory requirements and standards when determining applications. • Ensure fulfilment of council's statutory responsibility to enforce the planning scheme. • Timely issue of development permits, sealed plans and strata titles. • Defend appeals in the Tasmanian Civil and Administrative Tribunal (TASCAT). • Ensure that internal legal support is provided to all workgroups to enable council to meet its statutory obligations, legal responsibilities and to meet governance standards, particularly through the review of council's policies and processes. • Review and implement amendments to the Dog Management Policy. • Develop a Cat Management Policy. • Continue rollout of parking sensors in the city. • Act as permit authority through issuing permits, certificates, notices and orders; and by maintaining building/plumbing registers. • Provide information, assistance and support regarding building/plumbing matters. • Ensure compliance so buildings are safe, energy efficient and meet permit conditions and relevant standards. • Review work processes and improve system performance for regulatory groups. • Bring outstanding building and plumbing permits to completion.
6.12 Ensuring appropriate management of risk to reduce exposure associated with council's operations and activities.	<ul style="list-style-type: none"> • Implement recommendations from audit of council's Business Continuity Plan. • Continue to develop and manage council's risk registers to respond to existing and emerging risks. • Digitise Aperture Cards (Microfiche) Project. • Replace council fleet analogue radios. • Cyber security risk management. • Emergency management, including storm/emergency maintenance.
6.13 Delivering a range of regulatory services in relation to environmental health, development assessment and approval, building and plumbing compliance, environmental and public health, animal control, parking and public places.	<ul style="list-style-type: none"> • Continue to deliver regulatory programs, including identifying and implementing opportunities to improve customer accessibility to information and online lodgement options.

HOW WE FRAMED OUR BUDGET



Our city continues to experience unprecedented growth, with the latest Australian Bureau of Statistics (ABS) release showing a population increase of 12% between 2016 to 2021, which must be considered by council when framing the budget each year.

The increased growth places many pressures on council such as increased needs for public open spaces, increased maintenance of these areas, extra maintenance costs on facilities and assets, increased street lighting costs, higher demand for waste services, and an increased demand on our stormwater network.

Council is mindful of the pressures our ratepayers are under – with everyone experiencing a rising cost of living – and it takes this into consideration when making financial decisions that will impact people throughout the city.

Council's budget is also framed around its long-term financial plan and long-term financial sustainability. This ensures Council can continue to deliver services, maintain assets and continue to develop new infrastructure for the community in a sustainable manner.

DEVELOPING OUR CAPITAL PROGRAM:

Over the last 5 years, Council's average capital program per year has been \$20.5 million.

With such a large ongoing program and the rising cost of living, increased material costs, high inflation, and significant resource constraints, many capital projects will carry over into the new financial year. The capital program operates on an approximate three year rolling cycle.

With this high level of ongoing capital projects, council set criteria for prioritising capital projects for the 2023-24 financial year that included:

- Projects assessed as high-risk works
- Ongoing projects that required additional funding to complete in 2023-24

- Renewal projects in line with the long-term capital program
- Projects that meet emerging community needs
- Projects that are fully grant-funded

An emerging project with high community needs is Pass Road in the area of Glebe Hill and Clarendon Vale. Recent development in this area necessitates significant road upgrades. This also recognises that sections of Pass Road are reaching end of life and need replacing.

This project has an expected cost of \$6.1M and with this project needing to be included in the 2023-24 program, and taking into consideration the other priorities listed above, the 2023-24 capital works program totals \$28.9 million.

DEVELOPING OUR OPERATIONS BUDGET

Significant increases in financial and economic indicators such as the recent March Consumer Price Index (CPI) figures placed extreme pressure on our operations budget. The underlying cost base of council's operations has been increased due to many of our ongoing major contracts and agreements being linked to CPI.

This has created an extremely challenging budget environment as we seek to balance the current needs of our community, undertaking critical renewal works, and ensuring council remains in a sound financial position for the years to come.

When considering these pressures, council activities were closely examined to ensure the proposed actions aligned with the Strategic Plan. This process began in September 2022 when budget submissions were welcomed by Council's committees, closely followed in December with managers reviewing cost centre budgets for the 2023-24 financial year. Once all proposed budgets were reviewed by managers and the CEO, Councillor feedback was provided in a series of workshop discussions which continued with Councillors over several months to work through the many facets of council's budget.

This detailed approach to the development of our budget has helped council to strike a balance between asset development, regulatory functions we are required to

perform, and delivering programs and services that we know are valued by the community.

Council has been able to approve a financially and economically responsible budget which includes a rate increase on average of 6.53%, less than Hobart's consumer price index of 6.9%. This increase is also substantially lower than the Local Government Cost Index which was 8.11% earlier this year.

The Local Government Association of Tasmania release the index each year as it is believed this index better reflects the cost increases associated with the delivery of local government services, recognising that CPI alone does not reflect cost increases across the range of council services. Wage costs, road and bridge costs and the CPI are the most common elements used in local government cost index.

The increase in our operations budget ensures we have the funding available for future renewal works which are at the forefront of council's long-term financial strategy, as well as maintaining a low surplus of funds so the organisation remains financially sustainable into the future.

A key element of this is ensuring council continues to maintain a sufficient renewal reserve, the funds of which are used to replace and upgrade long-term assets throughout the municipality. This allows us to make large investments when they're needed without impacting the rates the community pays significantly in any one particular year.

Due to sound long-term financial planning over many years, council has built a renewal reserve of approximately \$29 million, which is set aside for future renewal works.

WASTE LEVY

Council's 2023-24 budget includes ongoing funding for the implementation of the Tasmanian Government's Waste Levy – these funds go directly to reinvestment in waste management solutions and incentivising reduction in waste in Tasmania. The introduction of the levy will be staggered over six years, starting at \$20 per tonne and rising to \$60 in year six (2026-27).

Community members will see the waste levy reflected on their rates notice. In real terms and based on current waste collection volumes for our city, a charge of \$8 for a normal 80-litre refuse bin will be levied, with higher proportionate charges for larger bins.

While this levy is collected by local councils, the entirety of the levy will be passed to the Tasmanian Government where it will then be quarantined for reinvestment in waste modernisation, recycling and growing Tasmania's circular economy.

COUNCIL'S BORROWING STRATEGY

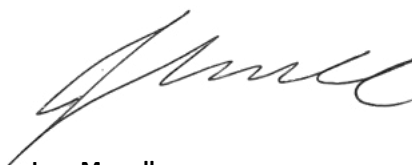
Council's Financial Management Strategy is guided by the principle that use of debt as an important funding source for council's capital expenditure program. Borrowings are typically used by council to support the construction of a major asset, enhancement of an existing asset, or where appropriate to smooth the funding of the major renewal of existing community assets.

Borrowing provides access to an alternative source of capital and minimises the pressure placed on cash flows and income streams at the time of construction. This ensures that the cost to ratepayers of building and maintaining these intergenerational assets is spread out over time.

In the 2023-24 Budget Estimates, council is proposing new borrowings of \$6.1M, \$5.1M to help fund the Pass Road development and \$1M for the first stage of Council Chambers redevelopment. Due to higher-than-expected tender costs for the stormwater upgrade at Bellerive, Council approved an additional \$3M of funding for this project in 2022-23 financial year. These funds, along with the approved funding for 2023-24 financial year, are unlikely to be drawn down until late in the financial year.

Council continues to repay its \$14.8 million Economic Stimulus Loan from a specific purpose reserve that has been set aside so the loan will be fully repaid in the 2024-25 financial year before being subject to interest charges.

The following section of the Annual Plan includes detailed information about the rates and charges to be levied, the works program to be undertaken and other relevant financial information.



Jane Murrell
CHIEF FINANCIAL OFFICER
CLARENCE CITY COUNCIL

GUIDING PRINCIPLES – REVENUE, EXPENDITURE AND CASHFLOW

- Ensure there is a balance between the capacity to maintain the delivery of council services that continue to meet community expectations and relative rating effort required.
- Ensure that cashflow is well understood and managed to support council operations, capital program and debt commitments.
- Council's long-term financial plan reviewed to effectively manage debt and the rate strategy in years to come.

GUIDING PRINCIPLES – CAPITAL, SERVICE AND ESTABLISHMENT

- The capital budget adopts a focus on the long-term strategic asset management plans that balances renewal effort, risk mitigation and the development of new community infrastructure.
- Council is placing a priority on completing existing capital work projects.
- Council's service delivery is focused on statutory, regulatory and core service requirements.
- The budget focuses on building and maintaining staffing and organisation capacity to respond to the needs of a growing city.



■ Clarence City Band Crosswinds ensemble play at the Clarence Community Spirit Gala.

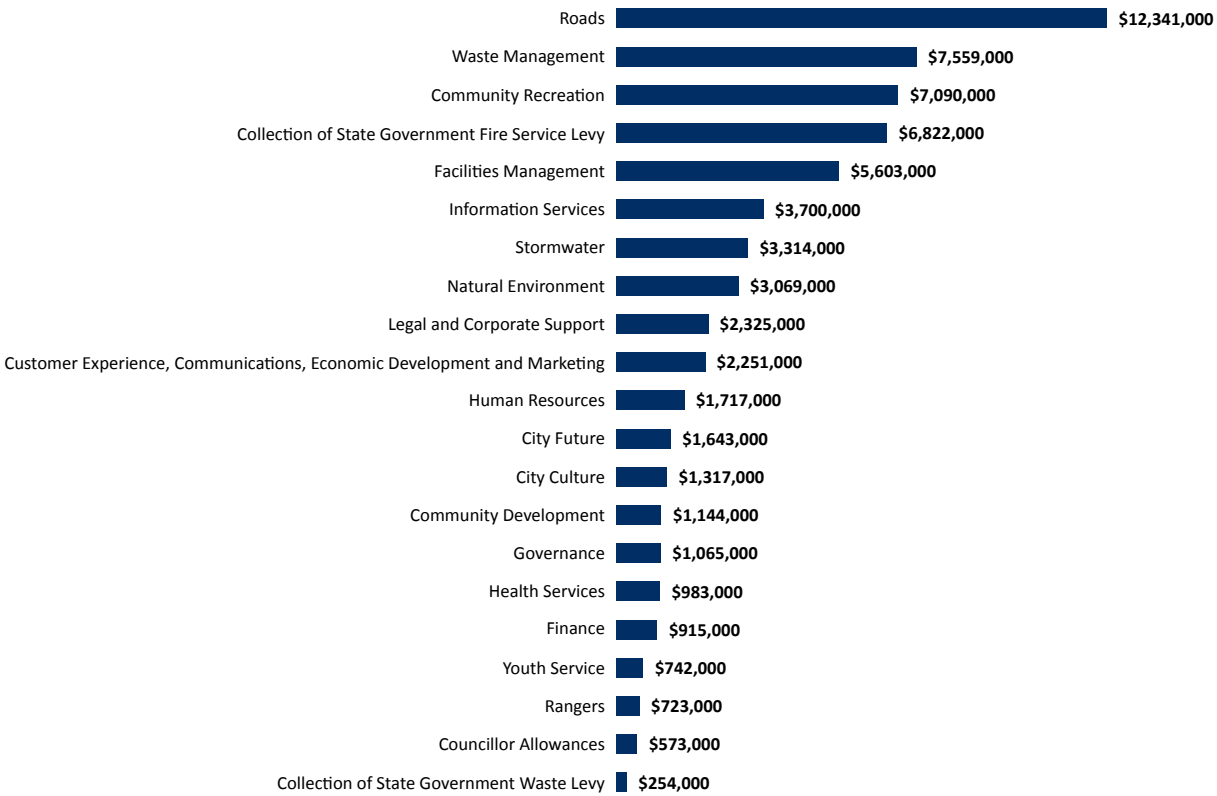
OPERATING BUDGET

	2022-2023	2023-2024	DIFFERENCE
INCOME			
Council Rates	53,112,513	58,762,667	5,650,154
State Fire Service Levy	6,480,902	6,821,674	340,772
Waste Levy	253,400	253,400	-
Fees and charges	8,204,476	8,482,378	277,902
Interest	2,077,476	3,671,615	1,594,139
Government subsidies	3,631,266	4,048,608	417,342
Grants	3,300,000	3,540,685	240,685
Dividends	2,200,000	2,200,000	-
Contributions of capital*	640,000	600,000	-40,000
Capital grants*	1,010,000	1,500,124	490,124
Other revenues from continuing activities	107,500	826,845	719,345
TOTAL INCOME	81,017,533	90,707,996	9,690,463
EXPENDITURE			
Employee costs	25,437,793	29,504,109	4,066,316
Depreciation and amortisation	15,546,000	17,273,000	1,727,000
Materials	1,620,291	1,810,529	190,238
Contracts	12,025,833	13,024,846	999,013
Operating lease	2,215,234	2,325,784	110,550
Electricity	1,106,840	1,168,062	61,222
Other expenses from continuing activities	10,965,713	13,841,571	2,875,858
State Government charges and levies	7,510,902	7,866,674	355,772
Insurance	739,201	808,800	69,599
TOTAL EXPENSES	77,167,807	87,623,375	10,455,568
BUDGETED SURPLUS/(DEFICIT)*	3,849,726	3,084,621	-765,105
BUDGETED UNDERLYING SURPLUS/(DEFICIT)**	2,199,726	984,497	-1,215,229
CAPITAL PROGRAM			
New	6,993,530	18,792,930	11,799,400
Renewal	9,850,470	10,137,970	287,500
TOTAL CAPITAL	16,844,000	28,930,900	12,086,900

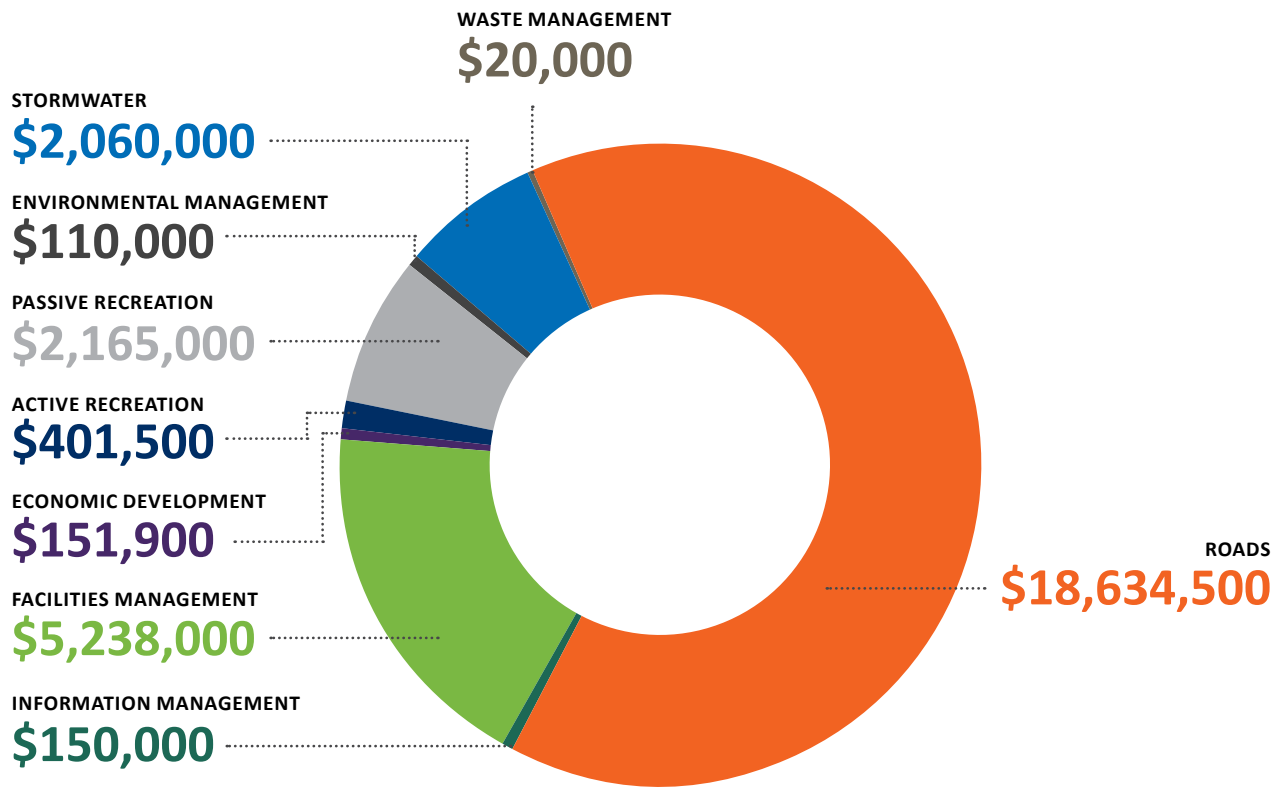
* Budgeted Surplus includes income that relates to capital.

** Budgeted Underlying Surplus is based on council's own operating activities as per the Auditor General's measures in the Annual Financial Statement. It is consistent with council's Financial Management Strategy and Long Term Financial Management Plan.

WHERE YOUR RATES ARE SPENT



AREAS OF CAPITAL SPEND



2023–24 CAPITAL PROJECTS IDENTIFIED AND FUNDED FOR DELIVERY

This section provides a more detailed analysis of the 2023-24 capital works program.

PROJECT DESCRIPTION	TOTAL COST 2023-2024
ROADS MANAGEMENT	
Major Projects	
Backhouse Lane – Road Upgrade	\$800,000
Begonia Street – Upgrade to Sealed Road	\$800,000
Dorans Road – Retaining Wall	\$500,000
Pass Road Upgrade – Glebe Hill Road to Connor Place	\$6,100,000
Footpaths, Kerbs, Gutters and Fencing	
Footpath, Kerb and Gutter Renewal Priority Works – Annual Program	\$1,380,000
Footpath, Kerb and Gutter Renewal Reseal Prep Works – Annual Program	\$850,000
Footpaths Missing Links – Annual Program	\$50,000
Kerb Ramps/DDA Access Installations – Annual Program	\$150,000
Balook Street – Footpath	\$75,000
Bastick Street – Kerb and Gutters	\$15,000
Cremorne Avenue – Footpath Survey and Fencing	\$30,000
Harmony Lane Upgrade – Kerb and Footpath	\$30,000
Hookey Place – Footpath Construction	\$80,000
Ploughman Road – Pedestrian Island	\$55,000
Scott Street – Streetscape Upgrade	\$80,000
Tasman Highway/Rose Bay Overpass and Cycleway	\$21,000
Tranmere Road – Footpath Upgrade	\$40,000
Wellington Street – New Footpath (North)	\$20,000
Multi User Pathways and Cycling Infrastructure	
Bicycle Parking Racks	\$3,500
Clarence Foreshore Trail – Connection to Dumbarton Drive	\$85,000
Clarence Foreshore Trail – Rosny College to Tasman Bridge Path Upgrade Stage 3	\$350,000
Roads	
Major Digouts Reconstruction – Annual Program	\$2,500,000
Road Resealing – Asphalt Works – Annual Program	\$1,250,000
Road Resealing – Reseal – Annual Program	\$730,000
Road Resealing – Slurry Seal – Annual Program	\$800,000
Road Resealing – Spray Seal – Annual Program	\$830,000

CLARENCE CITY COUNCIL ANNUAL PLAN 2023–2024

PROJECT DESCRIPTION	TOTAL COST 2023-2024
ROADS MANAGEMENT (CONTINUED)	
Roads (continued)	
Engineering Investigations – Annual Program	\$20,000
Gravel Road Re-Sheeting – Annual Program	\$100,000
Acton Road/Roches Beach Road – Safety Upgrade	\$30,000
Back Tea Tree Road – Shoulder Widening	\$90,000
Beach Road/East Derwent Highway Intersection	\$20,000
Bligh Street/Gordons Hill Road – Safety Upgrade	\$50,000
Cambridge Road – Corridor Study	\$60,000
Gordons Hill Road – Safety Barrier Installation	\$50,000
Malunna and Beach Road – Intersection Upgrades	\$80,000
North Terrace – Traffic Management Improvements	\$50,000
Prossers Road – Shoulder Sealing and Path	\$40,000
Roches Beach Road – Drainage/Footpath	\$230,000
South Arm Oval – Car Park and Road Sealing	\$35,000
South Arm Road – Shoulder Widening	\$90,000
Roselieth Lane – Sealing	\$45,000
Rosny Bowls Car Park – Lighting Upgrade	\$20,000
TOTAL ROADS MANAGEMENT	\$18,634,500
STORMWATER	
Major Projects	
Fairfield Road – Stormwater Upgrade	\$825,000
Howrah Stormwater Detention Basins Investigation and Design	\$300,000
Kangaroo Bay – Gross Pollutant Trap	\$200,000
Seven Mile Beach Stormwater Management Investigation	\$95,000
South Arm Road – Stormwater Upgrade	\$75,000
Smaller Projects	
Arlunya Street – Pipe Renewal	\$30,000
Brookston Drive – Drain Improvement	\$50,000
Carella Street and Balia Road – Stormwater Main Renewal	\$40,000
Derwent Avenue – New Stormwater System	\$30,000
Duntroon Drive – Detention Basin	\$50,000
Dysart Street – Drain Renewal	\$30,000
Heather Road – Stormwater Main Renewal	\$25,000
Loinah Road – Drainage Alterations	\$30,000
Mortyn Park – Gross Pollutant Trap and Bioretention Basin	\$30,000
Rokeby Road – Detention Basin Study	\$20,000
Warrane Green Belt – Water Sensitive Urban Design	\$50,000

CLARENCE CITY COUNCIL ANNUAL PLAN 2023–2024

PROJECT DESCRIPTION	TOTAL COST 2023-2024
STORMWATER	
Ongoing Programs	
Bike Safe Stormwater Grate Replacement – Ongoing Program	\$50,000
Minor Drainage Construction – Ongoing Program	\$100,000
Soakage Trench Renewal – Ongoing Program	\$30,000
TOTAL STORMWATER	\$2,060,000
PASSIVE RECREATION	
Major Projects and Master Plans	
Cambridge Dog Park – Construction	\$800,000
Rosny Parkland Activation	\$80,000
Clifton Beach Master Plan	\$45,000
Little Howrah Beach – Master Plan	\$50,000
Parks and Playspaces	
BBQ Tables and Seating (New) – Ongoing Program	\$15,000
Park Furniture Replacement – Ongoing Program	\$30,000
Playspace Renewal and Upgrades – Ongoing Program	\$200,000
Skate Park Renewal and Upgrades Within Municipality – Ongoing Program	\$100,000
Clarendon Vale Youth Precinct Upgrade	\$50,000
Kangaroo Bay Skate Park Upgrade	\$50,000
Pindos Park – Aboriginal Heritage Project	\$10,000
Bayview Park Playground Renewal/Upgrade	\$15,000
PASSIVE RECREATION (CONTINUED)	
Epping Park Playground Renewal/Upgrade	\$15,000
Rosny Barn Fence Upgrade (Northern Entry)	\$10,000
Pindos Park – Playground Construction	\$185,000
Simmons Park Exercise Equipment – Shade	\$40,000
Public Art	
Bespoke Mobile Art Trailer	\$60,000
Richmond Public Art Request	\$80,000
Tracks and Trails	
Tracks and Trails Signage Within the Municipality – Ongoing Program	\$10,000
Barilla Rivulet Track	\$80,000
Mays Point – Clarence Coastal Trail	\$25,000
Clarence Plains Rivulet Track	\$40,000
Clear Lagoon Track Bridge Replacement	\$15,000
Mayfair Court Track – Rokeby Hills, Fairisle Terrace	\$40,000
Rosny Parklands Circuit Track	\$80,000
Tangara Trail – Airport Flats	\$40,000
TOTAL PASSIVE RECREATION	\$2,165,000

CLARENCE CITY COUNCIL ANNUAL PLAN 2023–2024

PROJECT DESCRIPTION	TOTAL COST 2023-2024
ACTIVE RECREATION	
Geilston Bay Master Plan	\$110,000
Wentworth Park Master Plan	\$110,000
Preliminary Grant Investigations	\$50,000
Clarence High School Synthetic Cricket Nets	\$71,500
Dampier Street Sportsground Minor Works	\$60,000
TOTAL ACTIVE RECREATION	\$401,500
NATURAL ENVIRONMENT	
Bushland Reserve Entrance Landscaping	\$60,000
Seven Mile Beach Coastal Reserve Landscaping	\$30,000
Upgrading Fire Trails	\$20,000
TOTAL NATURAL ENVIRONMENT	\$110,000
FACILITIES MANAGEMENT	
Minor DDA Compliance Works – Ongoing Program	\$20,000
New Facility for Outside School Hours Care and Family Day Care	\$2,500,000
ANZAC Park Community Sports Pavilion Design	\$290,000
Bayview Park Toilet – Renewal	\$30,000
Clarence Aquatic Centre – Security Fence Renewal	\$20,000
Council Chambers – HVAC Renewal	\$150,000
Council Chambers – Office Alterations	\$90,000
Council Chambers – Office/Chambers Redevelopment Design	\$1,000,000
Council Depot – Solar Installation	\$21,000
Cremorne Public Toilets – Minor Upgrades	\$30,000
Kangaroo Bay Pavilion – Ventilation Upgrade	\$150,000
Lindisfarne Community Activities Centre – Exterior Improvements	\$100,000
Lindisfarne Community Activities Centre – Kitchen and DDA Toilet Upgrade	\$170,000
Risdon Vale Hall – Heat Pump Installation	\$20,000
Risdon Vale Hall – Facility Upgrade	\$100,000
Rokeby Youth Centre Relocation – Concept Design and DA	\$100,000
Rosny Bus Mall Glazing Replacement Design	\$30,000
Rosny Early Learning Centre – Staff Amenities	\$220,000
Rosny Farm Entry Crossover Upgrade	\$10,000
Rosny Farm/Cultural Precinct Plan Review	\$100,000
Security System Upgrades	\$12,000
South Arm Community Centre Energy Security	\$75,000
TOTAL FACILITIES MANAGEMENT	\$5,238,000

CLARENCE CITY COUNCIL ANNUAL PLAN 2023–2024

PROJECT DESCRIPTION	TOTAL COST 2023-2024
INFORMATION TECHNOLOGY	
Facilities Access and Bookings System	\$150,000
TOTAL INFORMATION TECHNOLOGY	\$150,000
ECONOMIC DEVELOPMENT	
City Heart Project – Implementation	\$135,000
Clarence City Band – New Musical Instruments	\$16,900
TOTAL ECONOMIC DEVELOPMENT	\$151,900
WASTE	
Recycling Bins Purchase	\$20,000
TOTAL WASTE	\$20,000
TOTAL CAPITAL PROGRAMME 2023/2024	\$28,930,900

■ Right: Clarence Community Volunteer Service volunteer walking a dog as part of the service's dog walking program.





City of Clarence

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Clarence City Council

6. LONG TERM FINANCIAL MANAGEMENT PLAN AND ASSOCIATED FINANCIAL POLICIES AND STRATEGIES**EXECUTIVE SUMMARY****PURPOSE**

To approve Council's current Long Term Financial Management Plan and associated financial policies and strategies.

RELATION TO EXISTING POLICY/PLANS

Consistent with current policies.

LEGISLATIVE REQUIREMENTS

Review of the Long Term Financial Management Plan and the Financial Management Strategy is required at least every four years under the Local Government Act, 1993.

CONSULTATION

No issues to be addressed.

FINANCIAL IMPLICATIONS

No direct financial implications, however, the Plan and associated policies and strategies set Council's strategic financial framework.

RECOMMENDATION:

That Council:

- A. Approve the revised Long Term Financial Management Plan.
- B. Approve the revised Financial Management Strategy.
- C. Approve the Investment Strategy.
- D. Approve the Investment Policy.
- E. Approve the Borrowing Policy.
- F. Approve the revised Fees and Charges (non rates) Policy.

ASSOCIATED REPORT**1. BACKGROUND**

- 1.1.** Council last adopted its current Long Term Financial Management Plan (LTFMP) in 2017. Since that time the LTFMP has been subject to review and update, but not formally adopted due to the irregular impacts of COVID-19.

- 1.2.** A draft LTFMP is provided at Attachment 1. The draft was considered by councillors at the budget workshop session held on 27 March 2023.
- 1.3.** Assisting Council to deliver financial stability are policies that guide, direct, and support its decision making. Such policies are subject to periodic review to ensure prudent oversight continues.
- 1.4.** There are five draft policies provided, being the Financial Management Strategy (Attachment 2), Investment Strategy (Attachment 3), Investment Policy (Attachment 4), Borrowing Policy (Attachment 5) and the Fees and Charges (non rates) Policy (Attachment 6). These drafts have also been considered at the workshop session held on 27 March 2023, the Audit Panel meeting of 29 March 2023 and final draft copies distributed to councillors for review on 7 June 2023.

2. REPORT IN DETAIL

- 2.1.** Significant changes have occurred in the underlying assumptions of the current LTFMP since its adoption. These primarily relate to economic externalities including key economic drivers such as inflation and interest rates.
- 2.2.** The model developed to build the LTFMP has as key drivers assumptions of future inflation, interest rates and municipal growth. The adopted LTFMP assumes the current environment of rising interest rates and high inflation would move towards, and remain at, long term trends within three years.
- 2.3.** Municipal growth has been strong over recent years and is expected to continue in the near future. Based on both lag and lead indicators, the draft LTFMP takes a view of municipal growth moving towards a long-term trend midway through the LTFMP timeframe.

- 2.4.** The model developed to build the LTFMP has also allowed for consideration of varying scenarios of asset growth. Such scenarios are directly linked to the development of the Strategic Asset Management Plan (SAMP) to provide consistency across council modelling. The scenario adopted within the LTFMP is the most aspirational for the municipality, as indicated at the workshop on 27 March 2023.
- 2.5.** The most significant impact on Council’s forward financial position is the proposed level of future asset development. The aspirational scenario adopted sees the undertaking of all Master Plans and significant works previously identified by Council, with the exception of the Clarence Plains Master Plan and City Heart project. As the final scope of these developments are not yet finalised they have been excluded at this time. However, will be completed and relevant for consideration as part of the next LTFMP review.
- 2.6.** The aspirational view of asset development within Clarence provides for a vibrant and well-resourced municipality with high quality infrastructure to be available and utilised by many generations.
- 2.7.** The impact of aspirational development of assets is significant to the finances of Council. In current dollars, the cumulative effect of increased capital investment above the base case is \$84M over the 10 year LTFMP timeframe.
- 2.8.** Briefings with councillors have highlighted that Council’s financial sustainability would be compromised should no action be taken to manage the increased capital expenditure. A “do nothing” approach is therefore not an option.
- 2.9.** Council has a range of tools at its disposal to address the issue. It can increase rates, reduce expenditure, increase other income sources, take on debt, or even divest itself of assets. The purpose of the LTFMP is to assist in identifying funding strategies that may be adopted by Council but does not limit the future response to only those measures utilised.

With this in mind, the draft LTFMP contains a “rating adjustment factor” that raises rates revenue in excess of assumed inflation. This is set at a benchmark rate of 0.5% in years four and beyond. However, in years two and three this factor is set at 5% in order to grow underlying rates revenue to assist in supporting and maintaining asset development.

- 2.10.** A further measure to support asset growth within the LTFMP is funding through debt. This is undertaken at intervals throughout the 10-year timeframe in order to maintain the financial stability of Council in conjunction with rate revenue increases. Loans to the value of \$52M are included with a repayment timeframe of 20 years in order to reflect inter-generational use of assets.
- 2.11.** The LTFMP is a guiding document and in relation to the indicated rates and loan forecasts it simply becomes a year on year budget decision to determine whether such rate and loan funding is required, or if indeed the level of asset expenditure is appropriate.
- 2.12.** The level of rate and loan funding estimated can be reduced if Council was to receive grant funding linked to suggested asset expenditure or Council was to receive funds through the sale of assets.
- 2.13.** The Act requires that the LTFMP is consistent with adopted Asset Management Plans, as revisions could alter the forward projections. Therefore, the LTFMP will continue to be reviewed following the adoption of new Asset Management Plans scheduled for review in 2023/2024.
- 2.14.** Key indicators are included in the draft LTFMP, which reflect internal measures and also those required by the Act for Council’s financial statements. In summary:
- The **Infrastructure Renewal Reserve** remains consistent with adopted LTFMP – declining from a high of \$31.7M to \$24.7M by year 10.

- **Cash** increases from the adopted LTFMP – Within the LTFMP there is a new assumption metric that cash assets held will be \$25M in excess of the Infrastructure Renewal Reserve. This is to ensure there are always funds on hand to support the annual operations of Council, as well as long term asset renewal. In the adopted LTFMP such a metric was not considered.
- **Asset Sustainability Ratio** declines to a year 10 measure of 75%. As per advice to Council from prior years, the target for this measure as being 100% is considered unrealistic. This is due to annual depreciation including new assets which will not require replacement in the short/medium term, together with the renewal profile of Council's infrastructure. An outcome of 75% is therefore seen as acceptable over the LTFMP timeframe.
- **Renewal Funding Ratio** remains largely consistent with a year 10 measure of 88%. This reflects the capacity of Council to fund future asset requirements and is seen as acceptable given the aspirational asset growth within the LTFMP.
- **Operating Result** is higher than the adopted LTFMP, primarily arising from the base level for rates revenue (\$59.9M in 2022/23) being higher (by \$4.1M) than predicated in the adopted LTFMP, with a high modelled "rating adjustment factor" in years two and three to generate additional revenue. High levels of development in recent years has also seen revenue from contributed capital assets in the LTFMP \$4.7M higher in the base year than previously adopted. These increases are partly offset through base year increases in employee costs (\$4.5M) and other expenses (\$3.1M). The underlying result throughout the draft LTFMP is at an acceptable level and increases steadily through the later years of the plan, indicating long term sustainability.

- 2.15.** As identified previously, Council's LTFMP is not intended to provide an accurate prediction of specific line items. Rather, it attempts to show the likely set of high-level outcomes arising from the range of financial strategies Council expects to implement into the future, as guided by overarching financial policies and strategies. On this basis, the draft LTFMP presents a balanced plan with responsible outcomes, and which is likely to be affordable for the community.

Financial Management Strategy

- 2.16.** Council is required to maintain and review a Financial Management Strategy under section 70A of the Local Government Act and it must be reviewed every four years. The strategy must be consistent with Council's strategic plan and outline; financial management objectives, key financial management strategies, and council's financial aims and targets. There has been little change to this document, with the only major change being the reference of Council's new Borrowing Policy and Procedure.

Investment Strategy

- 2.17.** Previously the investment decisions of Council were guided by the requirements of the Investment Policy and Strategy. However, as part of reviewing this document it was considered prudent to separate strategic issues from policy matters, and therefore there now exists an Investment Strategy and Investment Policy.
- 2.18.** The Investment Strategy considers and communicates the overall risk appetite of Council for the investing of monies, along with setting appropriate parameters on transactional limits and desired investment returns. Such considerations are largely unchanged from previous, however does include a new criteria of maximum individual investment value, which supports the low-risk appetite of Council.

Investment Policy

- 2.19.** Further supporting investment decisions is the Investment Policy, which provides a framework for decision making that complies with the Investment Strategy. This policy retains all attributes from the prior version, with the addition of detailing the relationship between the policy with the Strategic Plan of Council.

Borrowing Policy

- 2.20.** The long-term financial sustainability and asset growth of Council can be supported through a variety of different measures, including external borrowings. Council has historically held little debt, although the draft LTFMP utilises an increase in loan funding, along with rating increases to support aspirational objectives.
- 2.21.** With the new borrowings in recent years and the borrowing levels outlined to support the LTFMP, Council considered it important to develop a Borrowing Policy. The purpose of the Borrowing Policy is to provide guidance for the borrowing of funds through setting the purposes for which Council may borrow funds, defining the institutions from whom monies can be borrowed, setting measurable borrowing limits and metrics, detailing how borrowings are to be approved, and outlining the criteria to be considered when considering borrowing options.

Fees and Charges (non rates) Policy

- 2.22.** The major change to the Fees and Charges (non rates) Policy is the introduction of the ability for certain groups to apply for a reduction or remission of Council fees and charges. As referenced in this policy the requirements for the reduction or remission are now found in Council's new Grants and Sponsorship Policy, which was reviewed at the Council workshop on 29 May 2023.

3. CONSULTATION**3.1. Community Consultation Undertaken**

No issues to be addressed.

3.2. State/Local Government Protocol

No issues to be addressed.

3.3. Other

No issues to be addressed.

3.4. Future Community Consultation

The approved LTFMP and associated financial policies will be published on Council's website.

4. STRATEGIC PLAN/POLICY IMPLICATIONS

LTFMP and associated financial policies and strategies are consistent with existing policy frameworks, including Asset Management Plans.

5. EXTERNAL IMPACTS

No issues to be addressed.

6. RISK AND LEGAL IMPLICATIONS

Council is required to periodically review the LTFMP and associated financial policies and strategies.

7. FINANCIAL IMPLICATIONS

No direct financial implications, however, the LTFMP sets Council's strategic financial framework.

8. ANY OTHER UNIQUE ISSUES

No issues to be addressed.

9. CONCLUSION

The draft LTFMP and associated financial policies and strategies are provided for Council's consideration and approval.

Attachments: 1. Revised Draft Long Term Financial Management Plan (14)
2. Revised Draft Financial Management Strategy (6)
3. Draft Investment Strategy (4)
4. Draft Investment Policy (14)
5. Draft Borrowing Policy (4)
6. Revised Draft Fees and Charges (non rates) Policy (6)

Ian Nelson

CHIEF EXECUTIVE OFFICER

LONG-TERM FINANCIAL MANAGEMENT PLAN

PRINCIPLES, INSIGHTS
+ FORECASTS



INTRODUCTION

Council's long term financial management plan (LTFMP) is a guiding document that is reviewed annually and considered when developing council's annual plan and budget. The LTFMP forecasts council's financial position in future years, based on assumptions outlined in this document, and provides transparency and accountability of council's financial projections to the municipality of Clarence.

The LTFMP is an important component of council's financial management framework. The management of financial assets and resources is directed by the following objectives as contained within council's Strategic Plan:

- Maintaining a financially sustainable organisation,
- Maintaining council in a sound financial position,
- Making affordable and equitable rates and charges, and
- Having effective control of financial risk.

Further informing the LTFMP is the adopted Financial Management Strategy, which includes the following underlying principles to achieve those objectives:

- own-sourced revenue effort will be maintained in real terms, allowing for growth in the city's property base, and adjusted for major increases or reductions in the level or scope of service provided to the community
- rate revenue will include a component dedicated to the ongoing renewal of existing infrastructure, with an infrastructure renewal reserve to be maintained to quantify the cumulative balance of funds appropriate for this purpose
- expenditure increases will have regard to inflation, growth in the city's property base, changes in statutory obligations, and specific increases or reductions in the level or scope of service provided to the community
- cash holdings will be invested in accordance with council's Investment Policy, with interest attributable to the infrastructure renewal reserve to be appropriated to that reserve
- decisions regarding the provision of new or significantly enhanced community assets will take account of associated increase in recurrent expenditure (including depreciation), and
- use of debt in accordance with council's Borrowing Policy.

To ensure consistency across all council strategies, the forecast of capital and renewal asset expenditure is drawn from council's Draft 10 Year Strategic Asset Management Plan.

PREPARATION

PREPARATION OF THE LONG-TERM FINANCIAL MANAGEMENT PLAN

02

The basis for preparation of the LTFMP is the budget estimates for 2023/24. When forming Annual Estimates Council refers to the guiding principles of the LTFMP

Guiding principles revenue, expenditure and cashflow

The guiding principles in relation to revenue, expenditure and cashflow include:

- Ensuring that there is balance between ensuring capacity to maintain the delivery of council services that continue to meet community expectations and the relative rating effort required.
- Ensuring that cashflow is well understood and managed to support council operations, capital program and debt commitments.
- Ensuring that council's long-term financial plan is framed to effectively manage debt and the rating strategy in coming years.

Guiding principles capital, service and establishment

The guiding principles in relation to capital, service and establishment include:

- That the capital budget adopts a focus on long-term strategic asset management plans that balances renewal effort, risk mitigation and the development of new community infrastructure.

- Completing existing/iconic masterplans through continued community engagement, progressing to DA where possible.
- That council's service delivery be focussed on statutory, regulatory and core service requirements in the first instance.
- That the budget Estimates have a focus on building and maintaining staffing and organisation capacity to ensure council continues to respond to the needs of a growing city.

Assumptions

The LTFMP has been prepared by setting percentage increases for various classes of revenue and expenditure, and then reviewing where one-off or other adjustments are required. The majority of specific purpose grants are only included in the LTFMP as confirmed, hence beyond 2023/24 the majority of external funding is only provided by Financial Assistance Grants, Tas Water dividends, and Government subsidies relate to our self-funded child services programs.

The high-level assumptions used in the development of the LTFMP are summarised in the table below.

Variable	Year 1	Year 2	Year 3	Year 4	Year 5-10
CPI	6.9%	3.75%	3%	2.5%	2.5%
Rating increase	6.53%	CPI + 5.0%	CPI + 5.0%	CPI + 0.5%	CPI + 0.5%
Rate base growth	1.1%	1.1%	1.1%	1.1%	1.0%
RBA cash rate	3.35%	2.85%	2.5%	2.5%	2.5%
Interest rate (revenue)	RBA cash rate + 0.5%	RBA cash rate + 0.5%	RBA cash rate + 0.5%	RBA cash rate + 0.5%	RBA cash rate + 0.5%
New Borrowings	\$6M	NIL	\$24M	NIL	\$22M
Weighted average interest rate (expense)	1.64%	4.22%	5.20%	5.39%	5.41% - 5.49%
New capital depreciation rate	1.5%	1.5%	1.5%	1.5%	1.5%

The LTFMP is not intended to provide an accurate prediction of specific line items. Rather, it attempts to show the likely set of high-level outcomes arising from implementing Council’s strategies. On this basis, the LTFMP presents a balanced plan with responsible outcomes, and which is likely to be affordable for the community.

FACTS, TABLES & FIGURES

FACTS, TABLES & FIGURES

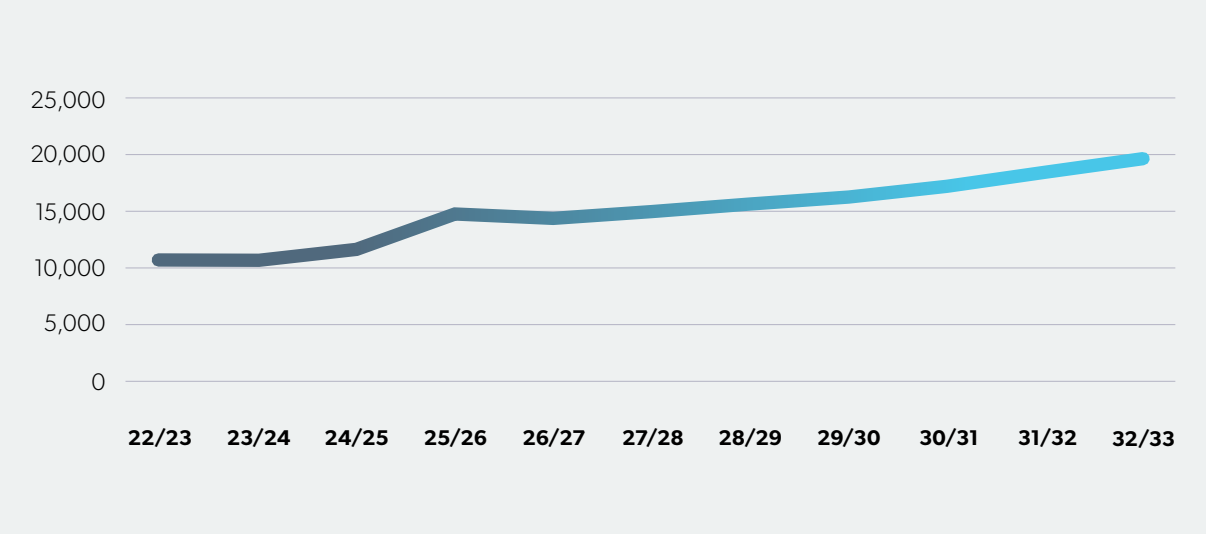
03

Statement of Income and Expenditure

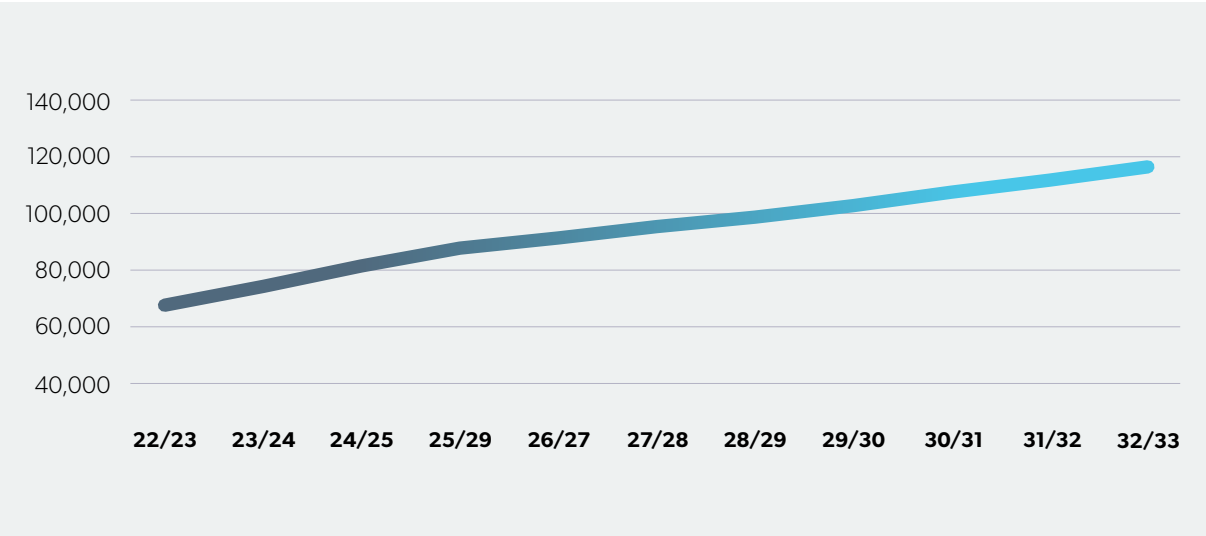
	Actual 21/22 \$000	Budget 22/23 \$000	Budget 23/24 \$000	Forecast 24/25 \$000	Forecast 25/26 \$000	Forecast 26/27 \$000	Forecast 27/28 \$000	Forecast 28/29 \$000	Forecast 29/30 \$000	Forecast 30/31 \$000	Forecast 31/32 \$000	Forecast 32/33 \$000
Revenue												
Rates	56,128	59,897	65,838	72,323	78,904	82,140	85,425	88,842	92,396	96,092	99,935	103,933
User Charges	8,199	8,204	8,482	8,893	9,258	9,591	9,927	10,274	10,634	11,006	11,391	11,790
Interest earnings - standard	350	1,451	2,453	1,626	1,302	1,226	952	1,028	1,148	965	842	810
Interest earnings - renewal funds	939	626	1,219	1,057	937	919	891	862	847	823	794	759
Financial Assistance Grants	4,069	3,285	3,541	3,674	3,784	3,879	3,976	4,075	4,177	4,281	4,388	4,498
Specific Capital Grants	1,407	1,025	1,500	55	57	59	60	62	63	65	66	68
Other Government Subsidies	3,319	3,631	4,049	4,201	4,327	4,435	4,546	4,660	4,776	4,895	5,018	5,143
Contributions of Capital (Assets)	10,269	7,518	8,027	8,773	9,318	9,936	10,398	10,899	11,384	11,875	12,382	12,881
Gain/Loss on Disposal/Retirement of Assets	(1,477)	(1,250)	(1,336)	(1,386)	(1,428)	(1,464)	(1,500)	(1,538)	(1,576)	(1,616)	(1,656)	(1,697)
Dividends	2,654	2,654	2,654	2,654	2,654	2,200	2,200	2,200	2,200	2,200	2,200	2,200
Dividends - Balance	1,485	550	582	622	645	665	681	698	716	734	752	771
Developer Contributions	1,439	640	600	623	641	657	674	690	708	725	744	762
Other Revenue	2,147	464	827	867	903	935	968	1,002	1,037	1,073	1,111	1,150
Total Revenue	90,684	88,695	98,435	103,981	111,302	115,178	119,197	123,754	128,508	133,119	137,967	143,067
Expenditure												
Employee Costs	22,024	25,438	29,504	30,610	31,529	32,317	33,125	33,953	34,802	35,672	36,564	37,478
Depreciation	14,683	15,842	17,273	18,386	19,502	20,546	21,540	22,526	23,544	24,632	25,741	26,896
Materials and Contracts	13,945	13,646	14,835	15,554	16,192	16,775	17,362	17,970	18,599	19,250	19,924	20,621
Interest Expense	122	249	287	566	1,212	1,835	1,775	2,321	2,840	2,738	2,631	2,516
State Government Charges	6,856	7,511	7,867	8,249	8,587	8,896	9,207	9,529	9,863	10,208	10,565	10,935
Other Expenses	12,381	15,425	18,144	19,024	19,804	20,517	21,235	21,978	22,747	23,544	24,368	25,221
Total Expenses	70,011	78,111	87,910	92,389	96,826	100,885	104,245	108,278	112,395	116,043	119,792	123,666
Surplus/(Deficit)	20,673	10,584	10,525	11,592	14,476	14,292	14,952	15,477	16,113	17,076	18,174	19,400
Fair Value Revaluation of Fixed Assets	47,559	43,605	55,385	32,897	27,954	24,841	25,994	27,248	28,460	29,688	30,955	32,202
Fair value revaluation of investments and associates	4,450	10,448	13,150	7,640	6,341	5,443	5,579	5,718	5,861	6,008	6,158	6,312
Comprehensive Result	72,682	64,636	79,060	52,129	48,771	44,575	46,525	48,443	50,434	52,772	55,287	57,914

LONG-TERM FINANCIAL MANAGEMENT PLAN

Surplus



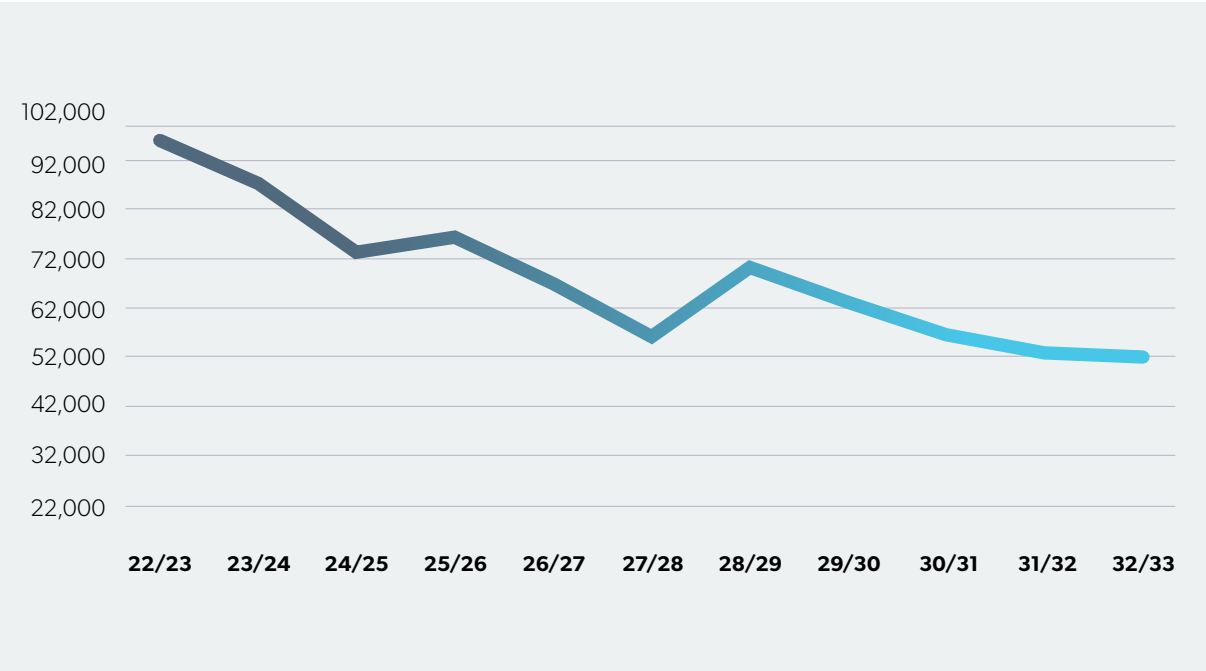
Own source income



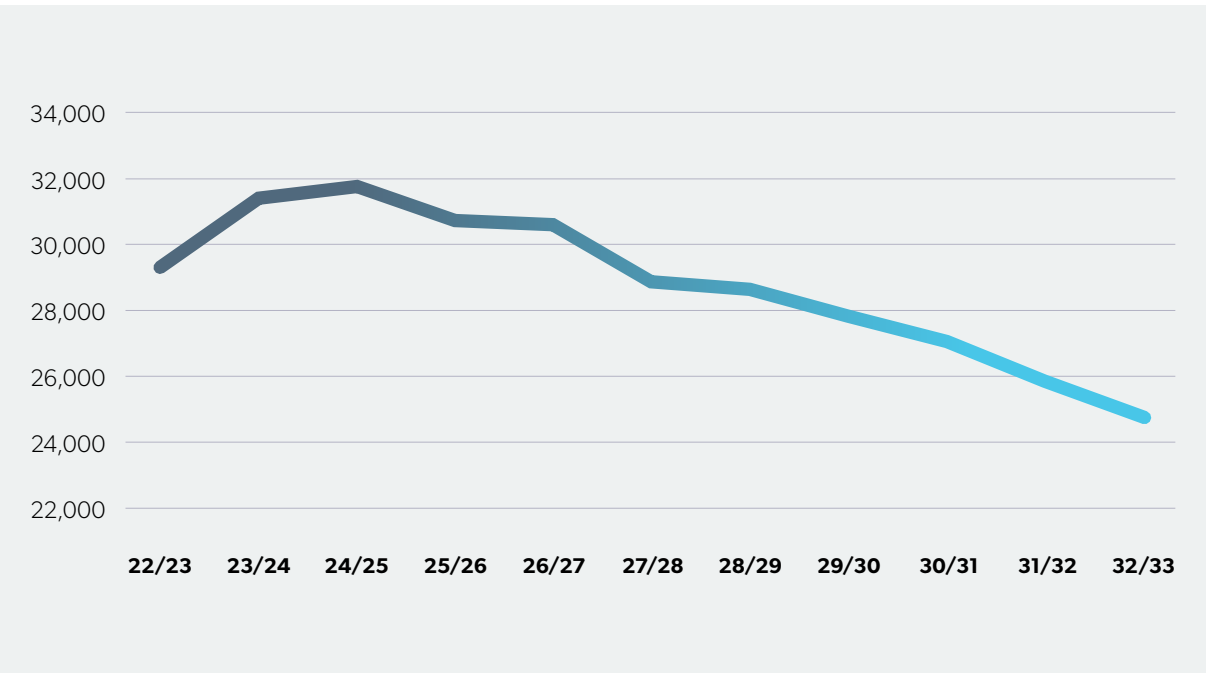
Statement of Financial Position

	Actual 21/22 \$000	Budget 22/23 \$000	Budget 23/24 \$000	Forecast 24/25 \$000	Forecast 25/26 \$000	Forecast 26/27 \$000	Forecast 27/28 \$000	Forecast 28/29 \$000	Forecast 29/30 \$000	Forecast 30/31 \$000	Forecast 31/32 \$000	Forecast 32/33 \$000
Assets												
Cash Assets	98,471	95,755	87,020	73,152	76,052	66,941	55,929	70,047	62,903	56,310	52,718	51,844
Other Current Assets	9,349	9,891	10,574	10,970	11,299	11,582	11,871	12,168	12,472	12,784	13,104	13,431
Total Current Assets	107,820	105,646	97,594	84,123	87,351	78,523	67,801	82,216	75,375	69,094	65,821	65,275
Infrastructure Assets	751,807	802,681	877,259	931,804	993,622	1,039,757	1,089,938	1,138,382	1,187,523	1,238,185	1,288,085	1,337,606
Other Non Current Assets	180,131	190,579	203,729	211,368	217,709	223,152	228,731	234,449	240,310	246,318	252,476	258,788
Total Non Current Assets	931,938	993,260	1,080,987	1,143,173	1,211,331	1,262,909	1,318,669	1,372,832	1,427,834	1,484,503	1,540,562	1,596,394
Total Assets	1,039,758	1,098,906	1,178,581	1,227,295	1,298,682	1,341,431	1,386,469	1,455,047	1,503,209	1,553,597	1,606,383	1,661,670
Liabilities & Equity												
Current Borrowings	5,411	5,464	3,173	721	1,444	1,096	1,156	1,861	1,962	2,071	2,185	2,305
Other Current Liabilities	16,474	17,606	19,014	19,936	20,754	21,501	22,253	23,032	23,838	24,673	25,536	26,430
Total Current Liabilities	21,885	23,070	22,187	20,657	22,198	22,597	23,409	24,893	25,800	26,744	27,721	28,735
Non Current Borrowings	14,569	9,013	11,840	11,119	33,338	32,242	31,086	50,917	48,956	46,884	44,700	42,395
Other Non Current Liabilities	1,677	1,792	1,936	2,029	2,113	2,189	2,265	2,345	2,427	2,512	2,600	2,691
Total Non Current Liabilities	16,246	10,805	13,776	13,148	35,451	34,431	33,351	53,262	51,383	49,396	47,300	45,086
Total Liabilities	38,131	33,875	35,963	33,806	57,648	57,028	56,761	78,155	77,183	76,139	75,021	73,821
Net Assets	1,001,627	1,065,031	1,142,618	1,193,489	1,241,034	1,284,404	1,329,709	1,376,892	1,426,026	1,477,458	1,531,362	1,587,849
Infrastructure Renewal Reserve	29,292	29,271	31,381	31,722	30,715	30,548	28,829	28,608	27,827	27,055	25,852	24,732
Other Cash Backed Reserves	9,014	5,231	1,246	(558)	66	725	1,417	2,143	2,904	3,702	4,538	5,414
Other Reserves and Equity	963,321	1,030,529	1,109,991	1,162,326	1,210,253	1,253,131	1,299,463	1,346,142	1,395,295	1,446,700	1,500,971	1,557,703
Total Equity	1,001,627	1,065,031	1,142,618	1,193,489	1,241,034	1,284,404	1,329,709	1,376,892	1,426,026	1,477,458	1,531,362	1,587,849

Cash assets



Infrastructure Renewal Reserve



Statement of Cash Flows

	Actual 21/22 \$000	Budget 22/23 \$000	Budget 23/24 \$000	Forecast 24/25 \$000	Forecast 25/26 \$000	Forecast 26/27 \$000	Forecast 27/28 \$000	Forecast 28/29 \$000	Forecast 29/30 \$000	Forecast 30/31 \$000	Forecast 31/32 \$000	Forecast 32/33 \$000
Cash flows from Operating Activities												
Rates and User Charges	65,860	68,511	74,744	81,661	88,625	92,210	95,848	99,630	103,562	107,648	111,896	116,312
Interest Received	907	2,077	3,672	2,683	2,238	2,145	1,843	1,890	1,994	1,788	1,635	1,568
Government Receipts	6,627	7,608	8,349	8,662	8,922	9,145	9,374	9,608	9,848	10,094	10,347	10,605
Dividends Received	2,654	2,654	2,654	2,654	2,654	2,200	2,200	2,200	2,200	2,200	2,200	2,200
Net GST Refunds	3,047	3,666	5,218	5,787	7,192	6,094	6,735	6,791	6,924	7,154	7,180	7,229
Other Revenue	3,363	1,214	1,570	1,639	1,698	1,752	1,806	1,861	1,919	1,978	2,040	2,103
Wages and Salaries Expense	(21,590)	(25,438)	(29,504)	(30,610)	(31,529)	(32,317)	(33,125)	(33,953)	(34,802)	(35,672)	(36,564)	(37,478)
Finance Costs Paid	(122)	(249)	(287)	(566)	(1,212)	(1,835)	(1,775)	(2,321)	(2,840)	(2,738)	(2,631)	(2,516)
Other Expenses	(33,910)	(39,250)	(43,872)	(46,011)	(47,910)	(49,647)	(51,396)	(53,207)	(55,082)	(57,022)	(59,031)	(61,110)
Net cash provided by Operating Activities	26,836	20,793	22,544	25,898	30,679	29,746	31,509	32,499	33,724	35,432	37,072	38,915
Cash flows from Investing Activities												
Payments for property, plant and equipment	(16,061)	(18,528)	(32,753)	(35,913)	(50,023)	(36,704)	(40,513)	(37,797)	(37,859)	(38,880)	(37,357)	(36,334)
Proceeds from sale of property, plant & equipment	584	0	0	0	0	0	0	0	0	0	0	0
Investment in Term Deposits	(31,098)	3,000	9,000	14,000	(3,000)	9,000	11,000	(14,000)	7,000	7,000	4,000	1,000
Net cash provided (used) by investing activities	(46,575)	(15,528)	(23,753)	(21,913)	(53,023)	(27,704)	(29,513)	(51,797)	(30,859)	(31,880)	(33,357)	(35,334)
Cash flows from Financing Activities												
Drawing/(Repayment) of Borrowings	17,640	(5,480)	514	(3,189)	22,932	(1,444)	(1,095)	20,536	(1,860)	(1,962)	(2,069)	(2,184)
Repayment of Lease Liabilities	(936)	(990)	(1,059)	(1,098)	(1,131)	(1,160)	(1,189)	(1,218)	(1,249)	(1,280)	(1,312)	(1,345)
Government Grants (Capital)	2,168	1,128	1,650	61	63	64	66	68	69	71	73	75
Loans repaid to (advanced by) Council	479	362	368	374	380	386	210	30	31	26	0	0
Net cash provided (used) by financing activities	19,351	(4,981)	1,473	(3,852)	22,244	(2,153)	(2,008)	19,415	(3,008)	(3,145)	(3,308)	(3,454)
Net increase (decrease) in cash and equivalents	(388)	284	265	132	(100)	(111)	(12)	118	(144)	407	407	127
Opening cash and equivalents	8,421	8,033	8,317	8,582	8,714	8,614	8,503	8,491	8,609	8,465	8,872	9,280
Closing cash and equivalents	8,033	8,317	8,582	8,714	8,614	8,503	8,491	8,609	8,465	8,872	9,280	9,406
Term Deposits Held	90,438	87,438	78,438	64,438	67,438	58,438	47,438	61,438	54,438	47,438	43,438	42,438

Financial Metrics

	Benchmark*	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33
		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Net Financial Liabilities		\$61,631	\$50,317	\$29,703	\$21,495	\$11,040	\$4,061	-\$1,808	-\$7,045	-\$9,200	-\$8,545
Net Financial Liabilities Ratio	> 0%	69%	53%	29%	20%	10%	4%	-2%	-6%	-7%	-7%
Underlying Surplus		\$398	\$2,141	\$4,460	\$3,640	\$3,821	\$3,825	\$3,958	\$4,411	\$4,983	\$5,689
Underlying Surplus Ratio	> 1.0	0.4	2.2	4.4	3.5	3.5	3.4	3.4	3.6	4.0	4.4
Asset Consumption Ratio - Roads	> 60%	51%	53%	54%	54%	55%	55%	56%	56%	57%	57%
Asset Consumption Ratio - Stormwater	> 60%	65%	65%	64%	64%	63%	63%	62%	62%	61%	61%
Asset Consumption Ratio - Buildings	> 60%	86%	85%	85%	84%	83%	82%	81%	80%	80%	79%
Asset Renewal Funding Ratio	100%	83%	88%	88%	88%	88%	88%	88%	88%	87%	88%
Asset Sustainability Ratio	100%	69%	77%	82%	75%	81%	74%	76%	75%	76%	75%
Liquidity Ratio		440%	407%	394%	347%	290%	330%	292%	258%	237%	227%
Gearing Ratio		1%	1%	3%	2%	2%	4%	3%	3%	3%	3%

* Benchmarks as per Auditor-General Report to Parliament 2013/14

FINANCIAL MANAGEMENT STRATEGY 2023

1. LEGISLATIVE FRAMEWORK

The *Local Government Act 1993*, section 70A, requires council to prepare a financial management strategy consistent with the strategic plan and contain at least the matters specified in an order made under section 70F.

The financial management strategy must include:

- an overview of the purpose and intent of the strategy
- the financial principles that guide the determination of the financial management strategies
- the key financial management strategies that are to be employed, and
- the financial aims and targets of the council.

2. PURPOSE

The purpose of council's Financial Management Strategy (the Strategy) is to outline the framework and strategies adopted by council in meeting its long-term financial objectives.

3. RELATIONSHIP TO COUNCIL STRATEGIC PLAN

The Financial Management Strategy is reflected in council's Strategic Plan and enables the advancement of council's goals and provides guidance on the delivery of council's strategies.

The following Strategic Plan goal is relevant and applies to this policy:

Council's assets and resources - Making affordable and equitable rates and charges by ensuring consistency in the application of rates and charges across the community, and reflecting the true cost of providing services to the community.

4. RELATED DOCUMENTS

LEGISLATIVE (ACTS, REGULATIONS AND STANDARDS)

- *Local Government Act 1993*

COUNCIL POLICIES, PROCEDURES AND STRATEGIES

- Investment Strategy 2023
- Investment Policy 2023
- Rates and Charges Policy 2020
- Fees and Charges (non-rates) Policy 2020
- Borrowing Policy and Procedure 2023

5. FINANCIAL MANAGEMENT OBJECTIVES

MAINTAINING A FINANCIALLY SUSTAINABLE ORGANISATION

Council will achieve this objective by:

- ongoing development and implementation of responsible financial strategies
- ongoing review and implementation of a detailed Long Term Financial Management Plan
- integration of financial and asset management strategies, and
- measurement and reporting of key sustainability indicators.

MAINTAINING COUNCIL IN A SOUND FINANCIAL POSITION

Council will achieve this objective by:

- delivering underlying surplus consistent with long term financial planning
- planning for financial flexibility to meet unforeseen future externalities and opportunities, and
- implementing annual financial plans that are consistent with long-term strategies, as well as measuring and reporting on key financial indicators.

MAKING AFFORDABLE AND EQUITABLE RATES AND CHARGES

Council will achieve this objective by:

- developing and reviewing rating policies which seek to reflect both legislative principles and the expectations of the community
- ensuring consistency in the application of rates and charges across the community
- reflecting the true cost of providing services to the community, and

- avoiding sudden and unexpected rate movements across the community.

HAVING EFFECTIVE CONTROL OF FINANCIAL RISK

Council will achieve this objective by:

- consistent cash flows, ample liquidity, and ready access to capital
- appropriate and effective systems of internal control, and
- adequate levels and scope of insurance over appropriate classes of risk.

6. KEY FINANCIAL MANAGEMENT PRINCIPLES

In meeting its long-term financial management objectives, council will adopt the following financial management principles:

- own-sourced revenue effort will be maintained in real terms, allowing for growth in the city's property base, and adjusted for major increases or reductions in the level or scope of service provided to the community
- rate revenue will include a component dedicated to the ongoing renewal of existing infrastructure, with an infrastructure renewal reserve to be maintained to quantify the cumulative balance of funds appropriate for this purpose
- expenditure increases will have regard to inflation, growth in the city's property base, changes in statutory obligations, and specific increases or reductions in the level or scope of service provided to the community
- cash holdings will be invested in accordance with council's Investment Policy, with interest attributable to the infrastructure renewal reserve to be appropriated to that reserve
- decisions regarding the provision of new or significantly enhanced community assets will take account of associated increase in recurrent expenditure (including depreciation), and
- use of debt in accordance with council's Borrowing Policy.

7. FINANCIAL AIMS AND TARGETS

Council will consider the following aims and targets to assess the degree to which it is meeting its long-term financial management objectives:

- achievement of an operating surplus, both in reported financial statements and on an underlying basis (*demonstrates short term financial viability on both accepted accounting basis and in terms of ongoing operations*)
- achievement of an infrastructure renewal ratio consistent with that predicated by council's Asset Management Plans and Long Term Financial Management Plan (*demonstrates the extent to which council is meeting its long-term sustainability requirements*)
- maintenance of a positive cash balance which takes account of cash raised for specific future obligations (*indicates the extent to which unappropriated cash is available*)
- maintenance of Financial Management Indicators as reported within council's Annual Financial Statements in excess of stated benchmarks (*demonstrates ongoing financial viability is being managed effectively*)
- maintenance of a liquidity ratio above 150% (*provides an indication of liquidity under which current assets strongly exceeds current liabilities*), and
- maintenance of a gearing ratio below 5% (*indicates a conservative level of gearing well below of the Department of Treasury and Finance's identified upper level*).

8. KEY LEGISLATIVE REQUIREMENTS

The *Local Government Act 1993* requires that council:

- review its Financial Management Strategy at least every four years (s.70E), and
- publish the strategy on council's website (s.70G).

FINANCIAL MANAGEMENT STRATEGY STATUTORY RELATIONSHIPS



9. ADMINISTRATIVE ARRANGEMENTS

TABLE OF AMENDMENTS

No.	Date	Brief Details
1	27/03/2023	Includes reference to Borrowing Policy, and update of Financial Aims and Targets.

APPROVAL

COUNCIL APPROVAL DATE	
REVIEW	Every four years following each Tasmanian Local Government Election cycle (excluding Councillor casual vacancy recounts, or bi-election)
RESPONSIBLE POSITION	Chief Financial Officer

ECM REFERENCE

4991430

DRAFT

INVESTMENT STRATEGY 2023

1. PURPOSE

Council holds cash for a variety of reasons, with each purpose having different characteristics.

Typically, the categories of cash assets include:

- working capital for management of day-to-day council operations (short-term)
- bonds/deposits held for security purposes (short to medium-term)
- proceeds from grants not fully acquitted (short to medium-term)
- funds raised and appropriated for capital works in progress or not commenced (short to medium-term)
- developer contributions yet to be utilised (medium to long-term)
- cash backed reserves and provisions, in particular cash retained for future infrastructure renewal (medium to long-term), and
- unappropriated cash (medium to long-term).

2. LIQUIDITY

Council manages its liquidity requirements through the placement of investments consistent with the duration characteristics of the funds held (short, medium and long), and through diversifying maturity dates.

3. KEY RISKS

Counterparty risk	Risk that a counterparty does not, or cannot, meet its obligations under an investment contract.
Duration risk	Council's exposure to interest rate risk (longer duration amplifies the effect of interest rate movement) and council's ability to manage its liquidity.
Interest rate risk	Risk of changes in the market value of an investment due to fluctuations in interest rates.

Market risk	Financial exposure resulting from general market movements in an investment sector.
Opportunity cost risk	Risk of relative financial under-performance when one investment is chosen over another.

4. RISK APPETITE

Council is the custodian of public monies. It has a responsibility to its community to preserve capital. It also has a responsibility to its community to maintain and, where prudent, enhance the real purchasing power of monies held.

Council's risk appetite at portfolio level is low.

5. PORTFOLIO STRUCTURE

1. Investments are to have regard to the use and duration of the particular funds, and the liquidity and risk limitations specified in the Investment Policy.
2. Council will invest funds to optimise investment returns while preserving capital in real terms and mitigating risks, consistent with its risk appetite.
3. Cash holdings and investments will be apportioned, in accordance with the Investment Policy, to:
 - a. Category 1 Portfolio Investments of less than 12 months duration which generally support short-term working capital.
 - b. Category 2 Portfolio Investments of greater than 12 months duration which generally support medium to long-term infrastructure and capital projects

4. Investments will be in accordance with acceptable risk and return parameters for each category of investment, as specified in the Investment Policy and Procedure. These are summarised below:

Criteria	Category 1	Category 2
Risk limit	Low	Low to Medium
Liquidity required	High	Medium
Minimum investment period	Daily	12 months
Maximum investment period	12 months	7 years ¹
Maximum individual investment	\$5,000,000	\$10,000,000
Return objective	RBA Average 30 Day Bank Bill Rate Bank Bill Swap Rate index where the portfolio holds a concentration of managed cash products	50% Bloomberg Ausbond Composite Bond Index 50% Average 90 Day Bank Bill Rate + 1.5%
Target Asset Allocation		
Term deposits / Cash equivalents	100%	0% (allowable ranges 0-100%)
Government bonds	0%	25% (allowable range 0-40%)
Corporate bonds	0%	50% (allowable ranges 0- 70%)
Hybrid securities	0%	25% (allowable range 0-30%)
Growth assets (equities, property) ²	Not applicable	Not applicable (allowance range 0-30%)
	100%	100%
¹ Investments with a hard maturity date beyond 7 years will be allowed, provided there is a call date within 7 years and an expectation that the investment will be called on that date.		
² Unless for specific purpose which aligns with operational drivers as approved by council		

APPROVAL

COUNCIL APPROVAL DATE	
REVIEW	Every four years following each Tasmanian Local Government Election cycle (excluding Councillor casual vacancy recounts, or bi-election)

RESPONSIBLE POSITION	Chief Financial Officer
ECM REFERENCE	4982976

DRAFT

INVESTMENT POLICY 2023

1. PURPOSE

The purpose of this Policy is to provide a formal investment decision framework that meets council's adopted Investment Strategy and complies with the legislative requirements of the *Local Government Act 1993*.

2. SCOPE

This Policy applies to the investment of all funds placed by council, except:

- funds held in, or transferred between, council's current account and cash management account(s) held with its primary banker
- loans made and authorised by council to external bodies, and
- investments associated with financing facilities (offset arrangements).

3. DEFINITIONS

The following definitions apply to this Policy:

Council	means the Clarence City Council.
Policy	means this policy.

4. POLICY STATEMENT

Council will:

- preserves its invested capital
- articulate the risk parameters within which it will invest
- optimise the return on funds invested within defined risk parameters
- consider investments that are consistent with council's sustainability strategy, and
- invest in accordance with its regulatory framework.

5. RELATIONSHIP TO COUNCIL STRATEGIC PLAN

The following Strategic Plan goals are relevant and apply to this Policy:

- *Governance and Leaderships - To provide leadership and accessible, responsive, transparent and accountable governance of the city.*
- *Council's Assets and Resources - To efficiently and effectively manage our financial, human, and property resources to attain strategic goals and meet statutory obligations.*

6. RELATED DOCUMENTS

LEGISLATIVE (ACTS, REGULATIONS AND STANDARDS)

- *Local Government Act 1993*

COUNCIL POLICY, PLANS, PROCEDURES AND GUIDELINES

- Investment Strategy 2023
- Procurement Procedure
- Sustainability Strategy 2023

7. REQUIREMENTS

CATEGORY 1 PORTFOLIO (WORKING CAPITAL)

Investment and return objective

The objective of Category 1 Portfolio investments is to preserve the capital contained within the portfolio and seek the maximum yield.

The return objective of the category is to achieve a return in excess of:

- the average 30-day Bank Bill rate published by the Reserve Bank of Australia, or
- the Bank Bill Swap Rate index where the portfolio holds a concentration of managed cash products.

The measurement of investment return is made against the indices at the date when the investment was placed.

The Category 1 Portfolio return against benchmark will be considered in the context of the relative risk and duration of the portfolio. In the absence of significant investments outside bank term deposits and cash equivalent products, performance is expected to closely track benchmark. Short term variations may arise from market timing. Significant long-term variations require further investigation and consideration of risk mitigation strategies. For example, a long-term trend below benchmark may indicate issues with market testing prior to making investment decisions, while a long-term trend above benchmark may indicate an increase in the level of risk contained within the portfolio.

Liquidity

Liquidity for Category 1 Portfolio funds is paramount. The portfolio shall be structured to ensure that the maturity profile of investments, combined with other forms of liquidity (e.g. cash flows, short term facilities), is sufficient to meet council's short-term funding needs.

Permitted investments

- Direct investment in term deposits, bank bills, fixed and floating rate notes, and similar investments offered by Tascorp, banks, credit unions, building societies, and similar financial institutions appropriately licensed in Australia.
- Direct investment in cash management funds operated by financial institutions appropriately licensed in Australia.
- Direct investment in managed cash funds operated by licensed Trustee companies.
- Direct investment in securities issued by Commonwealth or State Governments or their government business enterprises where capital is guaranteed by the relevant Government.
- Placement of funds for management with appropriately licensed and experienced investment intermediaries, provided that:
 - the asset classes utilised by the intermediaries are consistent with this Policy,
 - council retains effective ownership of the investment, and
 - a service level agreement is in place establishing investment and authorisation parameters.
- Assets with a Standard and Poor's rating within the parameters contained within Schedule 1 are assessed as being low risk in the context of the total portfolio.

Documentation

Appropriate documentation must be prepared prior to the placement of each investment, including:

- details of quotations obtained
- recommended investment to be placed, and
- required authorisations.

Quotations on investments

- At least three quotations must be obtained from authorised deposit taking institutions whenever a direct investment is proposed. The best quote of the day will be successful, after allowing for administrative and banking costs, along with consideration of council's Sustainability Strategy, providing the proposed investment complies with requirements of this Policy.
- Where a specific investment opportunity arises, this may be taken up without seeking further quotations providing the amount does not exceed \$1 million and authorisation is obtained from either the Chief Executive Officer or Chief Financial Officer.
- Where it is desirable to reinvest a maturing investment with the same institution, this may be undertaken once, for a period of up to 90 days, without seeking further quotations.

Term to maturity

The term to maturity of any council direct investment may range from 'at call' to a maximum of 12 months. A term of greater than 12 months may be agreed where the investment carries option(s) for return of capital prior to maturity (provided that the time between such option(s) is no greater than 12 months), or there is an established market for the sale of the investment to a third party.

Asset allocation and diversification

Individual investments must have regard to the overall diversification of the Category 1 Portfolio, particularly in respect of counterparty risk. Unless prevented by market factors, investments may only be placed within the parameters set out in Schedules 1 and 2 of this Policy.

CATEGORY 2 PORTFOLIO (MEDIUM TO LONG-TERM INVESTMENT)

Purpose

The purpose of the Category 2 Portfolio is to enhance the yield on funds over the medium to longer-term, while also ensuring appropriate risk considerations, sufficient liquidity to meet medium to longer-term capital expenditure requirements and infrastructure renewal needs.

Investment and return objective

The investment objective of the Category 2 Portfolio is to achieve an acceptable level of yield, relative to the risk, within the allowable investments listed below, and having regard to the context of a capital preservation overlay.

The return objective of the category is to achieve a return in excess of:

- 50% Bloomberg Ausbond Composite Bond Index, or
- 50% Average 90 Day Bank Bill Rate + 1.50%.

The measurement of investment return is made against the indices at the date when the investment was placed.

Liquidity

Investments held in the Category 2 Portfolio are not required to fund short-term working capital (funded by the Category 1 Portfolio), therefore these funds may be invested for up to a maximum of 7 years. However, a portion of the Category 2 Portfolio may be required at any time for significant capital expenditure. This requires liquidity with 3-6 months prior notice (where possible) to ensure access to investments to meet this need.

The Category 2 Portfolio must maintain a maturity profile with sufficient spread to limit circumstances under which investments would need to be liquidated prior to maturity.

Permitted investments

Given the objectives of the Category 2 Portfolio, the following investments are endorsed:

- all investments endorsed for the Category 1 Portfolio
- Australian Government and State Government Bonds
- Financial and Corporate Senior Secured, Senior Unsecured and Subordinated bonds issued by investment grade quality issuers (risk rated BBB- and above with Standard and Poor's or equivalent)

- Hybrid Securities issued by investment grade quality issuers (risk rated BBB and above with Standard and Poor's or equivalent), and
- assets with a Standard and Poor's rating within the parameters contained within Schedule 2 are assessed as being low risk in the context of the total portfolio.

Asset allocation and diversification

Individual investments must be undertaken having regard to the overall diversification requirements of the Category 2 Portfolio, particularly in respect of counterparty risk. Unless prevented by market factors, investments may only be held within the parameters set out in Schedule 2 of this Policy. Further to this, no single investment shall exceed 10% of the Category 2 Portfolio total.

8. AUTHORISATIONS

Each investment must be authorised by two of the following officers:

Group A Officer

- Chief Executive Officer
- Chief Financial Officer
- Manager Governance

Group B Officer

- Management Accountant
- Asset Accountant
- Financial Accountant
- Systems Accountant

unless otherwise stated in this Policy.

At least one of the authorising officers must be a "Group A" Officer (as above) for placement of Category 1 Portfolio funds in investment categories 3 and 4 as identified in Schedule 1 or the placement of any Category 2 Portfolio funds not undertaken through an appointed Investment Manager.

9. INVESTMENT MANAGER

Council may appoint an appropriately qualified Investment Manager to invest and manage Category 2 Portfolio funds, and other functions as directed. A formal written agreement is required directing the Investment Manager to manage the portfolio in accordance with this Policy. Selection of the Investment Manager is to be in accordance with council's Procurement Procedure.

The performance of the Investment Manager will be reviewed annually, with a full review every three years to consider the portfolio returns and management of the portfolio.

The agreement may include that the Investment Manager, or sub-custodian, provides custodial services and in doing so holds the assets of the portfolio as nominee for the council. Under this agreement the beneficial ownership of the Fund's assets must remain with the council at all times. This includes a prohibition on the Investment Manager or sub-custodian lending out any asset held on behalf of the council.

In addition, the Investment Manager will:

- hold an appropriate Financial Services License
- have and maintain at all relevant times professional indemnity insurance cover and provide evidence of it upon request
- comply with investment requirements imposed by relevant laws
- invest and manage the portfolio on behalf of the council, including sourcing and making suitable investments, in accordance with the Investment Strategy and this Policy
- keep the portfolio under review, including making full or partial realisation of or exit from investments, and to confer at regular intervals with council management regarding the investment management of the portfolio
- exercise all due diligence and vigilance in carrying out the Investment Manager's functions, powers and duties under this Policy
- advise management of any breaches of this Policy and any material matters relating to the Investment Manager that in the opinion of the Investment Manager should be disclosed to the council, and
- comply with reporting requirements as outlined.

10. REPORTING

VALUATION AND MEASUREMENT

The Annual Financial Report is to account for investments in accordance with the provisions of the *Local Government Act 1993*, relevant Australian Accounting Standards and other mandatory financial reporting requirements.

REPORTING

A report is to be provided to the Chief Executive Officer each month detailing:

- portfolio details at the beginning of the month
- investments maturing during the month
- investments placed during the month
- portfolio return against benchmark
- portfolio structure against benchmark, and
- portfolio risk profile against benchmark.

A report is to be provided in each Quarterly Report to council including, as a minimum:

- overview of portfolio structure
- portfolio return against benchmark
- portfolio structure by institution against Policy maximum, and
- portfolio structure by investment category against Policy maximum.

AUDIT

For audit purposes, certificates or custodial reports must be obtained from all financial institutions confirming the amounts held on council's behalf on 30 June each year.

11. VARIATIONS TO THE POLICY

The Chief Executive Officer and the Chief Financial Officer are authorised to approve investments outside this Policy in exceptional circumstances. For example, if the investment is to the council's advantage, or if there is legislative change. Such approvals are required to be made by both the Chief Executive Officer and the Chief Financial Officer. Any such variation must be reported to council in the next Quarterly Report.

12. REVIEW

Due to the nature of the financial markets and the potential for change in the underlying portfolio over time, an annual review of this Policy will be conducted by management (in conjunction with the Investment Manager if appropriate).

This review process will also address issues such as any proposals to alter council's Investment Strategy, alterations to delegated authority and any additional information reporting requirements.

Any proposed amendments to either the Investment Strategy or Investment Policy will be reported to council for endorsement prior to implementation of any change.

13. IMPLEMENTATION AND COMMUNICATION

The Chief Financial Officer is responsible for the implementation of this Policy. This Policy will be communicated via council's intranet

14. ADMINISTRATIVE ARRANGEMENTS

TABLE OF AMENDMENTS

No.	Date	Brief Details
1	27/3/2023	Policy created to separate policy and strategy attributes from prior version.

APPROVAL

COUNCIL APPROVAL DATE	
REVIEW	<p><i>Interim Review</i></p> <p>Every year to coincide with adoption of council's annual estimates</p> <p><i>Extended Review</i></p> <p>Every four years following each Tasmanian Local Government Election cycle (excluding Councillor casual vacancy recounts, or bi-election)</p>

RESPONSIBLE POSITION	Chief Financial Officer
ECM REFERENCE	ECM_4982977

DRAFT

ASSET ALLOCATION AND INVESTMENT DIVERSIFICATION

Category 1 Portfolio

Item	Category	Typical Long-Term Rating	Typical Short-Term Rating	Maximum Percentage of Category to Total Investments	Maximum Percentage of Individual Institution Investments Within Portfolio
		Standard and Poor's	Standard and Poor's		
1	Government Guaranteed (including Tascorp and any investment guaranteed by the Australian Government's 2008 Deposit and Wholesale Funding Guarantees) and major Australian Banks (CBA, WBC, ANZ, NAB)	AAA to AA-	A-1+	100%	50%
2	Other banks holding an Australian Banking Licence	A+ to A-	A-1	50%	30%
3	Other Available Direct Investments	BBB+ to BBB-	A-1	30%	15%
4	Managed and Trustee Investment	AAA to BBB+	A-1+ to A-1	100%	30%
5	Excluded Investments	Below BBB-	Below A-2	Nil	Nil

SCHEDULE 3 – RATING
DEFINITIONS



Clarence City Council

ASSET ALLOCATION AND INVESTMENT DIVERSIFICATION

Category 2 Portfolio

Item	Instrument	Typical Instrument Credit Rating (Standard & Poor's)	Portfolio Benchmark Asset Allocation	Portfolio Target Ranges	Portfolio Maximum Allowable Ranges
1	Government Bonds	AAA to AA-	25%	15% - 30%	0% - 40%
2	Senior Secured Bonds	AA+ to BBB-	5%	0% - 15%	0% - 40%
3	Senior Unsecured Bonds	AA+ to BBB-	25%	20% - 30%	0% - 40%
4	Subordinated Bonds	A to BBB-	20%	15% - 25%	0% - 35%
5	Hybrid Securities	BBB+ to BB+ (Some Not Rated)	25%	20% - 30%	0% - 30%

SCHEDULE 3 – RATING DEFINITIONS

ISSUE CREDIT RATINGS

Issue credit ratings are based on the following considerations:

- likelihood of payment capacity and willingness of the obligor to meet its financial commitment on an obligation in accordance with the terms of the obligation
- nature of and provisions of the obligation, and
- protection afforded by, and relative position of, the obligation in the event of bankruptcy, reorganization, or other arrangement under the laws of bankruptcy and other laws affecting creditors' rights.

DEBT SECURITY DEFINITIONS

Debt security definitions are the criteria given by Standard & Poor's and are as follows:

AAA	An obligation rated 'AAA' has the highest rating assigned by Standard & Poor's. The obligor's capacity to meet its financial commitment on the obligation is extremely strong.
AA	An obligation rated 'AA' differs from the highest-rated obligations only to a small degree. The obligor's capacity to meet its financial commitment on the obligation is very strong.
A	An obligation rated 'A' is more susceptible to the adverse effects of changes in circumstances and economic conditions than obligations in higher-rated categories. However, the obligor's capacity to meet its financial commitment on the obligation is still strong.
BBB	An obligation rated 'BBB' exhibits adequate protection parameters. However, adverse economic conditions or changing circumstances are more likely to lead to a weakened capacity of the obligor to meet its financial commitment on the obligation.

SCHEDULE 3 – RATING DEFINITIONS

SHORT-TERM ISSUE CREDIT RATINGS

A-1	A short-term obligation rated 'A-1' is rated in the highest category by Standard & Poor's. The obligor's capacity to meet its financial commitment on the obligation is strong. Within this category, certain obligations are designated with a plus sign (+). This indicates that the obligor's capacity to meet its financial commitment on these obligations is extremely strong.
A-2	A short-term obligation rated 'A-2' is more susceptible to the adverse effects of changes in circumstances and economic conditions than obligations in higher rating categories. However, the obligor's capacity to meet its financial commitment on the obligation is satisfactory.

BORROWING POLICY 2023

1. PURPOSE

The purpose of this policy is to outline council's Borrowing Strategy and provide guidance for the borrowing of funds.

2. SCOPE

This policy applies to loan borrowings used to fund infrastructure and other specific capital projects.

Council recognises that borrowings for capital works are an important funding source for Local Government. It provides the opportunity to bring unfunded projects forward and ensures generational equity so that the full cost of infrastructure is not borne entirely by present-day ratepayers.

3. DEFINITIONS

The following definitions apply to this policy:

Council	refers to Clarence City Council.
Lending institution	<p>Refers to either:</p> <ul style="list-style-type: none">• a financial institution licensed by the Australian Prudential Regulatory Authority (APRA) to carry on banking business, including accepting deposits from the public. This includes:<ul style="list-style-type: none">- banks- building societies, and- credit unions,or• Tascorp

4. POLICY STATEMENT

This policy:

- outlines council's financial management strategy for existing and future borrowings
- outlines the criteria to be reviewed when council is considering the use of debt
- seeks to minimise the cost of borrowing, and
- demonstrates care and diligence in borrowing funds as part of council's good governance.

5. RELATIONSHIP TO COUNCIL STRATEGIC PLAN

The following Strategic Plan goals are relevant and apply to this policy:

- *Governance - Formulating and maintaining a suite of policies to provide a framework for the establishment and implementation of council's plans, strategies, programs and services.*
- *Council's assets and resources - Making affordable and equitable rates and charges by ensuring consistency in the application of rates and charges across the community, and reflecting the true cost of providing services to the community.*

6. RELATED DOCUMENTS

LEGISLATIVE (ACTS, REGULATIONS AND STANDARDS)

- *Local Government Act 1993*
- *Tasmanian Trustee Act 1898*

7. POLICY REQUIREMENTS

PRINCIPLES

Borrowings are not a form of revenue and do not replace the need for council to generate sufficient operating revenue to service its operating requirements.

The term of a loan should not exceed the expected economic life of the asset being funded.

PURPOSES FOR BORROWING

Council may only borrow funds for:

- capital projects approved under council's Long Term Financial and Asset Management Plans,
- land acquisitions,
- asset acquisitions for strategic property holding, and
- asset replacement, renewal and upgrade.

APPROVAL OF BORROWING

All borrowings will be subject to council approval through:

- the annual estimates process, or
- a specific decision of council where borrowings are sought outside of the annual estimates timeframe.

DETERMINATION OF LENDER

Once a borrowing has been approved by council, an 'Expression of Interest' (EOI) process will be conducted with appropriate lending institutions.

A quotation process will be conducted whereby at least three lending institutions will be invited to submit written quotations on council's borrowing requirements.

Written quotations must include:

- interest rate
- term of the loan
- repayment intervals
- repayment instalment amount, and
- any applicable fees.

DEBT COMMITMENT RATIO LIMITS

Council will maintain a Debt Commitment Ratio of not more than 30%.

The Debt Commitment Ratio is calculated as a percentage of rate revenue utilised to pay interest and redeem debt principal.

8. IMPLEMENTATION AND COMMUNICATION

The Chief Financial Officer is responsible for the implementation of this policy. This policy will be communicated via council's intranet.

9. ADMINISTRATIVE ARRANGEMENTS

TABLE OF AMENDMENTS

No.	Date	Brief Details
1		

APPROVAL

GM APPROVAL DATE	
REVIEW	<p><i>Interim Review</i></p> <p>Every year to coincide with adoption of council's annual estimates</p> <p><i>Extended Review</i></p> <p>Every four years following each Tasmanian Local Government Election cycle (excluding Councillor casual vacancy recounts, or bi-election)</p>
RESPONSIBLE POSITION	Chief Financial Officer
ECM REFERENCE	4979617

DRAFT FEES AND CHARGES (NON-RATES) POLICY 2023

1. PURPOSE

The purpose of this policy is to provide direction on setting consistent, fair and equitable fees and charges for goods and services provided by council.

2. SCOPE

This policy applies to:

- all fees and charges included in the List of Fees and Charges that is submitted to council for approval as part of the annual Budget Estimates process, and
- any adjustment, addition or removal of fees or charges submitted to council for approval outside the annual budget estimates process.

This policy does not apply to charges subject to a council rating decision.

3. DEFINITIONS

The following definitions apply to this policy:

Cost recovery	is the amount of costs to be recovered from users of the good or service, calculated by determining the true cost of delivering a good or service (including direct costs, indirect costs and any overhead allocation for those services).
Direct costs	are those costs, captured at an activity level, which can be readily attributed to the good or service because they are incurred exclusively for the good or service.
Discretionary fees	mean fees set at council's discretion.
Goods and services	means any good or service that is offered by council and consumed by a person.

GST	means Goods and Services Tax, levied in accordance with relevant legislation.
Indirect costs	are departmental costs which support the delivery of the good or service (e.g. administration costs, insurance and other overheads).
Legislation	means all relevant State and Federal legislation, associated regulations, subsidiary legislation and council by-laws.
Rate contribution	means the dollar amount identified in the annual budget to be contributed to the cost of good or service delivery to/from properties (council rates).
Statutory fees	means fees set in accordance with applicable legislation.

4. POLICY STATEMENT

Fees and charges are a component of council's revenue strategy and represent up to 10% of council's budgeted recurrent income. This policy:

- provides the principles and methodologies for setting fees and charges other than those amounts subject to council rate decisions, and
- provides the process for reviewing, deleting and adding fees and charges to the List of Fees and Charges approved by council each year.

5. RELATIONSHIP TO COUNCIL STRATEGIC PLAN

The following Strategic Plan goals are relevant and apply to this policy:

- *Governance - Formulate and maintain a suite of policies to provide a framework for the establishment and implementation of Council's plans, strategies, programs and services.*
- *Council's assets and resources - Make affordable, fair and equitable fees and charges by ensuring consistency in their application and reflecting the true cost of providing services to the community.*

6. RELATED DOCUMENTS

LEGISLATIVE (ACTS, REGULATIONS AND STANDARDS)

- *Local Government Act 1993, Part 11, Division 7 (Fees and Charges)*
- *Local Government Act 1993, Part 8, Division 1, S77 (Grants and Benefits)*
- *Local Government Act 1993, Part 3, Division 1, S22 (Delegation by Council)*
- *A New Tax System (Goods and Services Tax) Act 1999 (Cth), Section 81.5*
- *Competition and Consumer Act 2010 (Cth) and associated Guidelines for Local Government*

7. POLICY REQUIREMENTS

PRICING PRINCIPLES

When considering a fee for a good or service, council may determine the direct and indirect cost of providing the good or service to establish the value at which costs are recovered.

The extent of cost recovery for some services may take into consideration the benefit provided by that good or service to the individual and the community.

In some instances, concessional fees may be required to meet community expectations and deliver appropriate community outcomes.

When setting fees and charges, the following factors are to be taken into consideration:

- the cost of providing the good or service and the recovery of those costs
- the community benefit of the good or service
- the capacity of users to pay for the good or service
- the importance of the good or service to the community
- utilisation of the good or service
- comparative market pricing with other like enterprises performing similar services
- community service obligations that council considers relevant in the discharge of the good or service to the community, and/or
- whether the good or service will assist in advancing the objectives of council's key strategies.

PRICING METHODOLOGIES

When determining the price of a good or service to be included in council's List of Fees and Charges, the following pricing methodologies are to be assessed and applied in addition to the pricing principles above.

PRICING METHODOLOGY	GUIDELINES
Council policy	Where council has set pricing directives in a council policy.
Full cost recovery	Full cost recovery pricing is to be applied to services that benefit individual customers, rather than the community as whole.
Market pricings	Fees within this category are set in accordance with the principles of the Competitive Neutrality Policy, National Competition <i>Policy and the Competition and Consumer Act 2010</i> .
No charge	The good or service is provided at no charge or has been specifically excluded from any cost recovery.
Partial cost recover	<p>Goods or services provided by council as part of a policy objective are often priced using a partial council subsidy. In this case, the price charged is lower than the full cost recovery or market pricing of the good or service.</p> <p>The subsidy is funded from council's rate revenue and in some cases from external sources, such as government grant funding.</p> <p>Situations where this methodology may be used include:</p> <ul style="list-style-type: none"> a) where the good or service benefits the community as whole as well b) where council has an identifiable community service obligation c) charging prices to recover full cost may result in widespread evasion d) the service targets low-income users, or a differential service fee is charged according to the

	<p>classification of users to maximise access to the service, and/or</p> <p>e) the good or service promotes or encourages local economic activity.</p>
Statutory	<p>a) The good or service is a regulatory or statutory activity, and the fee is determined by council in accordance with a pricing principle prescribed in regulations (e.g. up to a maximum price).</p> <p>b) The amount of the fee is prescribed in legislation, regulation or council by-laws.</p>

FEES AND CHARGES REVIEW

Fees and charges are reviewed annually to coincide with council's annual budget estimates cycle.

The review is the responsibility of the Program Manager that charges the fee, in consultation with the relevant Executive Manager. The List of Fees and Charges, and the annual review of fees and charges is overseen by the Chief Financial Officer and the Chief Executive Officer.

The council has discretion to add, remove or adjust fees and charges during the financial year. Changes to fees and charges require a decision of council.

The List of Fees and Charges, upon approval and adoption by the council, is made publicly available on council's website. Any amendments throughout the financial year, once adopted by council, must also be updated on council's website.

WAIVER OR REDUCTION OF FEES OR CHARGES

Conditions under which council will consider the waiver or reduction of fees or charges are outlined in council's Grants and Sponsorship Policy.

8. IMPLEMENTATION AND COMMUNICATION

The Chief Financial Officer is responsible for the implementation of this policy. This policy will be communicated via:

- council's website, and
- council's social media and local advertising.

9. REPORTING

Not applicable.

10. ADMINISTRATIVE ARRANGEMENTS

TABLE OF AMENDMENTS

No.	Date	Brief Details
1		

APPROVAL

GM APPROVAL DATE	
REVIEW	Every 5 years
RESPONSIBLE POSITION	Chief Financial Officer
ECM REFERENCE	

7. GRANTS AND SPONSORSHIP POLICY 2023**EXECUTIVE SUMMARY****PURPOSE**

To approve a Grants and Sponsorship Policy 2023.

RELATION TO EXISTING POLICY/PLANS

This report proposes to adopt a consolidated Grants and Sponsorship Policy that brings together Council's current Sponsorship Policy and Grants Procedures from across multiple Council program areas.

The Policy will replace Council's Waiving or Reducing Fees for Planning and Building Permits Policy – 2003, which outlines provisions for the waiver or reduction of building and planning application fees.

LEGISLATIVE REQUIREMENTS

Section 77 of the *Local Government Act* 1993 provides the authority for Council to make a grant or provide a pecuniary benefit or a non-pecuniary benefit.

CONSULTATION

This matter has been the subject of consultation across a multi-program working group. The draft policy was provided to councillors at a recent workshop for review and comment.

FINANCIAL IMPLICATIONS

No change is proposed to current sponsorship and grant funding levels. Funding arrangements form part of Council's budget deliberations each year.

RECOMMENDATION:

That Council endorses the Grants and Sponsorship Policy 2023.

ASSOCIATED REPORT**1. BACKGROUND**

- 1.1.** Council offers a range of grant and sponsorship opportunities each year, seeking to provide financial assistance to individuals and sporting and community groups, as well as sponsorship of events and programs that benefit our City.
- 1.2.** Currently grants and sponsorship application processes are underpinned by processes and guidelines that operate at individual program level.

- 1.3.** Council also currently provides the opportunity for the waiver or reduction of planning and building permit fees for not-for-profit recreational, cultural and charitable organisations under its Waiving or Reducing Fees for Planning and Building Permits Policy – 2003.
- 1.4.** The purpose of this report is to consider adoption of a consolidated Grants and Sponsorship Policy 2023, as discussed at a recent councillor’s workshop, inclusive of provisions for the waiver or reduction of Council fees and charges.

2. REPORT IN DETAIL

- 2.1.** Council currently offers a range of grant opportunities, including:

- Community Support Grants
- Quick Response Grants, and
- Partnership Grants.

The grants program supports three broad areas:

- community development
- economic prosperity activities, and
- environmental sustainability activities.

- 2.2.** A review of Council’s current processes identified an opportunity to consolidate the work of individual Council program areas to provide a transparent and equitable approach to assisting community groups, organisations, business and individuals in the role they play in realising our vision of “Clarence...a vibrant, prosperous, sustainable city”.
- 2.3.** A cross-functional working group was formed to develop a consolidated Grants and Sponsorship Policy, building on the significant work of each program area.

2.4. The draft policy seeks to support projects that promote opportunities across Council's seven key strategies, including projects that promote:

- connected, resilient and inclusive communities
- community engagement and participation
- healthy and active living
- cultural and creative activities
- a prosperous and innovative economy, and
- sustainable practices.

2.5. The draft policy does not reduce Council's current support processes or programs offered to our community. In general terms, the draft policy retains all current grant, sponsorship and fee waiver provisions while providing additional opportunities for community groups, organisations, business and individuals, including:

- Venue Support Grants under Council's revised Quick Response Grants Program - support access to Council-owned and operated venues, meeting spaces and reserve hire for one-off events and activities that provide a benefit to the community.
- Self-employed artists under Council's revised general grants stream.
- Access and Inclusion Grants under the Community Development and Wellbeing Nominated Program Stream.
- First Nations People grants under the Community Development and Wellbeing Nominated Program Stream.
- Economic Development and Community Events Grants under Council's Sponsorship Program.
- Donations - Assistance to local groups and individuals in the City to provide emergency relief in relation to an emergency event.

2.6. The Grants and Sponsorship Program supports initiatives and projects, in partnership with our community, that strengthen and respond to objectives outlined in Council's key strategies. The following principles apply to the policy:

- Collaborative - Develop mutually beneficial partnerships to achieve shared objectives and encourage engagement and participation.
- Economic Capacity - Expenditure to contribute to increased economic capacity of the community to adapt and thrive.
- Inclusive - Equity in access to and distribution of assets and resources.
- Responsive - Grants and sponsorship programs are responsive to emerging needs and opportunities.
- Strategic alignment - Expenditure to contribute towards achievement of objectives in Council's key strategies.
- Sustainability - Promote self-sufficiency and intergenerational equity through social and community capacity building.
- Transparency - Transparent and accountable governance in the expenditure of public funds.

2.7. Delegation approval limits are outlined in the table below:

Table 3 – Delegation authority limits		
Grant or Sponsorship Value (Excl Partnership Grants)	Recommending Authority	Approval Authority
On Demand – Up to \$750	ELT Officer or Program Mgr or Council Advisory Committee	ELT Officer (cannot be the recommending officer)
On Demand – Up to \$3,000	ELT Officer or Council Advisory Committee	Chief Executive Officer
On Demand – Government Authorities and GBEs – No Limit		Chief Executive Officer
Specific Sponsorships approved as part of the annual estimates process (for example strategic cultural event sponsorships) Council approval of these "Specific Sponsorships" will be deemed to include authority to enter into a Sponsorship Funding Agreement.		Council Decision
All Other	ELT Officer Council Advisory Committee	Council Decision

2.8. The Policy is attached for consideration by Council (refer Attachment 1).

3. CONSULTATION

3.1. Community Consultation Undertaken

Not applicable.

3.2. State/Local Government Protocol

No issues to be addressed.

3.3. Other

The revised Policy was circulated to councillors for consideration prior to an earlier Council Workshop.

3.4. Further Community Consultation

No further community consultation is proposed. The policy, if approved, will be made available on Council's website.

4. STRATEGIC PLAN/POLICY IMPLICATIONS

This report proposes to amend Council's existing Policy and procedures.

5. EXTERNAL IMPACTS

No issues to be addressed.

6. RISK AND LEGAL IMPLICATIONS

6.1. Section 77 of the *Local Government Act 1993* provides:

“(1) *A council may make a grant or provide a pecuniary benefit or a non-pecuniary benefit that is not a legal entitlement to any person, other than a councillor, for any purpose it considers appropriate.*

(1A) *A benefit provided under subsection (1) may include–*
(a) *in-kind assistance; and*
(b) *fully or partially reduced fees, rates or charges; and*
(c) *remission of rates or charges under Part 9.*

(2) *The details of any grant made or benefit provided are to be included in the annual report of the council.”*

7. FINANCIAL IMPLICATIONS

No significant issues of a financial nature have been identified. The changes proposed are to consolidate Council's current grant and sponsorship programs.

8. ANY OTHER UNIQUE ISSUES

No issues to be addressed.

9. CONCLUSION

A draft Grants and Sponsorship Policy is submitted for Council's consideration.

Attachment: 1. Draft Grants and Sponsorship Policy 2023 (14)

Ian Nelson

CHIEF EXECUTIVE OFFICER

DRAFT GRANTS AND SPONSORSHIP POLICY 2023

1. PURPOSE

Council's Grants and Sponsorship Program aims to support projects that promote:

- connected, resilient and inclusive communities
- community engagement and participation
- healthy and active living
- cultural and creative activities
- a prosperous and innovative economy, and
- sustainable practices.

2. SCOPE

This Policy applies to outgoing grants, sponsorships and in-kind support provided by council.

This Policy does not apply to donations or fundraising activities undertaken by council staff and workforce consultative and improvement committees.

3. DEFINITIONS

The following definitions apply to this Policy and Procedure:

Acquittal	means a written report submitted after the funded project is complete, detailing how the grant or sponsorship recipient administered the funds and met the project outcomes in the funding agreement.
Auspice	means an incorporated organisation who receives, administers and acquits council's funding on behalf of the applicant.
Community or resident groups	means groups operating for community or other social purposes, including special interest groups.
Council	means the Clarence City Council.
ELT Officer	means an officer of council's Executive Leadership Team.

Grants	means cash or in-kind support provided to applicants for a specified project or purpose as outlined in the funding agreement between the council and the recipient.
Incorporated association	registered under the Associations Incorporation Act 1964 .
In-kind support	means a contribution of a good or a service other than money, for example voluntary labour, donated goods or services.
Not for profit organisation	means an organisation operating exclusively for charitable, civil or other social purposes, including sporting clubs and school parent associations.
Policy	means this policy.
Registered charity organisation	means as determined by the Australian Charities and Not-for Profits Commission.
Sponsorship	means agreements between the council and organisations where the council receives benefits in return for the sponsorship.

4. POLICY STATEMENT

Council recognises the significant role community groups, organisations, business and individuals play in realising our vision of “*Clarence... a vibrant, prosperous, sustainable city*”. The Grants and Sponsorship Program supports initiatives and projects, in partnership with our community, that strengthen and respond to objectives outlined in council’s key strategies.

The following principles apply to this policy:

<i>Collaborative</i>	<i>Develop mutually beneficial partnerships to achieve shared objectives and encourage engagement and participation.</i>
<i>Economic Capacity</i>	<i>Expenditure to contribute to increased economic capacity of the community to adapt and thrive.</i>
<i>Inclusive</i>	<i>Equity in access to and distribution of assets and resources.</i>
<i>Responsive</i>	<i>Grants and sponsorship programs are responsive to emerging needs and opportunities.</i>
<i>Strategic alignment</i>	<i>Expenditure to contribute towards achievement of objectives in council’s key strategies.</i>

<i>Sustainability</i>	<i>Promote self-sufficiency and intergenerational equity through social and community capacity building.</i>
<i>Transparency</i>	<i>Transparent and accountable governance in the expenditure of public funds.</i>

5. RELATIONSHIP TO COUNCIL STRATEGIC PLAN

The following Strategic Plan goals are relevant and apply to this Policy:

- *Governance - Formulate and maintain a suite of policies to provide a framework for the establishment and implementation of Council's plans, strategies, programs and services.*
- *Council's assets and resources - Make affordable, fair and equitable fees and charges by ensuring consistency in their application and reflecting the true cost of providing services to the community.*

6. RELATED DOCUMENTS

LEGISLATIVE (ACTS, REGULATIONS AND STANDARDS)

- *Local Government Act 1993*

COUNCIL POLICY, PLANS, PROCEDURES AND GUIDELINES

- Fees and Charges (Non-Rates) Policy 2020
- Banners Hire Policy 2023
- Clarence City Council Strategic Plan 2021-2031
- Active Living Strategy 2022-2032
- City Future Strategy 2022-2032
- Community Infrastructure Strategy 2021-2031
- Community Wellbeing Strategy 2021-2031
- Cultural Creative Strategy 2022-2032
- Digital Strategy 2022-2032
- Sustainability Strategy 2022-2032

7. REQUIREMENTS

ELIGIBILITY

Eligible organisations and individuals, as outlined at Attachment 1, may apply for a grant or sponsorship in accordance with requirements of this policy.

Ineligible applicants, activities and events listed below apply across all grant and sponsorship programs.

Ineligible applicants

- A government agency or department of Local, State or Federal levels of Government.
- Organisations with gaming machines.
- Political parties or organisations that have a core purpose of political lobbying, including the lobbying of councillors.
- Current council staff and councillors (this does not preclude committees or organisations that councillors or staff participate on).
- Previous recipients that have an outstanding acquittal.

Ineligible activities and events

- Activities and events that promote views and behaviours which are inconsistent with the adopted values and policy commitments of the council.
- Activities and events that are illegal or enable illegal activity.
- Activities and events that undermine competitive neutrality (that is the requirement that activities compete fairly in the market and on equal terms to other businesses).
- The core business of educational, religious and medical organisations.
- Projects/activities that are under the jurisdiction of the State or Federal Government.

APPLICATIONS

Applications must be made on the prescribed form, "Application for Grant or Sponsorship". An applicant may only submit one application each funding round.

Applications for grants or sponsorship are open as specified in Attachment 1 and will be received as outlined in *Table 1*.

<i>Table 1</i>		
Annual Funding Programs		
Applications open	01 July	
Applications close	30 September	
Advice of outcome by	30 November	
Bi-annual Funding Programs	Round	
	Round 1	Round 2
Applications open	01 July	01 February
Applications close	30 September	31 March
Advice of outcome by	30 November	31 May
On Demand Programs		
Applications under "On Demand" programs may be made at any time.		

ASSESSMENT CRITERIA

Applications will be assessed in accordance with the following criteria.

In determining an outcome, council will also consider the applicant's previous history of successful access to a grant or sponsorship and adherence to relevant sponsorship agreement to provide equitable access within scope of available funds.

General Grant Program

- *Community Development and Wellbeing Grant*
- *Cultural and Creative Grant*
- *Natural Resource Management Grant*
- *Community Development and Wellbeing Nominated Program – Access and Inclusion Grant*
- *Community Development and Wellbeing Nominated Program – First Nations People Grant*

1. The applicant/s must be an eligible organisation.

2. The activity must be undertaken within the Clarence municipality or be able to demonstrate that the activity will benefit residents of Clarence.
3. The applicant/s must have appropriate insurance coverage and have relevant workplace health and safety and risk management policies.
4. The activity must not lead to a conflict with council's legislative obligations, including competitive neutrality, and must not expose council to any unreasonable financial, legal, reputational, or other risks.
5. The activity must demonstrate alignment with council's adopted key strategies.
6. The activity to be undertaken must result in a community benefit (refer *Table 2* for examples), this may include administration or support functions that facilitate the community benefit outcome but does not include activities that are core to the organisations ongoing operations.

Table 2 - Examples of derived community benefit		
General		
<p>Project will increase the skills, knowledge, and capacity of the community.</p> <p>Project provides the opportunity for communities to work together and encourage engagement and participation.</p>		
Community Stream	Arts Stream	Natural Areas Stream
<p>Promote community safety and wellbeing.</p> <p>Facilitate physical, social and mental activity.</p> <p>Support resolution of local issues by drawing on local strengths and opportunities.</p>	<p>Facilitate cultural and creative activities within the community.</p> <p>Increase the opportunity for our community to engage with diverse cultural and creative activities.</p> <p>Employ local artists in projects that activate our community.</p>	<p>Achieve significant conservation outcomes.</p> <p>Create significant awareness of natural values and their management issues.</p> <p>Align with adopted Natural Area Management Plans.</p>
Access and Inclusion	First Nations	
<p>Projects that have a broad and deep impact on directly improving the inclusion of people with disability in the Clarence community.</p>	<p>Activities that promote cultural maintenance and celebration.</p>	

7. Where proposed works are grant funded by another organisation/government, the applicant/s must demonstrate how the council grant assists to maximise the dollars spent and community benefit.

8. Demonstrated effort in seeking funding from other providers, to diversify funding sources across multiple organisation and levels of government where appropriate.
9. The applicant/s must have capacity to manage and achieve their project and to maintain outcomes.
10. The applicant/s must provide a detailed budget outlining:
 - a. funding arrangements for the project
 - b. which parts of the project council is funding
 - c. projected costs of the budget (reasonably itemised, including calculations for any voluntary/in-kind support to be provided)
 - d. contribution the applicant is making to the project (including in-kind support).
11. Requests over \$5,000 must also demonstrate a strategic long-term investment for the community.

Quick Response Grant Program

- *Community Development and Wellbeing Quick Response Grant (General)*
 - *Community Development and Wellbeing Quick Response Grant (Venue Support)*
 - *Community Development and Wellbeing Quick Response Grant (Youth Assistance)*
 - *Cultural and Creative Grant*
1. The applicant/s must be an eligible organisation or individual.
 2. Requests under youth assistance must include a letter of confirmation of selection.

Sponsorship Program

- *Community Development and Wellbeing Sponsorship Program (Economic Development)*
 - *Community Development and Wellbeing Sponsorship Program (Community Events)*
1. The applicant/s must be an eligible organisation.
 2. The applicant/s must be reputable, with a public image, products or services consistent with council's values and strategies.
 3. The activity to be undertaken must result in a community benefit at least commensurate with the value of the sponsorship, such as:
 - a. raise council's profile and brand awareness among target audiences
 - b. provide exposure or access to new strategic partners

- c. create opportunities for council to add value by using its content, people, facilities, places or expertise
 - d. demonstrate economic benefit or impact for the city
 - e. provide an opportunity to Clarence residents that would otherwise not be available or possible.
4. The activity must not lead to a conflict with council's legislative obligations, including competitive neutrality and must not expose council to any unreasonable financial, legal, reputational, or other risks.

Recurring Sponsorship Program

Applications for sponsorship across multiple years to secure funding for a particular event or activity are not covered under this policy and are a matter for council as a separate application

Funding for recurring sponsorship programs will form a separate line item on council's annual estimates. Requests for recurring sponsorship should be submitted prior to January each year for consideration in the next financial year budget.

Donations Program

1. The applicant/s must be an eligible organisation or individual.
2. The activity must demonstrate alignment with council's adopted key strategies.

APPROVAL

Approvals will be made in accordance with this policy and records evidencing assessment against evaluation criteria must be retained. *Table 3* outlines delegation authority limits for approval of grants and sponsorships in accordance with this policy.

Table 3 – Delegation authority limits		
Grant or Sponsorship Value (Excl Partnership Grants)	Recommending Authority	Approval Authority
On Demand – Up to \$750	ELT Officer <i>or</i> Program Mgr <i>or</i> Council Advisory Committee	ELT Officer (cannot be the recommending officer)
On Demand – Up to \$3,000	ELT Officer <i>or</i> Council Advisory Committee	Chief Executive Officer
On Demand – Government Authorities and GBEs – No Limit		Chief Executive Officer

<p>Specific Sponsorships approved as part of the annual estimates process (for example strategic cultural event sponsorships)</p> <p>Council approval of these "Specific Sponsorships" will be deemed to include authority to enter into a Sponsorship Funding Agreement.</p>	Council Decision
All Other	<p>ELT Officer Council Advisory Committee</p> <p>Council Decision</p>

BUDGET ALLOCATION

As part of council's annual Budget Estimates process, council will identify a cap for grants and sponsorship expenditure. This cap must not be exceeded without a majority decision of council.

The annual budget will be split into funding streams to provide equitable access and distribution of funding allocation.

Unexpended funding stream allocation may be transferred to another stream if not exhausted at the end of the funding round, where there are insufficient funds to meet funding costs of other stream approvals. To be clear, stream funding can only be transferred if excess to demand.

Funding streams

- Community Development and Wellbeing
- Cultural and Creative
- Natural Resource Management

FUNDING AGREEMENT

Successful applicants will be required to enter into a funding agreement with council prior to the release of cash funding, and before the project, activity or event commences. At the completion of the project, activity or event applicants are required to report and acquit as per the funding agreement.

Funding agreements must specify any conditions or specific requirements of the activity or project, the payment schedule, the terms on which payment is made, the responsibilities of all parties, and the reporting and acquittal requirements.

Recipients of Venue Support Grants, Individual Assistance Grants, Quick Response Grants and Donations are not required to enter into a funding agreement or provide an acquittal report.

Acquittal Report

The successful recipient must acquit the use of council's contributions on the standard Acquittal Report.

The acquittal report must include, as a minimum:

- how the project achieved (fully, partly or not at all) the objectives of the funding agreement
- photos of completed project works
- a financial statement detailing how the funds were spent.

FUNDING LIMIT

Maximum funding limit per application are outlined at Attachment 1.

8. REPORTING

Council will be notified of all grant and sponsorship decisions pertaining to the programs outlined in this Policy through the Quarterly and Annual Reports.

9. IMPLEMENTATION AND COMMUNICATION

The Chief Financial Officer is responsible for the implementation of this Policy. This Policy will be communicated via:

- council's website, and
- council's social media and local advertising.

10. ADMINISTRATIVE ARRANGEMENTS

TABLE OF AMENDMENTS

No.	Date	Brief Details
1		

APPROVAL

COUNCIL APPROVAL DATE	
REVIEW	Every 5 years
RESPONSIBLE POSITION	Chief Financial Officer
ECM REFERENCE	

GENERAL GRANTS Program					
Stream	Description	Funding	Type of Support	Limit	Eligible Applicants
Community Development and Wellbeing <i>(formerly Community Support Grant)</i>	Support for programs and activities that address a specific need or provide a benefit to the community (excluding venue, meeting space and reserve hire)	Annual or Bi-Annual <i>As may be determined from time to time to be responsive to our community</i>	Monetary In-kind Reduction or waiver of fees	<i>Level 1</i> Up to \$5,000	Community or resident groups Incorporated associations Not-for-profit organisations Registered charity organisations Auspiced organisations Self-employed artists
Cultural and Creative <i>(formerly Community Support Grant)</i>	Support for programs and activities that activate cultural and creative pursuits in the community.			<i>Level 2</i> Up to \$10,000	
Natural Resource Management <i>(formerly Land and Coastcare Grant)</i>	Supporting local communities to sustainably manage and enhance the natural and built environments.				
Community Development and Wellbeing Nominated Program ○ <i>Access and Inclusion</i>	Support for projects that have a broad and deep impact on directly improving the inclusion of people with disability in the Clarence community by working together in ways that align with council's Access and Inclusion plan.	Annual or Bi-Annual <i>As may be determined from time to time to be responsive to our community</i>	Monetary	Up to \$5,000	Community or resident groups Incorporated associations Not-for-profit organisations Registered charity organisations
Community Development and Wellbeing Nominated Program ○ <i>First Nations People</i>	Assist delivery of programs and activities that support outcomes outlined in Council's Reconciliation Action Plan.	Annual or Bi-Annual <i>As may be determined from time to time to be responsive to our community</i>	Monetary	Up to \$5,000	Community or resident groups Incorporated associations Not-for-profit organisations Registered charity organisations

QUICK RESPONSE GRANTS Programs					
Stream	Description	Funding	Type of Support	Limit	Eligible Applicants
Community Development and Wellbeing	Support for projects to strengthen neighbourhoods, build community resilience and wellbeing education.	On Demand	Monetary In-kind Reduction or waiver of fees	\$500	Community or resident groups Incorporated associations Not-for-profit organisations Registered charity organisations
Cultural and Creative	Support for projects that activate cultural and creative pursuits in the community and leverage economic benefits.		Reduction or waiver of fees	\$300	Community or resident groups Incorporated associations Not-for-profit organisations Registered charity organisations
Community Development and Wellbeing ○ <i>Venue Support</i>	Support access to council-owned and operated venue, meeting space and reserve hire for one-off events and activities that provide a benefit to the community.		Reduction or waiver of fees	\$300	Community or resident groups Incorporated associations Not-for-profit organisations Registered charity organisations
Community Development and Wellbeing ○ <i>Youth Assistance</i>	Support access for young people to participate, compete or officiate at a community, state, national or international level, including: <ul style="list-style-type: none"> ▪ sport ▪ youth exchange 		Monetary	\$250	City of Clarence resident Aged 21 and under
Infrastructure Construction and Maintenance	Support construction or maintenance of trunk infrastructure to the community.	On Demand	Reduction or waiver of fees	Unlimited	Government Authority Government Business Enterprise

SPONSORSHIP Programs					
Stream	Description	Funding	Type of Support	Limit	Eligible Applicants
Community Development and Wellbeing ○ <i>Economic Development</i>	Support initiatives, programs, and activations that deliver an economic and visitation benefit to the City.	Annual	Monetary In-kind Reduction or waiver of fees	Up to \$10,000	Community or resident groups Incorporated associations Not-for-profit organisations Registered charity organisations
Community Development and Wellbeing ○ <i>Community Events</i>	Support activities, initiatives and events that deliver a community benefit to the City.	Annual	Monetary In-kind Reduction or waiver of fees	Up to \$10,000	Community or resident groups Incorporated associations Not-for-profit organisations Registered charity organisations
DONATIONS					
Stream	Description	Funding	Type of Support	Limit	Eligible Applicants
Community Development and Wellbeing ○ <i>Donations</i>	Assist local groups and individuals in the City to provide emergency relief in relation to an emergency event. Provide disaster relief donations in relation to "Declared" disaster events.	On Demand	Monetary	\$750	Community or resident groups Incorporated associations Not-for-profit organisations Registered charity organisations

8. COUNCILLOR ALLOWANCES AND EXPENSES POLICY 2023**EXECUTIVE SUMMARY****PURPOSE**

To approve Council's revised and updated Councillor Allowances and Expenses Policy 2023.

RELATION TO EXISTING POLICY/PLANS

This report proposes amendments and updates to Council's existing Policy.

LEGISLATIVE REQUIREMENTS

The *Local Government Act* 1993 (the Act) requires that a Council is to adopt a policy in respect of payment of expenses incurred by councillors in carrying out the duties of office.

Regulation 43 of the Act enables councillors to be reimbursed for reasonable expenses in relation to telephone and internet usage, travelling, stationery and office supplies, and "the care of any person who is dependent on the councillor and who requires the care while the councillor is carrying out his or her duties or functions as a councillor", in accordance with the Council's policy.

CONSULTATION

The matter has been the subject of two previous workshops.

FINANCIAL IMPLICATIONS

No significant financial implications arising from the updated policy. Where financial changes are proposed, these are of a minor nature and have been included in Council's most recently approved budget Estimates.

RECOMMENDATION:

That Council endorses the revised Councillor Allowances and Expenses Policy 2023.

ASSOCIATED REPORT**1. BACKGROUND**

1.1. The purpose of this report is to consider amendments to Council's Policy for Alderman Allowances and Entitlements considered at a recent councillor workshop.

1.2. The last review of the Policy was in 2018.

2. REPORT IN DETAIL

2.1. Council, at a recent workshop, considered proposed changes associated with Council's adopted Alderman Allowances and Entitlements Policy. In general terms the changes deal with the following matters:

- Updating the policy to remove references to "Alderman" and to now refer to "Councillor(s)".
- Simplification of the language of the policy where possible.
- Updating of vehicle (kilometres travelled), accommodation and meal allowance rates by reference to current (rather than out of date) documents.
- Providing a Councillor Expenditure Limit of \$6,500 for attendance at conferences, functions, training, professional development and stationery costs per term of appointment (four years).
- Including the provision for reimbursement of up to \$500 per financial year in respect to stationery and postage expenses associated with Council related matters in the total Councillor Expenditure Limit. This change reflects a more modern approach to community consultation and captures traditional "post" based consultation as well as internet based and other forms of consultation.
- Recognising the importance of sound corporate governance and ensuring an appropriate level of understanding of the broader responsibilities of elected members, providing the opportunity for councillors to participate in a significant professional development program, with an allocation of up to \$12,500 each year (total budget, not per councillor). This is consistent with the approach of the Office of Local Government in working with the Local Government Association of Tasmania to develop a learning and development framework to increase the knowledge and skills of councillors.

2.2. The revised Policy incorporating the proposed amendments is attached for formal consideration by Council (refer Attachment 1).

3. CONSULTATION

3.1. Community Consultation Undertaken

Not applicable.

3.2. State/Local Government Protocol

No issues to be addressed.

3.3. Other

The revised Policy was circulated to councillors for consideration prior to each Council Workshop.

3.4. Further Community Consultation

No further community consultation is proposed. The updated policy, if approved, will be made available on Council's website.

4. STRATEGIC PLAN/POLICY IMPLICATIONS

This report proposes to amend Council's existing policy.

5. EXTERNAL IMPACTS

No issues to be addressed.

6. RISK AND LEGAL IMPLICATIONS

6.1. The Local Government Act 1993 requires that Council adopt a Policy in respect of payment of expenses incurred by councillors in carrying out the duties of office.

6.2. While Council is under no obligation to do so it has been the practice of previous Councils to review this policy early in the term of each new Council.

7. FINANCIAL IMPLICATIONS

No significant issues of a financial nature have been identified. Where financial changes are proposed, these are of a minor nature and have been included in Council's most recent approved budget Estimates.

8. ANY OTHER UNIQUE ISSUES

No issues to be addressed.

9. CONCLUSION

A revised Councillor Allowances and Entitlements Policy 2023 is submitted for Council's consideration and approval.

Attachment: 1. Draft Revised Councillor Allowances and Expenses Policy 2023 (12)

Ian Nelson

CHIEF EXECUTIVE OFFICER



COUNCILLOR ALLOWANCES AND EXPENSES POLICY 2023

1. PURPOSE

The Councillor Allowances and Expenses Policy (this Policy) has been developed to provide an overview of how the Council can assist and support the Councillors in carrying out their civic and statutory responsibilities.

2. SCOPE

This Policy applies to the Mayor, Deputy Mayor and Councillors of the Clarence City Council and is based on the allowance and entitlement provisions contained in the *Local Government Act, 1993* (the Act) and *Local Government (General) Regulations 2015* (the Regulations).

3. DEFINITIONS

The following definitions apply to this Policy:

Act	means the <i>Local Government Act, 1993</i> .
Chief Executive Officer (CEO)	means the Chief Executive Officer/ General Manager of the Clarence City Council.
Council	means Clarence City Council.
Councillor	means an elected member of the Clarence City Council.
Deputy Mayor	means a councillor who has been elected as Deputy Mayor of the Clarence City Council.
Mayor	means a councillor who has been elected as Mayor of the Clarence City Council.
Regulations	means the <i>Local Government (General) Regulations 2015</i> .



4. POLICY STATEMENT

Significant demands and expectations are placed on Councillors in carrying out their functions. Councillors accept a range of roles and responsibilities in representing the Council, its community and stakeholders.

This Policy provides an overview of how the Council can assist and support the Councillors when conducting council business and is based on the following principles:

- allowances and expenses provided are for use while conducting Council business
- Councillor expenses are those costs necessarily incurred by Councillors or on behalf of Councillors for the purpose of Council business
- expenses not covered specifically within this Policy will not be met, without prior authorisation from Council or, if delegated to do so, from the CEO, and
- as part of Council's commitment to open and transparent activities, details of expenses incurred by the Councillors are made public.

5. RELATIONSHIP TO COUNCIL STRATEGIC PLAN

The following key organisational goal is identified in the Clarence City Council Strategic Plan 2021-2031:

Governance and leadership - We seek to act with the highest ethical standards and foster trusting and respectful relationships, demonstrating leadership and accountable transparent governance of the city. Good governance promotes public trust, leads to informed and ethical decision-making, and improves efficacy.

6. COUNCILLOR ALLOWANCE

LEGISLATIVE BASIS

Section 340A of the Act provides for councillors entitlement to allowances. Mayors and deputy mayors are entitled to allowances in addition to those payable to them as councillors.

Regulation 42(2) specifies the allowances payable to councillors, mayors, and deputy mayors and establishes an indexation process so that allowances are adjusted from 1 November each year.

Regulation 42(2A) entitles deputy mayors to receive the allowance payable to the mayor when they act in the role for four consecutive weeks or more.



PAYMENT

Allowances are payable in arrears and are paid on a fortnightly basis.

SALARY SACRIFICE

Salary sacrifice arrangements are available to Councillors with respect to allowance payments where such arrangements are provided for by law and do not result in additional costs to Council. Such arrangements must be entered into by agreement through the CEO.

FOREGOING ALLOWANCE

In accordance with Section 340A(3) of the Act, the Mayor, Deputy Mayor or a Councillor may elect not to receive part or all of an allowance. This decision is to be communicated to the CEO by written notice.

7. COUNCILLOR EXPENSES

Council will reimburse Councillors for reasonable expenses incurred in carrying out their duties of office in relation to:

- conferences, functions, study tours and professional development (including memberships and subscriptions)
- travel
- communication
- carer services, and
- resources.

CONFERENCES, FUNCTIONS, STUDY TOURS AND PROFESSIONAL DEVELOPMENT

Councillors shall have the opportunity to participate in conferences, functions, study tours and professional development activities which meet one or more of the following criteria:

- assists a Councillor in the performance of their role
- are relevant to matters currently being considered by the Council
- are related to the functions of, or services delivered by, the Council or Special Committee of the Council upon which the Councillor is an appointed representative



- are relevant to an identified need within the Clarence community, directly linked to an objective and strategy in Council's Strategic Plan or key strategy, or
- relevant to the local government industry.

LOCAL GOVERNMENT ASSOCIATION OF TASMANIAN (LGAT) CONFERENCES AND PROFESSIONAL DEVELOPMENT TRAINING

Council recognises the importance of Councillors' attendance at the annual LGAT Conference and professional development training and will pay registration and related costs (as per guidelines above) of those Councillors seeking to register to attend the LGAT conference.

Costs associated with attendance at a LGAT Conference or training and development activity do not have a bearing on the Councillor Expenditure Limit for other conferences, functions, study tours and professional development activities attendances by a Councillor.

SIGNIFICANT PROFESSIONAL DEVELOPMENT PROGRAM

Council further recognises that sound corporate governance and an appropriate level of understanding of the broader responsibilities of elected members is important for the performance of the role of Councillor. Council will allocate up to \$12,500 each year to provide for attendance at significant professional development programs. The program must provide significant professional development in regard to strengthening understanding and performance of duties and responsibilities related to the role of office.

A Councillor wishing to attend a program funded under this provision must submit a request to the CEO for listing as an agenda item on an ordinary Council meeting agenda. Approval to attend shall only be by resolution of Council. While a councillor may submit a request at any time, council will consider the total remaining budget in determining the outcome of any request.

Costs associated with attendance at an approved significant professional development program do not have a bearing on the Councillor Expenditure Limit for other conferences, functions, study tours and professional development activities attendances by a Councillor.

MEMBERSHIPS AND SUBSCRIPTIONS

Council will pay Councillors' membership and subscription fees to bodies and organisations whose activities are relevant to the role of Councillors and where the Councillor actively participates in the body.

Costs are to be included in calculation of the Councillor Expenditure Limit outlined in this Policy.



OVERSEAS ATTENDANCES

A Councillor wishing to attend an overseas conference, function, study tour or professional development activity must submit a request to the CEO for listing as an agenda item on an ordinary Council meeting agenda. Approval to attend shall only be by resolution of Council.

The request must outline:

- how the attendance satisfies the evaluation criteria set
- an estimate of all the expenses likely to be incurred , and
- any relevant supporting information.

Costs are to be included in calculation of the Councillor Expenditure Limit outlined in this Policy.

Councillors are to provide a written report to the Council for all approved international travel. The report should outline the outcomes and benefits of the travel, costs incurred and should be prepared within 30 days of return from travel and submitted for agenda listing at the next available Council meeting.

ELIGIBLE EXPENSES

Council will meet the reasonable cost of registration fees and accommodation associated with attendance at approved conferences, functions, training and professional development activities. Council will also meet the reasonable cost of meals when they are not included in the conference fees.

Costs are to be included in calculation of the Councillor Expenditure Limit outlined in this Policy.

COUNCILLOR EXPENDITURE LIMIT

Expenses for conferences, functions, training, professional development and stationery / postage costs will be limited to \$6,500 per Councillor per term of appointment (four years).

A Councillor elected to office to fill a casual vacancy is entitled to a pro-rata allocation from the date of election to their end of term of appointment.

Councillors may elect to expend their entitlement at any time during their 4-year term of office.

Unexpended expenditure shall not rollover to any subsequent term of office of a Councillor.



NON-ATTENDANCE AT AN APPROVED ACTIVITY

At the determination of the CEO, a Councillor may be required to reimburse the Council for any costs incurred if the Councillor does not attend an activity that they are registered to attend.

UNDERTAKING COUNCIL BUSINESS WHILE ON PRIVATE TRAVEL

If a Councillor proposes to officially represent the Council while on private travel, authorisation must be sought in line with approval processes and requirements outlined in this Policy. Approval to represent Council is required regardless of whether or not expenses will be incurred.

PARTNER/COMPANION TRAVEL

The cost of a partner or companion accompanying a Councillor on Council business must be borne by that person. If a partner or companion wishes to accompany a Councillor in a private capacity, such travel will not be booked by Council.

APPROVAL AND ARRANGEMENTS

Applications to attend a conference, function, training or professional development activity must be made in writing to the CEO's office, including:

- details of the activity, including all associated costs
- relevance to Council priorities and business, and
- relevance to the exercise of the Councillor's civic or statutory duties.

The CEO will consider the above criteria, the Councillor's remaining individual limit, and the total remaining budget in determining the outcome of any request.

Arrangements for the registration of attendance are to be made through the CEO's Office.

AIR TRAVEL

Councillors will normally travel economy class.

Upgrades in the class of service are permitted at the Councillor's expense.



ACCOMMODATION

Councillors can stay in reasonable accommodation appropriate to the area travelled to and the nature of the visit. Four-star accommodation is considered appropriate.

PAYMENT OF TRAVEL EXPENSES

A Councillor may elect to either:

- seek reimbursement for reasonable expenses incurred, or
- be paid a daily travelling allowance in accordance with public service rates outlined in the Local Government Industry Award 2020 as determined from time to time.

COSTS IN EXCESS OF THRESHOLD

Where the cost of attendance is anticipated to or has exceeded the threshold stated, a Councillor may submit a request for further assistance and explanatory memorandum with relevant supporting information to the CEO for listing as an agenda item on an ordinary Council meeting agenda. It is a matter for the Council to determine the level of assistance that is to be provided to the Councillor in this category.

COMMUNICATION

EQUIPMENT AND SERVICES

Communication equipment and services shall be provided to assist Councillors in the conduct of Council business.

Equipment available to each Councillor will, on request, include the provision of a mobile phone, suitable portable electronic device, a laptop or personal computer, and a printer. Equipment will be in accordance with Council's standard equipment purchasing policies. Equipment shall be replaced from time to time at the discretion of the CEO.

Issued items remain the property of Council and must be returned at the end of the Council term.

Council will reimburse Councillors for reasonable expenses incurred in relation to equipment and services utilised in carrying out the duties of office, where items are not issued by Council.

INFORMATION COMMUNICATION TECHNOLOGY SUPPORT

Equipment issued by Council will be fully maintained by Council.



EXPENSE LIMITS

The following table details expense limits. Councillors may claim lesser amounts based on their assessment of the proportion of Council-related business incurred on their accounts. Councillors are encouraged to explore suitable packages which minimise the costs of services obtained by them under the various relevant reimbursement categories of this policy.

Internet Connection	Maximum of \$100 per month.
Mobile	Council will meet all Council related call costs.

TRAVEL - LOCAL

GENERAL GUIDELINES FOR TRAVEL EXPENSES

The following support is provided to assist Councillors with travel costs when undertaking the duties of office, including:

- attending formal meetings of Council, Council Special Committees / Workshops / Briefings
- attending a meeting of a Regional Committee, Authority or external organisation to which the Councillor has been appointed as a representative of Council, provided that the organisation does not cover such expenses
- attending any other meeting where the Councillor has been delegated or authorised by Council to attend
- conducting inspections of relevant sites and talking with interested parties regarding matters formally listed as Agenda Items for a meeting of the Council
- travelling to and from meetings with residents and ratepayers in response to their request or problem
- travel to and from a meeting with Council staff, and
- travel to and from any activity in compliance with a resolution or policy of Council.

EXCLUSIONS

Council will not reimburse a Councillor for travelling in relation to unsolicited visits to citizens that have been undertaken for the self-promotion of the Councillor.



CAR PARKING FEES

Councillors may be reimbursed for on and off-street parking fees incurred in the course of undertaking the duties of office.

USE OF PUBLIC TRANSPORT, TAXIS AND RIDE SHARE

Councillors may be reimbursed for public transport, taxi and ride share fees incurred in the course of undertaking the duties of office. All arrangements are to be documented on a claim form in the same manner as for private vehicle use.

USE OF PRIVATE MOTOR VEHICLE

Claims for travelling expenses shall, where practicable, be submitted monthly and include:

- date of travel
- the place of departure and arrival
- distance travelled
- reason for the journey, and
- total amount of claim.

Reimbursement of expenses will be in accordance with public service rates outlined in the Local Government Industry Award 2020 as determined from time to time.

CARER EXPENSES

The Council will reimburse the cost of necessary carer expenses incurred by Councillors in the course of carrying out Council business. Reimbursement of costs will be available for immediate family only, i.e. where the Councillor or their domestic partner is the primary care giver. The maximum hourly rate a Councillor will be reimbursed for carer expenses is \$40 per hour or as otherwise advised by the CEO or delegate.

Costs are not eligible for reimbursement if paid to a person who normally or regularly lives with the Councillor, except where a live-in (professional) helper is required to work extra time at extra expense because of the duties of the Councillor.

Claims for reimbursement must be accompanied by a receipt or tax invoice, specifying if costs include GST.



RESOURCES

BUSINESS CARDS

Council will provide a supply of personalised Council business cards designed in accordance with the corporate design and branding.

STATIONARY AND POSTAGE EXPENSES

Council will reimburse Councillors' stationery and postage expenses related to the undertaking of the duties of office to an annual limit of \$500.

Costs are to be included in calculation of the Councillor Expenditure Limit outlined in this Policy.

COUNCILLOR CORPORATE UNIFORM AND NAME BADGE

Councillors will be provided with a Clarence City Council name badge, designed in accordance with the corporate design and branding.

Councillors may request a council branded vest and/or jacket, in accordance with standard staff branded clothing.

COUNCILLOR ROOMS

A fully maintained office, known as the "Councillors' Room" will be available at all times for the use of all elected members, excluding the Mayor.

8. CLAIMING EXPENSES

CLAIMS EXCLUSIONS

A Councillor shall not claim expenses where the expenses would otherwise have been incurred as a result of personal business.

CLAIMS PROCEDURE

A Councillor is to make a claim for expenses for the recognised duties of office only through the Council's Claims lodgement process.



Claims for reimbursement are to be accompanied by receipts or tax invoices and each claim must clearly identify the purpose of the expense.

Claims for reimbursement are to be submitted to the CEO on a monthly basis using the Claim Form provided. Claims must be submitted within 6 months of the expenses being incurred.

Where, in the opinion of the CEO, a question arises as to whether a claim for reimbursement of expenses is eligible under this policy, the matter will be brought to the attention of the Mayor who will discuss the matter with the Councillor making the claim. Should the question still remain, the matter is to be referred to a closed session of Council for a decision.

9. SUPPORT FOR THE OFFICE OF MAYOR

Support provided to the Mayor is the same as provided to Councillors plus the following:

MAYORAL VEHICLE

In recognising the responsibilities of office, the Mayor is provided with an official vehicle of an appropriate standard as determined by Council from time to time:

- the vehicle shall be fully maintained by Council and available to the Mayor for full private use
- when deemed necessary by the Mayor, a person, other than a Council employee or a Councillor, may drive the vehicle
- the vehicle is also available for the Mayor's partner/spouse to support them in community activities as may arise from time to time, and
- the vehicle may be made available to Councillors or staff for use on Council business at the discretion of the Mayor.

MAYOR'S OFFICE

An office will be provided for the Mayor to assist them in conducting their civic duty. This office will be serviced and furnished to the requirements of the Mayor. The Mayor will be provided with secretarial and administrative support as required and as approved by the CEO in accordance with Council's approved budget.



10. SUPPORT FOR THE OFFICE OF DEPUTY MAYOR

The level of support provided to the Deputy Mayor is the same as provided to Councillors. When the Deputy Mayor acts in the office of Mayor the support provided to the Mayor shall apply.

11. REPORTING

Details of expenses incurred by the Councillors will be outlined in each Quarterly Report to Council and the Annual Report. These Reports are published on council's website.

12. RELATED DOCUMENTS

LEGISLATIVE (ACTS, REGULATIONS AND STANDARDS)

- Local Government Act, 1993
- Local Government (General) Regulations 2015

COUNCIL POLICY, PLANS, PROCEDURES AND GUIDELINES

- Clarence City Council Strategic Plan 2021-2031

13. ADMINISTRATIVE ARRANGEMENTS

TABLE OF AMENDMENTS		
No.	Date	Brief Details
1		
APPROVAL		
COUNCIL APPROVAL DATE		
REVIEW		Every 4 years
RESPONSIBLE POSITION		Chief Executive Officer
ECM REFERENCE		