



The City with Spirit



ANNUAL PLAN 2018/19



Contact Information

Council Office: 17 Fenton Way Devonport TAS 7310

(Office Hours 8.30am–5.00pm, Mon–Fri)

Postal address: PO Box 604 Devonport TAS 7310

Phone: (03) 6424 0511

Email: council@devonport.tas.gov.au

Website: www.devonport.tas.gov.au

Facebook: /DevonportCity

Twitter: @Devonportcity

After Hours Emergency

Number: (03) 6423 3074

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APPENDIX A

Long Term Financial Plan (LTFP)

APPENDIX B

5 Year Capital Works Program

ACTING MAYOR'S MESSAGE



It is indeed an honour to present the 2018/19 Annual Plan and Estimates on behalf of Council, my first since being appointed Acting Mayor earlier this year, following the resignation of the former mayor, now Senator, Steve Martin.

The plan outlines Council's intended targets, projects and services for the coming 12 months.

Firstly, may I thank my fellow Aldermen for progressing the vision for Devonport to be a thriving and welcoming regional City. During the next 12 months we will continue this journey as we pursue our LIVING CITY agenda.

This financial year will be an exciting time to be in Devonport, with the opening of the new paraple centre and accompanying convention centre (incorporating a new Library, Service Tasmania and Council offices) and the adjoining paraple arts centre (incorporating the DECC, Art Gallery and Visitor Information Centre).

The convention centre will bring a renewed focus to our City with the capacity to attract new and varied functions and events, while the arts centre, with its increased gallery capacity, will provide for a greater, and more varied, exhibition program assisting the engagement with visitors to our City.

There is no doubt that these facilities will place Devonport as a leading regional centre offering amenities equal to any similar sized one in the nation.

Council is aware that many within our community are continuing to face economic challenges and has set its rates with this in mind.

It has been able to keep the proposed general rate rise for most ratepayers below CPI. Across all property classes the proposed rate rise, the first real increase since 2013, will average around 1 per cent.

Of the 12,456 properties in Devonport, 10,746 are residential. The proposed general rate for 8,678 (over 80%) of these properties is less than 1.5 per cent. Considering that the Hobart Consumer Price Index rise, between March 2017 and March 2018 was 2.1 per cent, Council believes it has been responsible in setting its budget and determining the rating levels for the next 12 months.

It is worth keeping in mind that there had been no real increase in the general rate for the previous four financial years.

At the commencement of LIVING CITY, Council predicted that the strategy would have a positive impact on our finances and there is no doubt that these benefits are starting to flow through.

The 2018/19 Capital Works program, approved by Council, outlines a total spend of \$11.86 million, with \$1.55 million expected to come from external funding.

The capital program includes \$1.95 million for public open space and recreation; \$4.34 million for transport; \$1.18 million for stormwater; and \$3 million for LIVING CITY projects, particularly relating to the waterfront development.

Among the public open space and recreation projects is Stage Two of the Mersey Vale Cemetery Modern Burial System which will extend the life of the cemetery by providing an area for future burials (\$1.05 million) and the replacement of ground lighting and construction of a car park for the new Devonport Gymnastics Club building at Maidstone Park (\$275,000).

The Southern Rooke Street Renewal Project (\$1 million); a resealing program (\$700,000); Wenvoe Street renewal from Steele Street to the car park (\$420,000); safety improvements at the intersection of Parker and Ronald Streets (\$270,000); and Stage One of the Winspears Road renewal (\$250,000) are the major transport projects while the \$600,000 William Street stormwater catchment upgrade (Stage Eight) is the main stormwater project.

Council will also continue to work alongside numerous community organisations to deliver a range of valuable services and much-loved community events – such as the Devonport Food and Wine Festival and Devonport Jazz Festival.

This year's plan ensures that Devonport is in a strong position to deal with the challenges it will face while continuing to provide value for money for ratepayers and deliver on an exciting plan for the future.



Ald Annette Rockliff
Acting Mayor



GENERAL MANAGER'S SUMMARY



The Annual Plan provides an outline of the services and programs that Council intends to deliver to the Devonport community in 2018/19.

It is important to recognise that the *Local Government Act 1993* sets the principles for councils to consider as part of its rate setting considerations:

- (1) A council, in adopting policies and making decisions concerning the making and varying of rates, must take into account the principles that –
 - (a) rates constitute taxation for the purposes of local government, rather than a fee for service; and
 - (b) the value of the rateable land is an indicator of the capacity of the ratepayer in respect of that land to pay rates.
- (2) Despite subsection (1), the exercise of a council's powers to make or vary rates cannot be challenged on the grounds that the principles referred to in that subsection have not been taken into account by the council.

General Rate

In the last three years, Council has addressed several issues with the General Rate, where the charging was inconsistent and not reflective of the principle of valuation as the basis for determining rates and the 'capacity to pay'.

The General Rate change cap, introduced as a result of the 2015 municipal wide revaluation, has now been removed. This will impact just 45 properties, with 36 out of 45 having increases ranging between \$0 and \$103.

For 2018/19, the Residential General Rate has been increased to 7.2271 cents from 7.0854 cents. The average increase for residential properties ranges between 0.97% and 1.8%. The majority of properties will receive an increase at, or below 1.5%. The General Rate – Fixed Charge has been maintained at \$300 for 2018/19.

Council has also addressed a number of other inconsistencies in rating including making the Primary Production rate consistent with the differential applied to residential properties and removing the remission applied to vacant land.

Commercial and industrial properties have had no increase in the General Rate applied to them this year.

Waste Management

In 2018/19 there is no increase to waste management charges. All residential and primary production properties continue to incur a waste management charge of \$260 which provides for a weekly garbage and fortnightly recycling collection service. Commercial and industrial properties now pay waste charges consistent with 3X the residential charge, and for this they are entitled to 3X the collection frequency. To reduce the impact of this on some small commercial properties, a change cap of 10% was implemented in 2017/18. For 2018/19, this cap has been set at 25%. Council considers this a reasonable increase, given that there has been no increase in the General Rate for commercial and industrial properties.

The Operational Budget

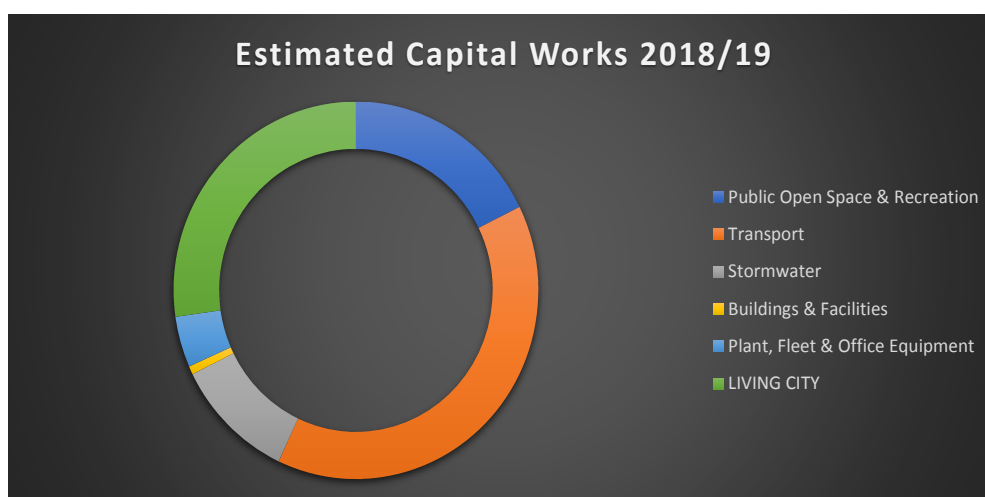
The budget provides for estimated income of \$40.5 million, with operating expenses estimated to be \$40.4 million, resulting in a surplus of \$146,367. Depreciation of \$9.1 million has been included within the budget as an operating expense.

Capital Works

The budget includes a \$11.86 million capital works program, of which it is estimated there will be \$1.55 million of external funding provided. Included in the capital program is \$6.2 million of renewal projects. Specific project details are provided at pages 43-46.

The following table summarises the areas where the new capital works funding is proposed:

Category	New \$	Renewal \$	Net Costs \$
Public Open Space & Recreation	1,588,500	361,700	1,950,200
Transport	1,060,500	3,279,500	4,340,000
Stormwater	745,000	435,000	1,180,000
Buildings & Facilities	80,000	-	80,000
Plant, Fleet & Office Equipment	224,200	1,081,800	1,306,000
LIVING CITY	2,000,000	1,000,000	3,000,000
TOTAL	5,698,200	6,158,000	11,856,200



Note: Information relating to any carry forward capital works from the 2017/18 financial year will be updated following the completion of the 30 June 2018 external audit process.

LIVING CITY

2018/19 will see the completion of Stage 1 of LIVING CITY. The food pavilion, paranple centre, and the paranple art centre will all open to the public in the second half of 2018, providing an exciting cultural and visitor hub for tourists and residents alike.

In 2018/19, Council has allocated \$3 million to further progress LIVING CITY, subject to a successful grant application to the Federal Government. These funds will be used to develop the public parklands throughout the waterfront precinct, which will likely include a Tasmanian endemic garden, nature-based children's play space, outdoor public art and sculptures and an amphitheatre and stage as well as an elevated pathway to the Mersey River, and pedestrian links from the paranple centre to the mall.

A major focus in 2018/19 will also be the renewal of Southern Rooke Street. These works are intended to increase parking spaces in the area, widen the pavements and give the street a fresh, modern appearance.

Fees and Charges

A detailed schedule of fees and charges are provided on pages 51-61.

Paul West
General Manager

THE COUNCIL



L-R: Acting Deputy Mayor, Ald Leon Perry; Ald Lynn Laycock; Ald Grant Goodwin; Acting Mayor, Ald Annette Rockliff; Ald Alison Jarman; Ald Tammy Milne; Ald Jeff Matthews; Ald Charlie Emmerton

Local Government elections were last held in October 2014, and will be held this year in October 2018. Aldermen are elected for a four year term on an "all in, all out" basis.

The Mayor and Deputy Mayor are elected by the community as part of the election process and also serve four year terms.

In March 2018, former Mayor, Steve Martin, resigned from his position with Council following his appointment to the Australian Senate. Due to the short period of time between his resignation and the October 2018 Council elections, the Deputy Mayor, Alderman Annette Rockliff was appointed to the position of Acting Mayor for the balance of the Council's term. Council subsequently elected Alderman Leon Perry to the role of Acting Deputy Mayor for the same period.

Council's decision making is assisted through formal Council Meetings, Section 23 Committees and Workshops.

COUNCIL	WORKSHOPS	PLANNING AUTHORITY COMMITTEE	GOVERNANCE, FINANCE & COMMUNITY SERVICES COMMITTEE	INFRASTRUCTURE, WORKS & DEVELOPMENT COMMITTEE
All Aldermen	All Aldermen	A/Mayor Rockliff (Chair)	A/Mayor Rockliff (Chair)	Ald Perry (Chair)
		Ald Emmerton	Ald Emmerton	Ald Goodwin
		Ald Goodwin	Ald Goodwin	Ald Jarman
		Ald Matthews	Ald Jarman	Ald Laycock
		Ald Milne	Ald Laycock	Ald Matthews
		Ald Perry	Ald Milne	A/Mayor, Ald Rockliff

THE ORGANISATION



Governance
Communication
Human Resources
Property Management
Aldermen Support
Long Term Financial Plan
Internal Audit
KPI's
Special Projects



ASSETS
Asset Management
GIS
Open Space
Facility Management
Project Planning
Contract Management
INFRASTRUCTURE
Action Requests
Strategy/Policy
Engineering
ECONOMIC DEVELOPMENT
Projects
LIVING CITY
**ENVIRONMENTAL
DEVELOPMENT**
Environmental Sustainability
Building
Risk Management
Health
Planning
Compliance
Development Engineering
WORKS
Parks
Civil
Waste
Building
Plant



CORPORATE
Corporate Services
Management
Records Management
Finance & Accounting
Corporate Revenue
Customer Services
Parking
Information Technology

DECISION MAKING STRUCTURES OF COUNCIL



The Devonport City Council is established under the provisions of the *Local Government Act 1993*. Council is made up of nine Aldermen who each serve a four year term, with elections held on an “all in all out” basis. The term for the popularly elected Mayor and Deputy Mayor is also four years.

Local Government elections will be held in October this year.

Decisions are made through Council meetings, Section 23 Committee meetings or by the General Manager and employees through delegated authority. Transparent, accountable and informed decision making supports community confidence in Council and is vital to ensuring decisions are made in the best interests of the community.

Council and Section 23 Committee meetings are open to the public (except where an item is considered to be of a confidential nature in accordance with the *Local Government (Meeting Procedures) Regulations 2015*). Meeting schedules are available on Council's website and at the Council Offices. Meetings are recorded in accordance with Council's Audio Recording Policy.

Council's formal decision making structure is comprised of Council and three Section 23 Committees (established in accordance with the *Local Government Act 1993*):

- Governance, Finance and Community Services
- Infrastructure, Works and Development
- Planning Authority

Council meetings are held on a monthly basis and Section 23 Committees (apart from the Planning Authority which meets on an as required basis) usually meet bi-monthly.

Members of the public have the opportunity for input into Council decision making through avenues such as community consultation and engagement, tabling of petitions and public question time at Council meetings.

Delegations of authority are also in place to support effective decision making by Council. Under Section 22 of the *Local Government Act 1993*, Council may delegate its powers and functions to the General Manager, who in turn may sub-delegate certain powers and functions to Council officers, in accordance with Section 64 of the Act. Delegations allow for timely and efficient decision making at an operational level.

Council is further supported by an Audit Panel, which is established under Ministerial Order.



MISSION - VISION - VALUES



OUR ORGANISATIONAL MISSION IS:

Devonport City Council is committed to excellence in leadership and service.

Devonport is a thriving and welcoming regional City, living lightly by river and sea.

OUR ORGANISATIONAL VISION IS:

Strong, thriving and welcoming - Devonport is a regional leader with a strong economy. It is a great place to live, work and play.

Valuing the past, caring for the present, embracing the future - We have been shaped by a rich cultural heritage and enthusiastically embrace present challenges and future opportunities.

Engaging with the world - We have an outward focus and send quality products and experiences to the world. We welcome all to share our beautiful City and all it offers.

Living lightly by river and sea - We live lightly on our valued natural environment of clean rivers, waterways and beaches; rich agricultural land; and coastal landscapes, so future generations can also enjoy this special place.

OUR ORGANISATIONAL VALUES ARE:

Leadership

We will embrace a culture of equity and leadership founded on respect, professionalism and integrity, to ensure we make strategic decisions today for tomorrow

Customer Satisfaction

We will strive to consistently engage and communicate with our internal and external customers to meet desired outcomes

Our People

We will respectfully work together by recognising each others talents, skills, experience and knowledge

Continuous Improvement and Innovation

We will continually evaluate current practices and changing needs to foster an adaptive and innovative environment

Results and Accountability

We will be results focused and take pride in our successes and efforts and be accountable for our actions



STRATEGIC PLAN & STRATEGIC PLANNING FRAMEWORK



STRATEGIC PLAN

The Strategic Plan outlines the desired objectives and strategies of the community, which is subsequently endorsed by Council. In late 2013, Devonport City Council undertook a review of its Strategic Plan 2009-2030, and sought and received community feedback. The revised Strategic Plan sets Council's future direction to achieve a common vision for Devonport. The revised Plan was adopted by Council on 14 April 2014. Council will review its Strategic Plan during this financial year in line with the Local Government elections and *Local Government Act 1993* requirements.

It is a legislative requirement under Section 71 of the *Local Government Act 1993*, that Council's Annual Plan be consistent with the Strategic Plan. The Corporate Action Plan sets out the actions for 2018/19 against the goals of Council's Strategic Plan. In preparing the Annual Plan and Estimates, Council takes into consideration the Strategic Plan and day to day operational activities and requirements. The following diagram depicts the current Strategic Planning Framework of Devonport City Council.



PERFORMANCE INDICATORS



GOVERNANCE	TARGET
Council decisions made during closed session of Council Meetings	<10%
Alderman attendance at Council Meetings	>90%
PERMIT AUTHORITY	TARGET
Time taken to assess building applications (maximum # days from receipt to decision)	7 days
Time taken to assess plumbing applications (maximum # days from receipt to decision)	14 days
Building & plumbing applications decided within required time frame (% decided)	100%
STATUTORY PLANNING	TARGET
Planning application determination (maximum # days)	42 days
Permitted planning applications (maximum # days)	28 days
Planning applications decided within required time frame (% decided)	100%
ANIMAL MANAGEMENT	TARGET
Animal complaints actioned within 5 days	100%
FOOD SAFETY	TARGET
Food complaints actioned within 5 days	100%
ROADS	TARGET
Road requests (# per 100km roads)	200
Cost of sealed road reconstruction (per sqm)	\$85 per sqm
Cost of sealed local road resealing (per sqm)	\$40 per sqm (40mm hotmix)
WASTE COLLECTION	TARGET
Cost of domestic kerbside garbage bin collection service - excluding landfill disposal charges (per week per property)	\$2.50
Cost of domestic kerbside recyclables bin collection service	\$2.10 per collection
Total waste to landfill (tonnes)	17,000
Entries to Waste Transfer Station (excluding recycling)	28,000
OPERATIONAL POSITION	TARGET
Adjusted underlying surplus (or deficit) (% of adjusted recurrent revenue)	Between 0-15%
OBLIGATIONS	TARGET
Net interest compared to adjusted recurrent revenue (as % of adjusted recurrent revenue)	5 x Coverage
EFFICIENCY	TARGET
Resignations and terminations as a % of average staff numbers	< 10%
INFRASTRUCTURE	TARGET
Asset renewal compared to depreciation (as % of depreciation)	Between 60-100% depreciation

PUBLIC HEALTH GOALS & OBJECTIVES



Council's Strategic Plan requires integrated health and well-being services and facilities that are accessible to all, and for quality public and environmental health services to be provided within the community. To assist Council in achieving its strategic objectives and statutory obligations, the Environmental Health Department is responsible for addressing a range of functions under the *Local Government Act 1993*, *Public Health Act 1997*, *Food Act 2003*, *Burial and Cremation Act 2002* and the *Environmental Management and Pollution Control Act 1994*.

These functions include:

- Food Safety
- Public Health Education and Promotion
- Exhumations
- Recreational Water Quality
- Air, Water and Soil Pollution
- Immunisations
- Cooling Towers
- Environmental Nuisances
- Notifiable Diseases
- Public Health Risk Activities
- Unhealthy Premises
- Disease and Prevention Control
- Places of Assembly
- On-Site Wastewater Disposal
- Public Health Nuisances



SERVICE PROFILES & KEY DOCUMENTS



GOAL 1 - LIVING LIGHTLY ON OUR ENVIRONMENT	
Service Profile:	Key Documents:
<ul style="list-style-type: none"> Public Open Space (provision and maintenance of parks, sports grounds and cemeteries) Waste management (domestic garbage & recycling service) Commercial garbage & cardboard collection service; Waste Transfer Station; Waste disposal Environmental Health Services (pollution monitoring) 	<ul style="list-style-type: none"> Energy Efficiency Strategy Environmental Sustainability Strategy Public Open Space Strategy Weed Strategy
GOAL 2 - BUILDING A UNIQUE CITY	
Service Profile:	Key Documents:
<ul style="list-style-type: none"> Provision and management of parking, including parking meters, car parks and strategic parking development Provision and maintenance of buildings & facilities Provision and maintenance of Public Open Space, including parks, reserves, sports grounds, cemeteries Provision and maintenance of roads Provision and maintenance of stormwater Building Regulatory Services (Permit Authority) Administration of use and development of land 	<ul style="list-style-type: none"> Asset Management Policy Asset Management Strategy Bike Riding Strategy 2015-2020 Boundary Fencing Policy Cemetery Strategy 2011-2030 Commemorative Seat Policy Dilapidated Buildings Policy Driveway Policy Mersey Vale Memorial Park Master Plan Parking By-Law Parking Strategy Pedestrian Strategy Planning Scheme Public Lighting Strategy Reserves, Parks and Gardens By-Law 2017 Road Network Strategy 2016 Signage Strategy 2017-2022 Stormwater Connection Policy Stormwater Strategy Subdivision Maintenance Bond Policy Subdivision Outstanding Works Bond Policy Tree Policy
GOAL 3 - GROWING A VIBRANT ECONOMY	
Service Profile:	Key Documents:
<ul style="list-style-type: none"> Marketing and Events (City and retail promotions; integrated tourism and marketing promotion and advertising; strategic marketing) Economic Development/LIVING CITY Planning Services (strategic land use planning) 	<ul style="list-style-type: none"> Digital Strategy 2017-2021 Events Strategy 2016-2020 Rooke Street Mall Policy Street Trading By-Law Tourism Development Strategy 2009-2019 LIVING CITY Masterplan

SERVICE PROFILES & KEY DOCUMENTS



GOAL 4 - BUILDING QUALITY OF LIFE

Service Profile:

- Buildings and Facilities
- Environmental Health Services
- Community Development
- Community Financial Assistance
- Recreation Development
- Recreation Facilities
- Cultural and Heritage Facilities
- Marketing and Events
- Visitor Information Centre

Key Documents:

- CCTV Strategy
- Community Engagement Policy
- Community Safety Strategy 2015-2018
- Dog Management Policy
- East Devonport Community Plan
- Financial Assistance Policy
- Home Hill Strategic Plan 2015-2018
- Live and Learn Strategy
- Permanent Art Collection Policy
- Public Art Guidelines
- Sponsorship Policy
- Street Trading Policy
- Volunteer Strategy 2015-2019

GOAL 5 - PRACTICING EXCELLENCE IN GOVERNANCE

Service Profile:

- Corporate Operations
- Financial accounting and reporting
- Revenue
- Supply Services
- Risk Management
- Work Health and Safety
- Aldermen and Executive Support
- Continuous Improvement
- Governance Management
- Property Management Administration
- IT and Records Management
- Human Resources and Payroll
- Emergency Management

Key Documents:

- Audio Recording Policy
- Community, Childcare and Commercial Lease Policy
- Code of Conduct Policy
- Complaint Handling Policy
- Council Committees Policy
- Credit Card Policy
- Customer Service Charter
- Dealing with Difficult Customers Policy
- Equal Employment Opportunity (EEO) and Diversity Policy
- Financial Management Strategy
- Fitness for Work Policy
- Gifts and Benefits Policy
- Harassment, Bullying and Anti-Discrimination Policy
- Investment Policy
- Payment of Aldermen's Allowances, Expenses and Provision of Facilities Policy
- Personal Information Protection Policy
- Public Question Time Policy
- Purchasing Policy
- Rates and Charges Policy
- Related Parties Disclosure Policy
- Recruitment and Selection Policy
- Risk Management Framework
- Public Interest Disclosures Policy
- Public Land Register

CORPORATE ACTION PLAN



GOAL 1 - LIVING LIGHTLY ON OUR ENVIRONMENT	
DEVONPORT IS AN ENERGY EFFICIENT CITY	
Lead and actively promote the adoption of practices that support the sustainable use of energy and other natural resources by Council, businesses and the community	Continue to install energy efficient lighting in Council facilities and public open space lighting (parks, gardens, sports fields etc)
Investigate innovative ways of accessing alternative power including the harnessing of wind and solar energy	Explore alternative energy generation for Council assets for future submission in the forward Capital Works Plan
SUSTAINABILITY IS PROMOTED AND INTEGRATED ACROSS ALL SECTORS	
Support the conservation and maintenance of biodiversity corridors including coastal landscapes and preserve areas of remnant vegetation	Develop a Master Plan for the Kelcey Tier Greenbelt
	Deliver a Bioblitz event that focuses on finding as many species as possible in a specific area over a short period of time
Develop and implement local and regional policies and initiatives to mitigate climate change impacts in partnership with all spheres of government	Support coastal vulnerability study initiated by Cradle Coast Authority of Council assets across the region or state-wide (as listed in the Climate Change Adaptation Plan)
DEVONPORT IS AWARE AND ACTIVE ON HOW TO LIVE LIGHTLY	
Identify and implement initiatives to educate and encourage our community on opportunities to "live lightly"	Implement community based educational initiatives as outlined in the Environmental Strategy
OUR WASTE AND POLLUTION IS REDUCED	
Promote recycling, re-use and minimisation of waste materials within Council, to the community and businesses	Work with event organisers to improve waste management at public events
	Review location of waste bins at Pioneer Park to reduce litter across the Park
	Provide an opt-in co-mingled recycling collection for food businesses
Facilitate and where appropriate, undertake improvements in waste and recycling collection, processing services and facilities	Identify opportunities to increase resource recovery and recycling through Council facilities and operations
	Look to improve segregation of green waste from general landfill materials
Lead and actively promote emissions minimisation	Investigate the costs and benefits of installing electric vehicle charging infrastructure
WATER IS ACTIVELY CONSERVED	
Lead and promote water conservation and re-use initiatives within Council and the community	Investigate opportunities to reduce water consumption at Council facilities

GOAL 2 - BUILDING A UNIQUE CITY

COUNCIL'S PLANNING SCHEME PROVIDES RATIONAL AND PRACTICAL CLUSTERING OF COMMON PROPERTY USES AND FACILITATES APPROPRIATE DEVELOPMENT

Apply and review the Devonport Interim Planning Scheme as required, to ensure it delivers local community character and appropriate land use	Actively develop a draft Local Planning Schedule to comply with the requirements of the <i>Land Use Planning and Approvals Act 1993</i>
Provide high quality, consistent and responsive development assessment and compliance processes	Annual review of policies and procedures to ensure compliance with the requirements of the Planning Scheme
Work in partnership with neighbouring councils, State Government and other key stakeholders on regional planning and development issues	Maintain membership of Cradle Coast Regional Planning Group and contribute to regional forums on the development of consistent Local Planning Schedules

THE DEVONPORT BRAND SUPPORTS OUR MARKETING AND DEVELOPMENT EFFORTS

Maintain a local brand that supports our competitive advantages	Investigate the development of an interactive website for visitors and the opportunity for enhanced retail promotion activities
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THE INFRASTRUCTURE PRIORITIES TO SUPPORT THE DEVELOPMENT OF OUR UNIQUE CITY ARE PLANNED AND APPROPRIATELY FUNDED AND MAINTAINED

Provide and maintain roads, bridges, footpaths, bike paths and car parks to appropriate standards	Investigate opportunities to improve the Concession Voucher Booklet Scheme which currently operates
	Develop a hierarchy for bike paths
	Undertake a safety assessment of bike paths
	Develop and market improved information about parking
	Undertake vacancy and parking utilisation surveys in Council carparks
Provide and maintain stormwater infrastructure to appropriate standards	Continue to develop hydraulic modelling for the stormwater network
	Continue to review and update Council's Stormwater Strategy
Provide and maintain Council buildings, facilities and amenities to appropriate standards	Develop a plan for the grounds surrounding the Don Hall
Provide accessible and sustainable parks, gardens and open spaces to appropriate standards	Develop a plan for access to the Bass Strait Maritime Centre from Victoria Parade
	Investigate methods to improve pedestrian safety and restrict vehicular access at Pioneer Park
Develop and maintain long term Strategic Asset Management Plans and Capital Improvement Program	Continue to review and update Council's Asset Management Plans
	Develop and implement a program to review internal procedures relating to asset management

PROMOTE THE DEVELOPMENT OF THE CBD IN A MANNER WHICH ACHIEVES THE LIVING CITY PRINCIPLES PLAN

Develop and implement a CBD Master Plan aligned to the key LIVING CITY principles based on community engagement outcomes	Commence operations in the paraple centre, including relocation of Council business and implementation of co-location arrangements with other tenants
Lobby and attract Government support to assist with the implementation of LIVING CITY Master Plans	Identify grant opportunities for government funding for the LIVING CITY waterfront precinct

Implement initiatives to encourage private investment aligned with the outcomes of the LIVING CITY Master Plans	Negotiate with Council's preferred proponent for the LIVING CITY waterfront hotel to finalise contractual arrangements which allow construction to proceed
GOAL 3 - GROWING A VIBRANT ECONOMY	
DEVONPORT IS THE RETAIL AND SERVICE CENTRE FOR NORTH WEST TASMANIA	
Market and promote the City and its potential as a regional business hub	Undertake actions as outlined in Council's Retail Strategy Provide assistance where possible for new businesses
Manage strategic urban development initiatives that supports the importance of the CBD and reduces fragmentation	Continue to pursue the implementation of the LIVING CITY Master Plan
DEVONPORT'S THRIVING VISITOR INDUSTRY IS DEVELOPED AROUND THE WATER, NATURAL BEAUTY, LOCATION AND AGRICULTURAL ADVANTAGES OF THE AREA	
Support tourism through the provision of infrastructure and facilities	Maintain membership with Business Events Tasmania. Secure events at the paranapple centre's convention facility
Support regional tourism development through productive relationships with regional partners and State and Federal Government	Undertake actions to support the Cradle Coast Authority's tourism initiatives, including actions from the Devonport Region Destination Action Plan
Facilitate a pro-active approach by business to embrace tourism opportunities	Provide regional tourism operators the opportunity to engage in sector development exercises by including them in famils, professional development exercises and information sharing
Promote our natural environment including rivers, coast and the port to underpin tourism opportunities	Provide up to date information on appropriate websites, social media etc
Support festivals, events and attractions that add value to the City's economy	Promote an Events Assistance Program
Provide visitor information and interpretive services through well designed and managed facilities	Look to provide a website which engages visitors and provides an online booking platform for accommodation and attractions Relocate visitor services to the new paranapple arts centre
ACCESS IN TO, OUT OF, AND AROUND THE CITY IS WELL PLANNED AND MANAGED	
Improve the City's physical access and connectivity	Investigate and develop improved traffic management for locations within the road network with known access and connectivity issues
Develop and maintain a high profile City entrance and streetscape that enhances and maintains its character	Consider improvement options that will enhance entrances to the City
MODERN COMMUNICATION TECHNOLOGY IS USED TO IDENTIFY AND DELIVER NEW OPPORTUNITIES	
Advocate for state of the art Information Communication Technology (ICT) infrastructure development	Progress the development of and access to ICT systems and processes which are modern and applicable to the work environment

GOAL 4 - BUILDING QUALITY OF LIFE

SPORT AND RECREATION FACILITIES AND PROGRAMS ARE WELL PLANNED WITH STRONG PARTICIPATION

Provide sport, recreation and leisure facilities and programs to meet the needs of the community	Pursue funding opportunities for 2020 Tasmanian Masters Games Review current programs and develop new programs as required
Enhance and increase the utilisation of sport and recreation facilities	Investigate funding options for further progressing sporting precinct concept plans development
Promote passive recreational usage including walking, bike paths, trails, parks and playspaces	Make information available on opportunities in the Devonport area
Manage sport and recreation facilities to ensure appeal, safety and accessibility	Review sporting facilities to assess compliance with modern accessibility requirements
Encourage multi use of open space and facilities and ensure the terms and conditions of any licences or user agreements achieve a positive outcome for the community	Promote the use of facilities available in the area
Build capacity of the sport and recreation sector and ensure community involvement in planning sport and recreation facilities	Work with sporting organisations/groups to increase participation in sport and recreation activities

A VIBRANT CULTURE IS CREATED THROUGH THE PROVISION OF CULTURAL ACTIVITIES, EVENTS AND FACILITIES

Acknowledge, preserve and celebrate local art, culture and heritage	Maintain a visual arts program that exhibits local emerging, early career and children's exhibitions Develop an annual program of exhibitions and events that celebrates Devonport's maritime heritage
Cultural facilities and programs are well planned and promoted to increase accessibility and sustainability, active engagement and strong participation for the benefit of current and future generations	Maintain an exhibition program that aligns with the Devonport Regional Gallery Strategic Plan Develop a Subscription Season of Performing Arts events, and build subscriber numbers through targeted engagement programs and incentives
Develop and implement an integrated approach to public art	Investigate options for the former Devonport Regional Gallery and Visitor Information Centre Develop a public art program for the paranapple centre and precinct highlighting the cultural heritage of the region

HERITAGE MANAGEMENT IS PLANNED

Develop and implement initiatives to preserve and maintain heritage buildings, items and places of interest within the City of Devonport	Undertake risk assessments of recommended fire breaks for the Don Reserve and Kelcey Tier Greenbelt to determine extent of works required
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OUR COMMUNITY AND VISITORS ARE SAFE AND SECURE

Support the community in emergency management response and recovery	Provide the necessary resources to respond when required
Provide and promote effective management of animals within the community	Implement an education program on responsible dog ownership
Support activities that encourage safe and responsible community behaviour	Actively engage with other service organisations to promote a safe community Monitor CCTV installations and report matters to Tasmania Police

EDUCATION AND LEARNING IS ACCESSIBLE AND RESPONSIVE TO OUR NEEDS	
Support the provision of facilities and services that encourage lifelong learning, literacy and meet the information needs of the community	Provide funding to assist in the delivery of actions from the Live and Learn Strategy
INTEGRATED HEALTH AND WELL-BEING SERVICES AND FACILITIES ARE ACCESSIBLE TO ALL	
Facilitate and advocate for child and family support services	Work in partnership with service providers to deliver services and programs
Provide quality public and environmental health services	Introduce mobile computing services for the conducting of inspections and recording of data
AN ACTIVE, CONNECTED, EMPOWERED COMMUNITY PROMOTES AND VALUES DIVERSITY AND EQUITY	
Encourage and provide information and opportunities for active participation in community life	Organise programs for seniors and disengaged young people through the Devonport and East Devonport Recreation Centres
Attract and promote equitable distribution and sharing of financial and other resources throughout the community	Undertake two rounds of Financial Assistance Grants Program during the financial year
Advocate for and provide access to quality services, facilities, information and activities that assist the frail, aged, people with disabilities and their carers to engage in all aspects of community life	Develop and adopt an Equal Access and Disability Plan
Support initiatives that foster community harmony and which values and celebrates diversity	Deliver initiatives that engage with diverse sectors of our community through the provision of a diverse public and creative learning program
YOUNG PEOPLE ARE RECOGNISED, VALUED AND CONNECTED TO THE COMMUNITY, ALLOWING THEM TO REACH THEIR FULL POTENTIAL	
Promote programs that encourage youth participation, engagement in decision making, development and leadership	Deliver a youth devised arts program that results in the delivery of public art or a creative public event
Provide, promote and advocate for appropriate and accessible services, information, facilities, activities and celebration of youth	Implement initiatives from the adopted Youth Strategy
Assist in the development, promotion and celebration of youth	Promote National Youth Week through the delivery of a creative program or event
GOAL 5 - PRACTICING EXCELLENCE IN GOVERNANCE	
REGIONAL COOPERATION IS ACHIEVED THROUGH PURPOSEFUL PARTICIPATION	
Promote open communication and cooperation with local and state governments in regional initiatives	Actively participate in the Cradle Coast Authority
Pursue opportunities for cooperative initiatives including resource sharing with other councils, organisations and community groups	Consider options for expanded resource sharing
Represent and promote Council at regional, state and national forums	Be an active member of the Local Government Association of Tasmania and the Cradle Coast Authority
ACTIVE AND PURPOSEFUL ENGAGEMENT AND PARTICIPATION IS INTEGRAL TO OUR WORK	
Develop an integrated approach to promoting, marketing and supporting a culture of "volunteerism" in our community	Continue implementing the actions of the Volunteer Strategy
Encourage community action and participation that results in increased well-being and engagement	Undertake community consultation where appropriate to ascertain views and input to Council decision making

COUNCIL EMPLOYS BEST PRACTICE GOVERNANCE	
Review and amend governance structures, policies and procedures to adapt to changing circumstances	Develop an action list based on the findings of the Integrity Commission's ' <i>Fostering Integrity</i> ' Report to support the ethical health of the organisation
	Develop and implement legislative Compliance Register
	Review internal management of policies
Encourage increased community participation in Council elections	Promote the 2018 Local Government elections
Maintain and monitor a fully integrated strategic and business planning process that meets legislative requirements and provides an increased performance management reporting capacity across the organisation and with external stakeholders	Conduct review of Council's Strategic Plan
COUNCIL IS RECOGNISED FOR ITS CUSTOMER SERVICE ETHOS	
Provide timely, efficient consistent and quality services which are aligned with and meet our customers needs	Ensure website information is regularly reviewed and updated
	Review and refine Customer electronic "self-service" options
Monitor and evaluate Council's service standards	Review and investigate alternative Customer Service options including integration with Service Tasmania as a result of the relocation to the paranalpe centre
COUNCIL'S SERVICES ARE FINANCIALLY SUSTAINABLE	
Ensure comprehensive financial planning to meet sustainability requirements	Review Council's Long Term Financial Management Strategy
Ensure revenue modelling meets Council's funding requirements to provide equitable pricing relevant to services delivered	Develop and adopt budget
Ensure operations meet or exceed financial targets as set in Strategic and Business Plans	Review the targets achieved against other local governments
RISK MANAGEMENT IS A CORE ORGANISATIONAL FOCUS	
Ensure safe work practices through adherence to Work Health and Safety standards	Review work practices regularly
Develop, implement, maintain and comply with Council's Risk Management Framework	Undertake review of Risk Management Framework
Integrate risk management principles into all business practices	Assess, and implement where appropriate, recommendations from the Annual Risk Service
Provide internal and external audit functions to review Council's performance, risk management, financial governance and reporting	Develop & implement an internal safety auditing process in accordance with the Safety Management Plan
	Support the activities of Council's Audit Panel
SKILLED, ENGAGED AND MOTIVATED STAFF HAVE A SUPPORTIVE ENVIRONMENT	
Ensure human resources policies, procedures and management systems support effective Council service delivery	Implement single touch payroll across the organisation

INFORMATION MANAGEMENT AND COMMUNICATION ENHANCES COUNCIL'S OPERATIONS AND DELIVERY OF SERVICES	
Provide efficient, effective and secure information management services that support Council's operations	Develop and execute a whole of Council Digital Security Plan
	Develop and execute an IT Disaster Recovery Plan
	Develop the Information Asset Register (IAR)
	Review the management of Contractor record keeping
	Develop a standard communication plan for capital works projects
	Implement Asset Management Software linked to Council's Long Term Financial Management Strategy
Ensure access to Council information meets user demands, is easy to understand, whilst complying with legislative requirements	Implement new employee Intranet and content management portal utilising existing solution 'SharePoint'
	Drive greater utilisation of Office365 to support easier access to shared data and improved collaboration across Council

BUDGET INFORMATION

SERVICE UNIT SUMMARY REPORT



COMMUNITY DEVELOPMENT			
<ul style="list-style-type: none"> Administration costs associated with maintaining and providing community development services to the community 			
		2019 Budget	2018 Budget
Income		45,420	21,520
Expense		(773,229)	(779,466)
Net Operating Surplus/(Cost)		(727,809)	(757,946)
COMMUNITY FINANCIAL ASSISTANCE			
<ul style="list-style-type: none"> Targeted financial assistance and funding for not for profit community organisations In Kind support Partnership Agreements 			
		2019 Budget	2018 Budget
Income		-	-
Expense		(337,898)	(319,388)
Net Operating Surplus/(Cost)		(337,898)	(319,388)
RECREATION DEVELOPMENT			
<ul style="list-style-type: none"> Provision and maintenance of recreation facilities and events to the community Coordination of sports ground bookings Facilitating current and future sport and recreation needs Targeted programs 			
		2019 Budget	2018 Budget
Income		30,500	29,300
Expense		(352,560)	(431,380)
Net Operating Surplus/(Cost)		(322,060)	(402,080)
DEVONPORT RECREATION CENTRE			
<ul style="list-style-type: none"> Operation of Centre (maintenance, bookings, daily operations) Membership support and promotion 			
		2019 Budget	2018 Budget
Income		100,400	97,000
Expense		(425,781)	(507,595)
Net Operating Surplus/(Cost)		(325,381)	(410,595)
EAST DEVONPORT RECREATION CENTRE			
<ul style="list-style-type: none"> Operation of Centre (maintenance, bookings, daily operations) Function Centre (bookings, operations and promotion) 			
		2019 Budget	2018 Budget
Income		26,200	26,500
Expense		(120,732)	(135,937)
Net Operating Surplus/(Cost)		(94,532)	(109,437)

DEVONPORT AQUATIC CENTRE		
• Management of contract with Belgravia for 'Splash' Devonport Aquatic & Leisure Centre		
	2019 Budget	2018 Budget
Income	298,312	307,969
Expense	(1,578,923)	(1,561,910)
Net Operating Surplus/(Cost)	(1,280,611)	(1,253,941)
MARKETING & EVENTS		
<ul style="list-style-type: none"> City and retail promotions Integrated tourism and marketing promotion and advertising Development and delivery of Events Program Strategic Marketing Assistance for Council supported events 		
	2019 Budget	2018 Budget
Income	59,975	156,480
Expense	(548,543)	(704,022)
Net Operating Surplus/(Cost)	(488,568)	(547,542)
BASS STRAIT MARITIME CENTRE		
<ul style="list-style-type: none"> Operation of Centre Exhibitions and public programs 		
	2019 Budget	2018 Budget
Income	118,320	109,480
Expense	(586,737)	(521,871)
Net Operating Surplus/(Cost)	(468,417)	(412,391)
paranaple ARTS CENTRE (incorporating Devonport Entertainment & Convention Centre, Visitor Information Centre and Devonport Regional Gallery)		
	2019 Budget	2018 Budget
Income	496,200	415,000
Expense	(2,090,964)	(2,026,296)
Net Operating Surplus/(Cost)	(1,594,764)	(1,611,196)
paranaple CONVENTION CENTRE		
	2019 Budget	2018 Budget
Income	212,000	-
Expense	(637,877)	-
Net Operating Surplus/(Cost)	(425,877)	-
JULIE BURGESS		
<ul style="list-style-type: none"> Operation of the vessel Maritime heritage promotion 		
	2019 Budget	2018 Budget
Income	42,800	84,625
Expense	(99,719)	(127,548)
Net Operating Surplus/(Cost)	(56,919)	(42,923)
HOME HILL		
• Maintenance and support for the upkeep of the property & promotion		
	2019 Budget	2018 Budget
Income	-	-
Expense	(85,462)	(86,545)
Net Operating Surplus/(Cost)	(85,462)	(86,545)

BUILDINGS & FACILITIES			
<ul style="list-style-type: none"> Provision and maintenance of building facilities and assets Service assistance 			
		2019 Budget	2018 Budget
Income		-	-
Expense		(383,307)	(360,569)
Net Operating Surplus/(Cost)		(383,307)	(360,569)
PUBLIC OPEN SPACE			
<ul style="list-style-type: none"> Provision and maintenance of parks and reserves, sports grounds and cemeteries 			
		2019 Budget	2018 Budget
Income		248,375	244,000
Expense		(4,717,275)	(4,747,966)
Net Operating Surplus/(Cost)		(4,468,900)	(4,503,966)
ROADS			
<ul style="list-style-type: none"> Provision and maintenance of roads and transport assets Service level compliance 			
		2019 Budget	2018 Budget
Income		-	-
Expense		(7,424,022)	(7,246,905)
Net Operating Surplus/(Cost)		(7,424,022)	(7,246,905)
STORMWATER			
<ul style="list-style-type: none"> Provision and maintenance of stormwater and drainage assets and infrastructure Service level compliance 			
		2019 Budget	2018 Budget
Income		-	-
Expense		(2,110,950)	(1,942,017)
Net Operating Surplus/(Cost)		(2,110,950)	(1,942,017)
WASTE MANAGEMENT			
<ul style="list-style-type: none"> Domestic garbage and recycling service Commercial garbage and cardboard service Waste Transfer Station operations Waste disposal 			
		2019 Budget	2018 Budget
Income		5,347,000	5,586,060
Expense		(5,292,847)	(5,847,721)
Net Operating Surplus/(Cost)		54,153	(261,661)
BUILDING REGULATORY SERVICES			
<ul style="list-style-type: none"> Building Permit Authority (drainage and building) Permit advice/guidance Administration and enforcement of building standard and legislative compliance 			
		2019 Budget	2018 Budget
Income		186,680	161,680
Expense		(220,579)	(219,773)
Net Operating Surplus/(Cost)		(33,899)	(58,093)

PLANNING SERVICES		
<ul style="list-style-type: none"> Strategic land use planning Administration of use and development of land Development Assessment 	<ul style="list-style-type: none"> Advice on planning conditions Planning Scheme administration 	
	2019 Budget	2018 Budget
Income	364,680	330,200
Expense	(844,687)	(763,360)
Net Operating Surplus/(Cost)	(480,007)	(433,160)
ENVIRONMENTAL HEALTH SERVICES		
<ul style="list-style-type: none"> Immunisations Premises inspection (food, cooling towers, skin penetration, place of assembly, street trading) Pollution monitoring Animal control 	<ul style="list-style-type: none"> Food Licensing Legislative compliance/enforcement Complaint investigations 	
	2019 Budget	2018 Budget
Income	203,000	235,500
Expense	(507,921)	(687,413)
Net Operating Surplus/(Cost)	(304,921)	(451,913)
CORPORATE OPERATIONS		
<ul style="list-style-type: none"> Corporate administrative services Accounting Corporate Revenue Risk Management 	<ul style="list-style-type: none"> Governance Information Technology Human Resources Property Management 	
	2019 Budget	2018 Budget
Income	26,423,722	25,102,602
Expense	(4,506,530)	(3,623,863)
Net Operating Surplus/(Cost)	21,917,192	21,478,739
PARKING		
<ul style="list-style-type: none"> Provision and management of parking meters Provision and management of car parks Animal licencing 	<ul style="list-style-type: none"> Monitoring and enforcement of parking time zones 	
	2019 Budget	2018 Budget
Income	2,676,200	2,439,600
Expense	(2,042,544)	(1,627,684)
Net Operating Surplus/(Cost)	633,656	811,916
ECONOMIC DEVELOPMENT		
<ul style="list-style-type: none"> Economic Development initiatives 	<ul style="list-style-type: none"> LIVING CITY 	
	2019 Budget	2018 Budget
Income	906,300	810,000
Expense	(1,950,630)	(2,484,061)
Net Operating Surplus/(Cost)	(1,044,330)	(1,674,061)
OVERALL TOTAL	(22,932,178)	(22,074,413)
OVERALL SURPLUS/(COST)	146,367	(595,674)

FINANCIAL BUDGET AT A GLANCE



The 2018/19 budget incorporates \$52,285,744 in estimated operational and capital expenditure and includes the construction of Stage 1 of the LIVING CITY project.

Budget Summary

\$

Operational Budget	
Income	40,575,911
Expenditure	(40,429,544)
Operating Surplus/(Deficit)	146,367
Underlying Result	147,000
Capital Budget	
Asset Renewal	6,158,000
New/Asset upgrade projects	5,698,200
Total Capital Budget	11,856,200
External Funding	
Capital Grants excluding LIVING CITY	554,646
Capital Grants and Capital Contributions for LIVING CITY	1,000,000

Key Expenditure Allocations (inclusive of Federal and State Funding):

- \$3,000,000 to progress LIVING CITY
- \$1,050,000 to progress Stage 2 of the Modern Burial System at Mersey Vale Cemetery
- \$1,000,000 for work on Southern Rooke Street
- \$420,000 for renewal of Wenvoe Street, between Steele Street and Wenvoe Street car park
- \$270,000 Parker Street and Ronald Street intersection improvements

The budget reflects Council's priorities for the operational and capital programs for the 2018/19 financial year.

The estimated operating surplus of \$146,367 is impacted by the reduction in TasWater dividends to all owner councils. Previously TasWater determined to reduce dividends to its owners by a third, with the impact to take effect from the 2018/19 financial year. This decision equates to a loss of around \$500,000 in revenue.

Each year Council is faced with balancing its service levels, the needs and expectations of the community and setting appropriate rating levels to adequately resource its commitments. The budget has been prepared on the basis of an average rate increase across all classes of ratepayer around 1 per cent, however the actual increase will vary across the various classes of ratepayers. This is the first real increase in the general rate for residential properties for 4 years and is below Hobart CPI for the March quarter and the Local Government Association cost index, both measures taken into account by councils when setting rates. The increase in the general rate translates in real terms to an increase of less than 1.5% for 8,678 ratepayers, or over 80% of residential ratepayers. The rate for commercial and industrial properties will not change in 2018/19. This will be the 5th consecutive year that rates have not increased for commercial properties. The general rate for primary production properties will be increased to align with the residential general rate.

Council intends to continue implementing the changes to the delivery of waste management services to all properties first introduced in 2017/18. The base rate for a weekly waste collection and a fortnightly recycling collection to a residential property will remain at \$260 per property tenement. Commercial properties currently receive 3 waste collections per week and Council is looking to introduce a recycling service to some areas. Waste management charges for some commercial properties remain well below the level required, however Council has agreed to cap any increases to waste management charges in 2018/19 to 25% of the amount paid in 2017/18.

The 2018/19 capital program includes funds to complete construction of Stage 1 of LIVING CITY and to progress the Waterfront development. Overall, \$6.2 million is allocated to renew existing assets and \$5.7 million for other new assets. The majority of the renewal total will be spent on upgrading roads with new spending focussed on the Mersey Vale Cemetery and development of the waterfront precinct.

Council has secured financial support for LIVING CITY from the Federal and State Governments. 2018/19 will see the final instalments of Federal Government funding flow to Council through the National Stronger Regions Fund. At the time of writing, Council has applied for Federal funding via two separate grant programmes aimed, at regional centres, to assist with funding the waterfront development.



ANALYSIS OF ESTIMATES



The Estimated Statement of Comprehensive Income, shown below, reports the budgeted revenues and expenses calculated on an accrual basis. It includes the forecast for 2017/18 as well as the budget figures. It also includes projections for the 2019/20 and 2020/21 years, including the impact of the LIVING CITY project.

ESTIMATED STATEMENT OF COMPREHENSIVE INCOME

Estimated Statement of Profit or Loss and other Comprehensive Income	2017 Actual \$'000	2018 Budget \$'000	2018 Forecast \$'000	2019 Budget \$'000	2020 Projection \$'000	2021 Projection \$'000
Recurrent Income						
Rates and Service charges	27,334	27,227	27,350	27,912	28,254	28,551
Fees and User Charges	6,416	6,418	6,500	7,028	7,097	7,197
Grants - Operating	3,200	1,133	3,143	2,299	2,299	2,299
Contributions - Operating	205	50	50	35	35	35
Investment Revenue	2,947	2,567	3,095	2,186	2,162	2,111
Other Revenue	1,084	1,028	1,028	1,117	1,238	1,238
Total Recurrent Income	41,186	38,423	41,166	40,577	41,085	41,431
Expenses						
Employee Benefits	11,440	12,041	11,400	12,002	12,016	12,035
Materials and Services	15,522	15,644	16,565	16,247	16,265	16,514
Depreciation	8,395	8,816	8,520	9,140	9,438	9,542
Financial Costs	2,736	1,503	1,503	1,904	1,880	1,840
Other Expenses	1,042	1,015	1,020	1,137	1,029	1,069
Total Expenses	39,135	39,019	39,008	40,430	40,628	41,000
Surplus/(Deficit) before capital items	2,051	(596)	2,158	147	457	431
Capital & Other items						
Capital Grant & Contributions	6,482	9,511	9,807	2,555	4,774	5,774
Loss on disposal of assets/ Donated assets	(1,242)	(537)	(2,237)	(397)	(3,200)	(200)
Share of Profits from Associates	798	141	200	400	400	200
Total Capital Income	6,038	9,115	7,770	2,558	1,974	5,774
Surplus/(Deficit)	8,089	8,519	9,928	2,705	2,431	6,205
Underlying Surplus (Deficit)	1,225	-	552	147	500	400

These figures are before elimination of internal charges.

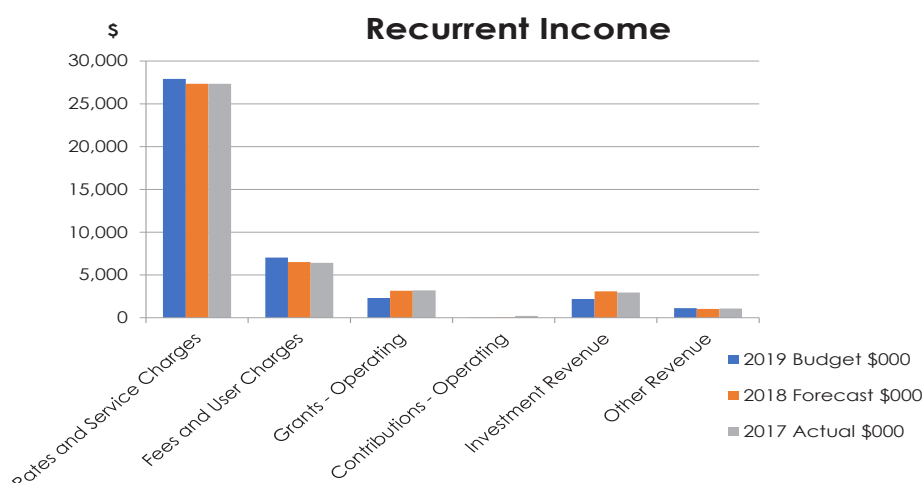
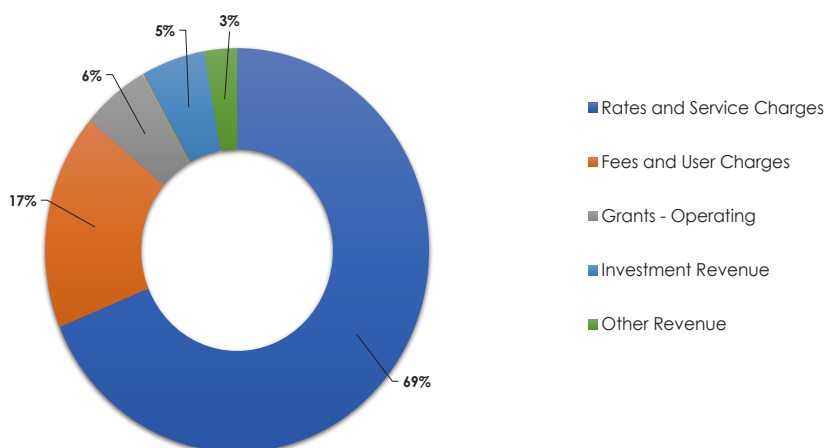
The Estimated Statement of Comprehensive Income demonstrates that Council is forecasting to deliver a surplus before adjusting for capital items in the current financial year and the next 3 financial years. The forecast surplus includes a pre-payment of 50% of the 2018/19 Financial Assistance Grant paid by the Federal Government.

Council expects to return a small underlying surplus in the years shown above. The budget figures include the initial operation of Stage 1 of LIVING CITY and the consolidation of the Art Gallery, Visitor Information Centre and Devonport Entertainment and Convention Centre into the paranple arts centre.

INCOME

The charts below depict the make up of Council's various income sources for the 2018/19 budget year only. The commentary below reflects the comparison between the 2018/19 budget and the 2017/18 forecast result.

ESTIMATED INCOME



RATES & SERVICE CHARGES (\$562,000 INCREASE)

This category includes rates revenue, waste management charges and the fire service levy collected on behalf of the State Fire Commission. The estimated general rate revenue for 2018/19 is \$21.3 million. This is an increase from the 2018 forecast of approximately \$425,000 due to the increase in the general rate and an allowance for supplementary assessments relating to new developments and improvements to existing buildings.

The residential waste management charge will remain at \$260 per property. Council will continue to transition non-residential (commercial and industrial) properties to a fee for service basis. This change commenced in 2017/18, however it will take several years to fully implement the changes to the fee structure. While the full savings in relation to the changes were passed on to relevant ratepayers last year, Council agreed to phase in any increases over the coming years. Increases to waste management charges for non-residential properties will be capped at 25% in 2018/19.

An increase of \$113,621 in the Fire Service Levy collected on behalf of the State Fire Commission has been factored into the estimates. Council has no control over the amount required to be collected and is merely a collection agent on behalf of the State Government.

FEES & USER CHARGES (\$528,000 INCREASE)

Fees and user charges income is comprised of many components from statutory fees (such as planning fees, license fees, fines, animal registrations etc) to fees that reflect a user-pays principle (such as admission fees to Council facilities and hire of Council property). A full list of Council's fees and charges is included in the List of Fees & Charges (from page 51), and on Council's website.

The budget reflects all changes to parking fees introduced during 2017/18 with the opening of the CBD pay as you leave car park and rental revenue from Stage 1 of the LIVING CITY project. The budget also includes projected revenue from the paranple arts centre and the paranple convention centre.

OPERATING GRANTS & CONTRIBUTIONS

Grants and contributions include all monies received from both the State and Federal Governments to assist with funding the delivery of services provided by Council as well as contributions received. The 2017/18 forecast includes an un-budgeted amount of \$950,000 for the demolition of the old maternity hospital which will not be repeated in 2018/19.

Grant Funding	Estimate 2018/19 \$'000
Financial Assistance Grant	2,216
Devonport Regional Gallery	80
Youth Week Activities	3
	2,299

INVESTMENT REVENUE (\$909,000 DECREASE)

This income item reflects the interest revenue Council is able to generate from its cash investments as well as dividends received from its ownership stake in Dulverton Regional Waste Management Authority (DRWMA) and TasWater. The amount of investment revenue Council is able to generate depends on the level of cash held, related interest rates, and the underlying profitability of its investments. Dividend estimates are based on related entity corporate plans and any deviation from these planned amounts may impact on Council's bottom line. TasWater dividend payments are anticipated to decrease by approximately \$500,000 in line with the distribution plan announced by the company in 2016. The total 2018/19 estimated dividend income is \$1.8 million, including expected returns from DRWMA. Dividend revenue for 2017/18 included a special dividend from DRWMA that is not expected to be repeated. The assumption is that dividend revenue from DRWMA will return to historical levels in 2018/19 onwards.

Estimated interest income for 2018/19 of \$350,000 is lower than the forecast for 2017/18 and impacted by persistently low interest rates for short term deposits.

OTHER REVENUE (\$89,000 INCREASE)

Other estimated Council revenue for 2018/19 includes recoveries from debtors, commission revenue from collecting the Fire Service levy and DECC ticket sales, utility recoveries from Belgravia Leisure in relation to the management of Splash Aquatic Centre and employee contributions towards the private use of motor vehicles.

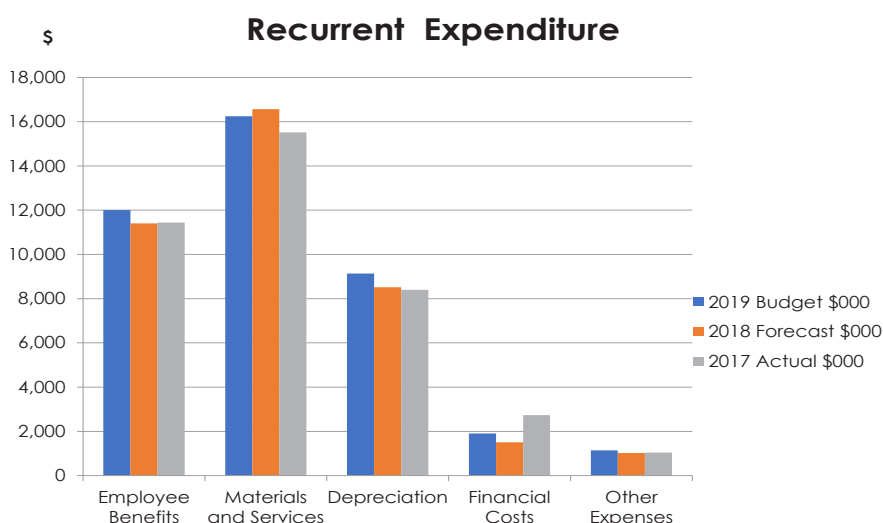
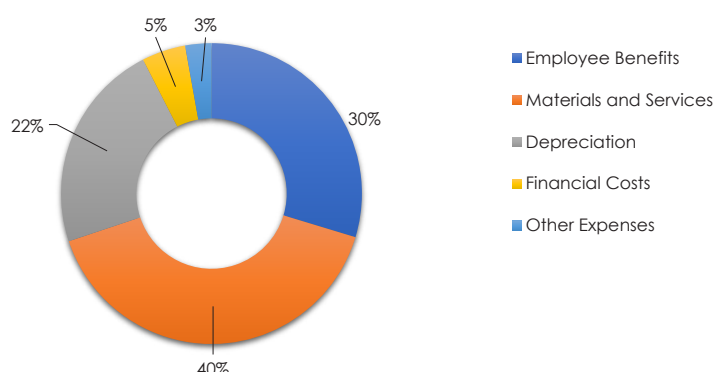
CAPITAL GRANTS & CONTRIBUTIONS (\$7,252,000 DECREASE)

Capital grants include all monies received from State, Federal and community sources for the purposes of funding the capital works program. The reduced amount of capital grants relates to the receipt of 80% of the National Stronger Regions Fund for Stage 1 LIVING CITY in 2017/18.

EXPENDITURE

The charts below depict Council's various expenditure requirements for the 2019 budget as compared to 2018 forecast amounts.

ESTIMATED EXPENDITURE



EMPLOYEE BENEFITS (\$602,000 INCREASE)

Employee benefits include all labour related expenditure such as wages, salaries, training and allowances, on-costs such as employer superannuation, leave accruals, training and payroll tax.

The employee benefits estimate is based on anticipated staffing levels of 147 full time equivalents (FTE) for 2018/19. The estimates have allowed for a 2.5% wage increase agreed as part of Council's 2017 Enterprise Agreement. 2017/18 has seen a number of temporary vacancies relating to staff changes that has resulted in a year to date FTE count of 142.36 at the end of May 2018.

MATERIALS & SERVICES (\$318,000 DECREASE)

Materials and services include the purchase of consumables, payments to contractors for the provision of services, utility costs for all Council facilities, management fees for the Aquatic Centre, payment of the Fire Service Levy (collected on behalf of the State Government) and land tax. Materials and services are expected to decrease slightly compared to the 2018 forecast, as the forecast includes \$950,000 for the demolition of the old maternity hospital. The 2018/19 budget includes operational and maintenance costs for the food pavillion, CBD car park, paranapple centre and paranapple arts centre.

DEPRECIATION (\$620,000 INCREASE)

Depreciation is an accounting measure reflecting the usage of Council's property, plant and equipment, including infrastructure assets such as roads and drainage. This figure is impacted by the addition and disposal of assets as well as the revaluation of assets and changes in expected useful life assumptions. This non-cash expense should allow Council to fund future asset renewal and replacement. The estimated increase in the depreciation expense is due in part to an allowance for depreciation of the food pavillion, CBD car park, paranaple centre and paranaple arts centre.

FINANCIAL COSTS (\$401,000 INCREASE)

Financial costs represent interest on loans and bank charges. Interest expense includes interest on the new loan drawn down for LIVING CITY. An allowance for \$1,200,000 has been made in the 2018/19 year for interest on the LIVING CITY Stage 1 debt.

OTHER EXPENSES (\$117,000 INCREASE)

Other expenses relates to a range of unclassified items including contributions to community groups, Mayor and Aldermen's expenses and bad debts. Council has provided for \$124,000 for the local government election due in October 2018.



ESTIMATED STATEMENT OF FINANCIAL POSITION



The Estimated Statement of Financial Position reports the projected assets, liabilities and equity of Council, providing information about the resources controlled by Council and other information which is useful for assessing Council's financial position at the end of the 2018/19 year. The commentary provided below relates to the 2018/19 budget year.

Estimated Statement of Financial Position	2017 Actual \$'000	2018 Budget \$'000	2018 Forecast \$'000	2019 Budget \$'000	2020 Projected \$'000	2021 Projected \$'000
Current Assets						
Cash and cash equivalents	16,125	8,448	16,049	15,240	13,392	10,715
Receivables	1,410	1,110	1,410	1,110	1,110	1,110
Prepayments	96	76	96	76	76	76
	17,631	9,634	17,555	16,426	14,578	11,901
Non-Current Assets						
Investments in Associates	5,515	4,985	5,915	6,315	6,715	6,915
Receivables	31	-	25	-	-	-
Investments in TasWater	86,226	85,664	86,226	86,226	86,226	86,226
Property, Plant & Equipment	422,545	431,439	421,783	474,011	470,357	485,029
Capital Work in Progress	29,400	53,489	59,374	5,814	11,414	3,451
	543,717	575,577	573,323	572,366	574,712	581,621
TOTAL ASSETS	561,348	585,211	590,878	588,792	589,290	593,522
Current Liabilities						
Payables	4,197	3,178	5,000	3,177	3,180	3,179
Provisions	2,145	2,146	2,145	2,146	2,146	2,146
Interest Bearing Liabilities	19,738	57,909	46,000	56,109	54,273	52,401
	26,080	63,233	53,145	61,432	59,599	57,726
Non-Current Liabilities						
Provisions	432	455	432	455	455	455
Proceeds on sale received in advance	13,000	-	13,000	-	-	-
Other Financial Liabilities	307	-	607	507	407	307
	13,739	455	14,039	962	862	762
TOTAL LIABILITIES	39,819	63,688	67,184	62,394	60,461	58,488
NET ASSETS	521,529	521,523	523,694	526,398	528,829	535,034
Equity						
Asset revaluation reserves	307,604	298,770	298,770	298,770	298,770	298,770
Other Reserves	9,829	9,266	9,829	9,829	9,829	9,829
Accumulated Surplus	204,096	213,487	215,095	217,799	220,230	226,435
TOTAL EQUITY	521,529	521,523	523,694	526,398	528,829	535,034

CURRENT ASSETS & NON-CURRENT ASSETS

Current assets are expected to decline from forecast by \$1.1 million due to a reduction in cash investments as a result of capital expenditure.

Non-Current assets are estimated to remain at similar levels following the completion of LIVING CITY Stage 1 construction. The costs associated with the construction will move from Work In Progress to Property, Plant & Equipment upon completion.

CURRENT LIABILITIES & NON-CURRENT LIABILITIES

Current Liabilities are expected to increase by \$8.3 million from forecast due to the increase in loan borrowings. Council will draw down the remaining funds required to complete construction of LIVING CITY Stage 1 in the first quarter of 2018/19.

Non-Current Liabilities are expected to decrease from forecast by \$13 million due to the completion of the sale of strata titles for the State Government owned portion of the paranapple centre.



ESTIMATED STATEMENT OF CASH FLOWS

The Estimated Statement of Cash Flows reflects the estimated cash movements resulting from Council's operation for the year and its cash balance at the end of the year based on the projected cash position at the commencement of the year. The commentary provided below relates to the 2018/19 budget year.

Estimated Statement of Cash Flows	2017 Actual \$'000	2018 Budget \$'000	2018 Forecast \$'000	2019 Budget \$'000	2020 Projected \$'000	2021 Projected \$'000
Cash Flows from Operating Activities:						
Receipts						
Rates and other User Charges	31,902	33,180	33,850	34,464	34,875	35,272
Refunds from ATO for GST	3,129	1,473	3,129	1,473	1,473	1,473
Interest	494	252	445	350	346	295
Contributions	205	3	50	3	3	3
Government Grants & Subsidies	3,200	1,133	3,143	2,299	2,299	2,299
Investment Revenue for TasWater	2,417	1,700	1,850	1,200	1,200	1,200
Other	1,084	1,078	1,078	1,151	1,273	1,273
	42,431	38,819	43,545	40,940	41,469	41,815
Payments						
Payments to suppliers & employees	(27,460)	(28,219)	(28,965)	(27,772)	(28,805)	(29,073)
Interest	(544)	(1,503)	(1,203)	(2,004)	(1,980)	(1,940)
Refinance costs	(1,709)	-	-	-	-	-
Other Expenses	(1,042)	(1,015)	(1,020)	(1,137)	(1,029)	(1,069)
	(30,755)	(30,737)	(31,188)	(30,913)	(31,814)	(32,082)
Net Cash Flow from Operating Activities	11,676	8,082	12,357	10,027	9,655	9,733
Cash Flow from Investing Activities:						
Receipts						
Proceeds from Sale of Non-Current Assets	51	5	180	2,650	1,100	100
Sale Proceeds in advance	13,000	-	-	-	-	-
Capital Grants	3,104	8,711	8,675	2,555	4,524	5,524
Capital Contributions	270	-	-	-	-	-
Dividend Revenue	759	614	800	616	616	616
	17,184	9,330	9,655	5,821	6,240	6,240
Payments						
Loans to community organisations	(35)	0	0	0	0	0
Payments for non-current assets	(28,906)	(63,260)	(48,259)	(26,857)	(15,907)	(16,778)
	(28,941)	(63,260)	(48,259)	(26,857)	(15,907)	(16,778)
Net Cash used in investing activities:	(11,757)	(53,930)	(38,604)	(21,036)	(9,667)	(10,538)
Cash Flow from Financing Activities:						
Proceeds from Borrowings	-	39,000	27,000	12,000	-	-
Repayment of Borrowings	(769)	(829)	(829)	(1,800)	(1,836)	(1,872)
	(769)	38,171	26,171	10,200	(1,836)	(1,872)
Net Cash from (or used in) financing activities	(769)	38,171	26,171	10,200	(1,836)	(1,872)
Net Increase (Decrease) in Cash Held	(850)	(7,677)	(76)	(809)	(1,848)	(2,677)
Cash at beginning of reporting period	16,975	16,125	16,125	16,049	15,240	13,392
Cash at end of Reporting Period	16,125	8,448	16,049	15,240	13,392	10,715

CASH FLOWS FROM OPERATING ACTIVITIES

The net cash flow from operating activities of \$10 million is impacted by GST refunds received in relation to both operational and capital expenditure.

CASH FLOWS FROM INVESTING ACTIVITIES

The net cash outflow from investing activities is expected to be (\$21.0 million). This represents a significant decrease in cash spending compared to the 2018 forecast as capital expenditure is expected to decrease significantly following the completion of construction of LIVING CITY Stage 1.

CASH FLOWS FROM FINANCING ACTIVITIES

The cash inflow from financing activities is expected to be \$10.2 million and represents the net movement from drawing down \$12 million in new loans and repaying existing debt.

CASH AT END OF REPORTING PERIOD

Overall the total cash and investments are expected to decrease by \$0.8 million.



FINANCIAL MANAGEMENT INDICATORS



A selection of financial and asset management indicators have been included in the Annual Plan and Estimates to assist in analysing the Council's financial performance.

The following table highlights Council's current performance across a range of key financial indicators (including those prescribed in the legislation).

Indicator	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Projection	2021 Projection
Financial Operating Performance						
Underlying Surplus Ratio	3.08%	0.00%	1.34%	0.36%	1.22%	0.97%
Rate Revenue/Operating Revenue	66%	71%	66%	69%	69%	69%
Liquidity Position						
Cash Reserves	16,125	8,448	16,049	15,240	13,392	10,715
Net Financial Liabilities Ratio	(23.34%)	(126.27%)	(129.35%)	(113.48%)	(111.86%)	(112.63%)
Net Interest Cost	1.40%	3.01%	3.06%	3.66%	3.57%	3.56%
Asset Management Performance						
Road Assets Consumption Ratio	46%	46%	46%	46%	46%	46%
Asset Sustainability Ratio	66%	70%	70%	67%	65%	66%
Non-Financial Resources						
Employee Benefits	11,441	12,041	11,400	12,002	12,016	12,035
Employee Numbers (FTE)	146	148	143	147	147	147

UNDERLYING SURPLUS RATIO

This ratio serves as an overall measure of financial operating effectiveness. To remain financially sustainable, Council should aim to record a positive underlying surplus. If this is achieved, Council should be able to maintain its current level of services and maintain its assets into the future.

To determine the underlying surplus, the net surplus is adjusted for pre-paid grants, capital grants and contributions and other material one-off items. Council has adopted the Auditor-General's benchmark of between 0% and 15% for this ratio and estimates that this will be achieved in the years displayed and all years of the LTFP. A result greater than zero indicates an underlying surplus.

The results in the table above shows that Council will record an underlying surplus in all of the years depicted. The future years include the full impact of the interest on borrowings and additional depreciation in relation to LIVING CITY Stage 1 construction.

RATE REVENUE

This measure reflects the extent of reliance on rate revenues to fund Council's on-going services. Council aims to maintain the rate revenue as a constant percentage of operating revenue to ensure it is not solely reliant on rates to fund services.

CASH RESERVES

Council estimates it will end the current financial year in a strong cash position with approximately \$16 million in cash and investments. This amount will decrease over the forward years, but is projected to remain above the target cash balance of \$3 million.

NET FINANCIAL LIABILITIES RATIO

This ratio measures the net financial obligations of Council as a percentage of the operating income in any one year. Where the ratio is positive, it indicates that liquid assets (cash and receivables) exceed total liabilities. Conversely a negative ratio indicates an excess of total liabilities over liquid assets. The benchmark set by the Auditor-General for this ratio is between 0% and (50%).

The ratio is projected to exceed this benchmark when Council fully draws down the borrowings for LIVING CITY Stage 1. The ratio peaks in 2017/18 and is expected to improve gradually as Council repays the principal borrowed and cash reserves improve.

NET INTEREST COST

This ratio measures Council's ability to meet its net interest obligations from its operating revenue. Treasury use this measure when assessing loan requests and set the benchmark at net interest cost of 7% of recurrent income or less.

As demonstrated, the net interest cost to Council is below the threshold set by Treasury, indicating that Council can comfortably meet its current net interest obligations from on-going operations, despite increasing borrowings.

ROAD ASSET CONSUMPTION RATIO

This ratio indicates the average percentage of remaining useful life of Council's assets, or, the average proportion of new condition left in assets. The higher the percentage, the greater future service potential is available to provide services to ratepayers.

Council is meeting the benchmark of between 40% and 60% considered appropriate for this ratio. Whilst this ratio is calculated for all asset classes, the focus is predominately on the roads asset class as this is typically the largest. In 2014 Council engaged contractors to conduct a road condition survey which indicated the road network was in reasonable condition. A Road Management in Local Government review undertaken by the Tasmanian Audit Office also concluded that Council roads are in a reasonable condition, but recommended that Council review the level of renewal. Council will continue to closely monitor the on-going maintenance and condition of assets to ensure they are adequately renewed.

ASSET SUSTAINABILITY RATIO

This ratio compares the rate of capital spending through renewing, restoring and replacing existing assets, with the value of depreciation. Council has set a benchmark in the Financial Management Strategy to aim to invest between 60% and 100% of the depreciation expense on renewing assets.

The asset sustainability ratio is expected to stay within the target range despite additional depreciation on the buildings as part of Stage 1 LIVING CITY construction.

ESTIMATED BORROWINGS



Council's purpose in borrowing is not simply to source the funds for projects and acquisitions but to enable an equitable distribution of the cost of those projects and acquisitions between the current and future generations who will gain benefit from the assets and services delivered, in accordance with the principles of intergenerational equity.

Currently, in order to be recommended to the State Treasurer for approval, Council's borrowing requests must fall below a maximum benchmark level of Net Debt and a maximum level of Interest Cost as a percentage of revenue. The current benchmarks set by the Treasurer are:

- Net Debt to revenue – 40%; and
- Net Interest Cost Ratio – 7%.

Council has received approval from the Treasurer to borrow up to an additional \$40 million. The borrowings relate to Stage One of the LIVING CITY project.

The total amount of borrowings undertaken by Council as at 30 June 2018 is expected to be \$46 million.



2018/19 CAPITAL WORKS PROGRAM



DESCRIPTION	NEW (INCL UPGRADE)	ASSET RENEWAL	TOTAL BUDGET	EXTERNAL FUNDING (INCL IN TOTAL)
PUBLIC OPEN SPACE & RECREATION				
Safety Projects				
Victoria Parade Path Lighting - Stage 2 - George Street Carpark to Vietnam Veteran's Carpark	\$ 85,000	-	\$ 85,000	-
Safety Projects Total	\$ 85,000	-	\$ 85,000	-
Renewal Projects				
Mersey Vale Cemetery - Lighting renewal	-	\$ 56,000	\$ 56,000	-
Playground equipment renewal - East Devonport Foreshore	-	\$ 80,000	\$ 80,000	-
Maidstone Park - Replace Netball Goalposts (8 posts)	-	\$ 8,000	\$ 8,000	-
Path renewal - Victoria Parade	-	\$ 133,000	\$ 133,000	-
Renewal Projects Total	-	\$ 277,000	\$ 277,000	-
Prioritisation Projects				
Maidstone Park - replace ground lighting	\$ 62,500	\$ 62,500	\$ 125,000	\$ 62,500
Maidstone Park - Gymnastics Club Carpark	\$ 150,000	-	\$ 150,000	-
Bluff Plaza - replace electrical cabinet	-	\$ 15,000	\$ 15,000	-
Mersey Vale Cemetery - future ash interment columns for Memorial Garden	\$ 30,000	-	\$ 30,000	-
Dog Exercise Park - exercise equipment and drink fountain	\$ 15,000	-	\$ 15,000	-
Aquatic Centre Carpark - tree planter surrounds x 4	-	\$ 7,200	\$ 7,200	-
Pioneer Park - installation of park furniture	\$ 20,000	-	\$ 20,000	-
Highfield Park - installation of park furniture	\$ 20,000	-	\$ 20,000	-
Mersey Vale Cemetery - Stage 2 of 9 - Modern Burial System	\$ 1,050,000	-	\$ 1,050,000	-
Don Reserve - Bank stabilisation	\$ 18,000	-	\$ 18,000	-
Horsehead Creek - Bank stabilisation between Horsehead Creek and Waterfront Complex	\$ 38,000	-	\$ 38,000	-
Playground Equipment installation Miandetta	\$ 100,000	-	\$ 100,000	-
Prioritisation Projects Total	\$ 1,503,500	\$ 84,700	\$ 1,588,200	\$ 62,500
2018/19 Total	\$ 1,588,500	\$ 361,700	\$ 1,950,200	\$ 62,500

DESCRIPTION	NEW (INCL UPGRADE)	ASSET RENEWAL	TOTAL BUDGET	EXTERNAL FUNDING (INCL IN TOTAL)
TRANSPORT				
Safety Projects				
Triton Road safety improvements	\$ 75,000	-	\$ 75,000	-
Coles Beach/Back Beach pedestrian links	\$ 80,000	-	\$ 80,000	-
Valley Road & Elm Avenue - Intersection improvements	\$ 60,000	\$ 20,000	\$ 80,000	-
Thomas Street Footpath connection	\$ 15,000	-	\$ 15,000	-
New street light - Wright Street & Tarleton Street	\$ 15,000	-	\$ 15,000	-
Parker Street & Ronald Street - Intersection safety improvements	\$ 216,000	\$ 54,000	\$ 270,000	\$ 270,000
Safety Projects Total	\$ 461,000	\$ 74,000	\$ 535,000	\$ 270,000
Renewal Projects				
Don Road Safety Barrier renewal - west of Hillcrest Road	-	\$ 50,000	\$ 50,000	-
Road Traffic Device renewal	-	\$ 25,000	\$ 25,000	-
Street light provision	\$ 12,000	\$ 48,000	\$ 60,000	-
Transport minor works	\$ 20,000	\$ 25,000	\$ 45,000	-
Reseal program	-	\$ 700,000	\$ 700,000	-
Works Depot Carpark - retaining wall renewal	-	\$ 30,000	\$ 30,000	-
Parking infrastructure renewal	-	\$ 25,000	\$ 25,000	-
Adelaide Street kerb renewal	\$ 52,500	\$ 157,500	\$ 210,000	-
Wenvoe Street renewal - Steele Street to carpark	-	\$ 420,000	\$ 420,000	-
Clayton Drive renewal - East of Hillwood Rise	-	\$ 130,000	\$ 130,000	-
Winspears Road renewal - Stage 1	-	\$ 250,000	\$ 250,000	\$ 222,146
Melrose Road & Buster Road (Aberdeen) intersection renewal	\$ 60,000	\$ 60,000	\$ 120,000	-
Montague Street renewal - Arthur Street to Lower Madden Street	-	\$ 130,000	\$ 130,000	-
Steele Street footpath renewal - Rooke Street to Wenvoe Street - south side	-	\$ 60,000	\$ 60,000	-
North Street renewal - William Street threshold	-	\$ 130,000	\$ 130,000	-
Renewal Projects Total	\$ 144,500	\$ 2,240,500	\$ 2,385,000	\$ 222,146
Prioritisation Projects				
Tugrah Road - seal part of gravel section	\$ 105,000	-	\$ 105,000	-
Southern Rooke Street renewal	\$ 250,000	\$ 750,000	\$ 1,000,000	-
Northern Rooke Street renewal - design only	-	\$ 50,000	\$ 50,000	-
Mersey Bluff Precinct - traffic, pedestrian & parking improvements	\$ 100,000	\$ 25,000	\$ 125,000	-
Victoria Parade Carpark (Cenotaph) - carpark improvements	-	\$ 140,000	\$ 140,000	-
Prioritisation Projects Total	\$ 455,000	\$ 965,000	\$ 1,420,000	-
2018/19 Total	\$ 1,060,500	\$ 3,279,500	\$ 4,340,000	\$ 492,146

DESCRIPTION	NEW (INCL UPGRADE)	ASSET RENEWAL	TOTAL BUDGET	EXTERNAL FUNDING (INCL IN TOTAL)
STORMWATER				
Safety Projects				
Minor Stormwater works	\$ 22,500	\$ 7,500	\$ 30,000	-
William Street Stormwater Catchment Upgrade - Stage 8	\$ 600,000	-	\$ 600,000	-
Stormwater outfall risk management - Mersey River	\$ 22,500	\$ 7,500	\$ 30,000	-
Brooke Street upgrade - Caroline Street Catchment - Stage 1	\$ 100,000	\$ 100,000	\$ 200,000	-
Safety Projects Total	\$ 745,000	\$ 115,000	\$ 860,000	-
Renewal Projects				
Pit replacements	-	\$ 50,000	\$ 50,000	-
37 Victoria Parade stormwater renewal	-	\$ 20,000	\$ 20,000	-
Madden Street stormwater renewal - Aylett to Gunn Street	-	\$ 75,000	\$ 75,000	-
215-221 Tarleton Street stormwater renewal	-	\$ 50,000	\$ 50,000	-
York Street stormwater renewal	-	\$ 25,000	\$ 25,000	-
Southern Rooke Street stormwater renewal	-	\$ 100,000	\$ 100,000	-
Renewal Projects Total	-	\$ 320,000	\$ 320,000	-
2018/19 Total	\$ 745,000	\$ 435,000	\$ 1,180,000	-
BUILDINGS & FACILITIES				
Prioritisation Projects				
Don Memorial Hall - installation of public toilet	\$ 80,000	-	\$ 80,000	-
Prioritisation Projects Total	\$ 80,000	-	\$ 80,000	-
2018/19 Total	\$ 80,000	-	\$ 80,000	-
DESCRIPTION NEW (INCL UPGRADE)		TOTAL EXPENDITURE	TRADE	NET EXPENDITURE
PLANT & FLEET				
Fleet Management				
Animal Control Vehicle		\$ 55,000	\$ 27,000	\$ 28,000
Fleet Replacement Program 2018/19		\$ 270,000	\$ 100,000	\$ 170,000
Fleet Management Total		\$ 325,000	\$ 127,000	\$ 198,000
Hire Plant Management				
2.5 Tonne Excavator & trailer		\$ 70,000	\$ 25,000	\$ 45,000
Ride-On Mower replacement - Sports Grounds		\$ 58,000	\$ 6,000	\$ 52,000
Side Arm Garbage Truck replacement		\$ 350,000	\$ 40,000	\$ 310,000
Sweeper - Civic Precinct cleaning		\$ 178,000	-	\$ 178,000
Hire Plant Management Total		\$ 656,000	\$ 71,000	\$ 585,000
Non-Hire Plant Management				
18 Volt Cordless Kit replacement		\$ 1,700	-	\$ 1,700
Diamond concrete cutting machine replacements x 2		\$ 5,800	\$ 100	\$ 5,700
Line-marking machine replacement		\$ 3,000	\$ 100	\$ 2,900
Portable cross over kerb plates		\$ 8,000	-	\$ 8,000
Portable dust extraction machine		\$ 3,700	-	\$ 3,700
VMS Board replacement		\$ 22,000	-	\$ 22,000
Non-Hire Plant Management Total		\$ 44,200	\$ 200	\$ 44,000
2018/19 Total		\$ 1,025,200	\$ 198,200	\$ 827,000

DESCRIPTION	NEW (INCL UPGRADE)	ASSET RENEWAL	TOTAL BUDGET	EXTERNAL FUNDING (INCL IN TOTAL)
OFFICE & EQUIPMENT				
Safety Projects				
Devonport Recreation Centre - Defibrillator Program - Year 2	\$ 4,000	-	\$ 4,000	-
Julie Burgess Chemical storage cupboard	\$ 3,000	-	\$ 3,000	-
Julie Burgess Access Hatch cover	\$ 3,000	-	\$ 3,000	-
Safety Projects Total	\$ 10,000	-	\$ 10,000	-
Renewal Projects				
Information Technology - renewals & upgrades	-	\$ 276,000	\$ 276,000	-
Aquatic Centre picnic tables - Year 2	-	\$ 13,000	\$ 13,000	-
Reactive replacement of equipment for property management	-	\$ 100,000	\$ 100,000	-
Immunisation fridge renewal	-	\$ 7,500	\$ 7,500	-
Renewal Projects Total	-	\$ 396,500	\$ 396,500	-
Prioritisation Projects				
Tidal Acquisitive Art Award - Biennial	\$ 11,000	-	\$ 11,000	-
Bass Strait Maritime Centre - storage racks for installation at Art Gallery Storage Building	\$ 10,000	-	\$ 10,000	-
Events equipment renewal	-	\$ 10,000	\$ 10,000	-
Girdlestone Park scoreboard renewal	-	\$ 25,000	\$ 25,000	-
Devonport Recreation Centre - Pro Series Shot Timer renewal	-	\$ 5,000	\$ 5,000	-
Devonport Recreation Centre - Score Benches renewal	-	\$ 8,000	\$ 8,000	-
Portable Powerboard replacement	\$ 3,500	-	\$ 3,500	-
Prioritisation Projects Total	\$ 24,500	\$ 48,000	\$ 72,500	-
2018/19 Total	\$ 34,500	\$ 444,500	\$ 479,000	-
LIVING CITY				
Prioritisation Projects				
LIVING CITY	\$ 2,000,000	\$ 1,000,000	\$ 3,000,000	\$ 1,000,000
Prioritisation Projects Total	\$ 2,000,000	\$ 1,000,000	\$ 3,000,000	\$ 1,000,000
2018/19 Total	\$ 2,000,000	\$ 1,000,000	\$ 3,000,000	\$ 1,000,000
PROGRAM TOTALS	\$ 5,698,200	\$ 6,158,000	\$11,856,200	\$ 1,554,646

RATES RESOLUTION - 2018/19



A. Annual Plan

That in accordance with Section 71 of the *Local Government Act 1993* (as amended) Council adopts the Annual Plan for the financial year ending 30 June 2019 and instructs the General Manager to:

- (a) make a copy of it available for public inspection at the Council's offices and on the website; and
- (b) provide a copy of it to the Director of Local Government and to the Director of Public Health.

B. Annual Estimates (Revenue and Expenditure)

That:

- (a) in accordance with Section 82 of the *Local Government Act 1993*, the Council by absolute majority adopts the estimates of revenue and expenditure (excluding estimated capital works) for the 2018/19 financial year as detailed in the Annual Plan;
- (b) in accordance with Section 82(6) of the *Act*, the Council, by absolute majority, authorises the General Manager to make minor adjustments (including capital works) up to \$50,000 to any individual estimate item as he deems necessary during the 2018/19 financial year provided that the total of the Estimates remains unaltered.

C. Rates and Charges 2018/19

That Council makes the following General Rate, Service Rates and Service Charges under the provisions of the *Local Government Act 1993*, and the *Fire Services Act 1979* for the financial year 1 July 2018 to 30 June 2019 in respect to land in the municipal area which is separately valued under the *Valuation of Land Act 2001*.

Definitions and Interpretations

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

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

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

“**AAV**” means the assessed annual value as determined by the Valuer-General under the *Valuation of Land Act 2001*;

“**land**” means a parcel of land which is shown as being separately valued in the valuation list prepared under the *Valuation of Land Act 2001*;

“**land used for primary production**” means all land used or predominantly used for primary production and includes all land coded “L” in the valuation list;

“**land used for residential purposes**” means all land used or predominantly used for residential purposes and includes all land coded “R” in the valuation list;

“**municipal area**” means the municipal area of Devonport;

“**non-used land**” means all land coded “V” in the valuation list;

“**supplementary valuation**” means a supplementary valuation made under the *Valuation of Lands Act 2001*;

“**tenancy**” means a portion of land which the Valuer-General has determined is capable of separate occupation and so has separately determined the AAV of that portion, pursuant to Section 11(3)(c) of the *Valuation of Land Act 2001*; and

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

1. Rates Resolution - Part 1 (A)

Pursuant to Sections 90 and 91 of the *Local Government Act 1993*, the Council makes a General Rate (“the General Rate”) in respect of all rateable land (except land which is exempt pursuant to Section 87 of the *Local Government Act 1993*) consisting of two components being:

- (a) 11.6215 cents in the dollar of assessed annual value (the AAV component); and
- (b) A fixed charge of \$300 on all land or tenancy.

2. Rates Resolution - Part 1 (B)

Pursuant to Section 107 of the *Local Government Act 1993*, the Council by absolute majority hereby varies the AAV component of the General Rate (as previously made) for land within the municipal area which is used or predominantly used for primary production to 7.2271 cents in the dollar of assessed annual value of such rateable land.

3. Rates Resolution - Part 1 (C)

Pursuant to Section 107 of the *Local Government Act 1993*, the Council by absolute majority hereby varies the AAV component of the General Rate (as previously made) for land within the municipal area which is used or predominantly used for residential purposes to 7.2271 cents in the dollar of assessed annual value of such rateable land.

4. Rates Resolution - Part 2

4.1 Pursuant to Sections 94 and 95 of the *Local Government Act 1993*, the Council makes the following service rates and service charges for land within the municipal area (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 1 July 2018 to 30 June 2019:

- (a) A waste management service charge of \$260 upon all land or tenancy to which Council supplies or makes available a kerbside collection service.

4.2 Pursuant to Section 107 of the *Act* the Council, by absolute majority declares that the service charge for waste management is varied by reference to the use or predominant use of land as follows:

- (a) For all land which is predominately used for any purpose other than residential or primary production to which Council supplies and makes available a kerbside collection service the service charge is varied to \$780, subject to 4.3 below; and
- (b) For all land which is non-used land the service charge is varied to \$0.00.

4.3 Pursuant to Section 88A of the *Act*, the Council by absolute majority determines:

- (a) That the maximum percentage increase of the varied service charge for waste management (as previously made and varied by 4.1 and 4.2 above) is capped at 25% above the amount which was payable in respect of the waste management rate charged in the 2017/18 financial year; and
- (b) To qualify for the maximum increase cap in subparagraph (a), the rateable land must not have been subjected to a supplementary valuation issued by the Valuer-General during the period from 1 July 2017 to 30 June 2018.

5. Rates Resolution - Part 3

Pursuant to Section 93A of the *Local Government Act 1993* and the provisions of the *Fire Service Act 1979* (as amended), the Council makes the following rates for land within the municipal area for the period 1 July 2018 to 30 June 2019:

- (a) a Devonport Urban Fire District Rate of 1.4209 cents in the dollar of assessed annual value, subject to a minimum amount of \$40 in respect of all rateable land within the Devonport Urban Fire District.
- (b) a Forth/Leith Fire District Rate of 0.4693 cents in the dollar of assessed annual value, subject to a minimum amount of \$40 in respect of all rateable land within Forth/Leith Fire District.
- (c) a General Land Fire Rate of 0.3768 cents in the dollar of assessed annual value, subject to a minimum amount of \$40 in respect of all rateable land within the municipal area, which is not within the Devonport Urban Fire District, or the Forth/Leith Fire District.

6. Separate Land

In relation to all rates and charges for the 2018/19 year, as previously made, for the purpose 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*.

7. Adjusted Values

For the purposes of each of these resolutions, any reference to assessed annual value includes a reference to that value as adjusted pursuant to Sections 89 and 89A of the *Local Government Act 1993*.

8. Payment of Rates and Charges

Pursuant to Section 124 of the *Local Government Act 1993*, the rates for 2018/19 shall be payable in four instalments, the dates by which the rates are due to be paid are:

First Instalment	31 August 2018
Second Instalment	31 October 2018
Third Instalment	28 February 2019
Fourth Instalment	30 April 2019

Where a ratepayer fails to pay any instalment within 21 days from the date on which it is due, the ratepayer must pay the full amount owing.

Penalties

Pursuant to Section 128 of the *Local Government Act 1993*, if any rate or instalment is not paid on or before the date it falls due, a penalty of 5% of the unpaid instalment or part thereof, shall be applied except:

- (a) where the ratepayer has adhered to an approved payment arrangement plan and the total rates are paid in full by 30 April 2019; and
- (b) where the ratepayer has authorised an approved bank direct debit payment arrangement.

Supplementary Rates

- (a) Pursuant with Sections 89A, 92 and 109N of the *Local Government Act 1993*, if a supplementary valuation is made of any land prior to 30 June 2019, the General Manager may at their discretion adjust the amount payable in respect of any or all rates for that land for that financial year in line with the new valuation; and
- (b) If a rates notice is issued by the General Manager under sub-clause (a), the amount shown as payable on that notice is due to be paid within 30 days of the date on which that notice is issued.

D. Capital Works Program

That Council:

- (a) pursuant to Section 82 of the *Local Government Act 1993* adopts the Capital Works Program for the 2018/19 financial year as detailed in the Annual Plan; and
- (b) notes the draft Capital Works programs proposed for financial years 2019/20, 2020/21, 2021/22 and 2022/23 as detailed in the Annual Plan, which remain subject to change depending on other priorities being identified and financial resources which may be available at the time.

E. Fees and Charges

That in accordance with Section 205 of the *Local Government Act 1993*, Council adopts the Fees and Charges Schedule for the 2018/19 financial year as detailed in the Annual Plan.

LIST OF FEES & CHARGES - 2018/19



DETAILS	INDICATOR/ DESCRIPTOR EG. HOURS	GST	GST INCLUSIVE CHARGE
PARKING FEES			
1 Hour Street Meter (8.30am - 6.00pm Mon - Fri; 8.30am-2.00pm Sat)	per hour	\$ 0.18	\$ 2.00
4 Hour Street Meter (8.30am - 6.00pm Mon - Fri; 8.30am - 2.00pm Sat)	per hour	\$ 0.14	\$ 1.50
Best Street Car Park (8.30am - 6.00pm Mon - Fri; 8.30am - 2.00pm Sat)	per hour	\$ 0.14	\$ 1.50
Formby Road Car Park (8.30am - 6.00pm Mon - Fri; 8.30am - 2.00pm Sat)	per hour	\$ 0.14	\$ 1.50
Payne Avenue Car Park (8.30am - 6.00pm Mon - Fri)	per hour	\$ 0.14	\$ 1.50
Saturday	Flat Charge	\$ 0.18	\$ 2.00
Fourways Car Park (8.30am - 6.00pm Mon - Fri; 8.30am - 2.00pm Sat)	per hour	\$ 0.14	\$ 1.50
Edward Street Car Park (8.30am - 6.00pm Mon - Fri; 8.30am - 2.00pm Sat)	per hour	\$ 0.14	\$ 1.50
Fenton Way Car Park (8.30am - 6.00pm Mon - Fri; 8.30am - 2.00pm Sat)	per hour	\$ 0.14	\$ 1.50
Steele Street Car Park (8.30am - 6.00pm Mon - Fri; 8.30am - 2.00pm Sat)	per hour	\$ 0.14	\$ 1.50
CBD Multi-Level Car Park (8.30am - 6.00pm Mon - Fri)	per 30 minutes	\$ 0.09	\$ 1.00
CBD Multi - Level Car Park (Sat & Sun)	per entry	\$ 0.18	\$ 2.00
CBD Multi-Level Car Park (after 6.00pm Mon - Sun)	per entry	\$ 0.18	\$ 2.00
CBD Multi-Level Car Park (Top Level all day parking Mon - Fri)	per entry	\$ 0.45	\$ 5.00
Wenvoe Street Car Park (9.00am - 5:30pm Mon - Fri)	per hour	\$ 0.14	\$ 1.50
Saturday	Flat Charge	\$ 0.18	\$ 2.00
Surcharge for Credit Card use on car park machines	per transaction	-	\$.20
Monthly Permit	per month	\$ 12.27	\$ 135.00
Reserved Parking	per year	\$ 98.18	\$ 1,080.00
Business Meter Permit	per year	\$ 23.18	\$ 255.00
Meter Hoods - One Day	per day	\$ 2.82	\$ 31.00
Meter Hoods - Long Term	Price by negotiation		
Resident permit	per year	exempt	\$ 10.00
Temporary Disabled Permit Application Fee	each	exempt	\$ 25.00
PARKING INFRINGEMENT FINES			
Infringement Notice - Car Parks and Meters	each offence	exempt	.16% of penalty unit
Unpaid after 14 days and before 28 days	each offence	exempt	.27% of penalty unit

* Penalty unit set by Department of Justice through *Penalty Units and other Penalties Act 1987* is \$163.00 from 1 July 2018

* Fee unit set by Department of Treasury & Finance through *Fee Units Act 1987* is \$1.58 from 1 July 2018

DETAILS	INDICATOR/ DESCRIPTOR EG. HOURS	GST	GST INCLUSIVE CHARGE
Parking offences paid after 28 days and before referral to Monetary Penalty Enforcement Service (MPES)	each offence	exempt	.55% of penalty unit
Administration Fee for infringements withdrawn from MPES	each offence	exempt	\$ 55.00
MISCELLANEOUS			
Right to Information request (25 units)	per request	exempt	\$ 39.50
A4 Photocopy	per page	\$ 0.09	\$ 1.00
A3 Photocopy	per page	\$ 0.18	\$ 2.00
Information Search - Administration Fee	per hour	\$ 3.64	\$ 40.00
Licence Fee (Sub-Licence)	per licence	\$ 100.00	\$ 1,100.00
Local Government (Meeting Procedures) Regulations 2015			
Regulation 35 - fee payable for minutes of a meeting (1 unit)	every 5 pages	exempt	\$ 1.58
Local Government (General) Regulations 2005			
Section 132 Certificate (30 units)	each	exempt	\$ 47.40
Section 337 Certificate (132.5 units)	each	exempt	\$ 209.35
Code of Conduct complaint (50 units)	each	exempt	\$ 79.00
HEALTH FEES			
Registration and Licence Fees - Food Act 2003			
Food Premises			
Registration/Renewal - Low Risk	per year	exempt	\$ 105.00
Registration/Renewal - Medium Risk	per year	exempt	\$ 145.00
Registration/Renewal - High Risk	per year	exempt	\$ 205.00
Late Fee (after 31 August)	per application	exempt	Fee + 10%
Registration - New Premises (after 31 December)	per application	exempt	50% of Fee
Temporary/Mobile Food Businesses			
Temporary Food Licence	per application	exempt	\$ 165.00
Non-compliance follow up inspection	per inspection	exempt	\$ 165.00
Statewide/Mobile Food Business Licence	per application	exempt	\$ 145.00
Temporary Food Licence - One Day Event	per application	exempt	\$ 25.00
Temporary Food Licence - 2-4 Day Event	per application	exempt	\$ 60.00
Prohibition Order (Food Act 2003)	per order	exempt	\$ 225.00
Issue of Food Premises Verification (Form 49 & Form 50 - includes 1 inspection)	per assessment	exempt	\$ 165.00
Additional Inspection (Food Premises Form 50)	per inspection	exempt	\$ 165.00
Pre-Purchase Inspection (Food Premises)	per inspection	\$ 15.00	\$ 165.00
Food Hygiene Education Session	per hour	\$ 10.00	\$ 110.00
Food Hygiene Education Session for community groups		No charge	
Public Health Act 1997			
Place of Assembly Licences			
Specific Event	per application	exempt	\$ 150.00
Specific Event (less than 48 hours prior to event)	per application	exempt	\$ 200.00
Specific Event (Charities and Schools)		No charge	
Public Health Risk Activities			
Premises Registration	per year	exempt	\$ 105.00
Skin Penetration Licence (Operator)	per year	exempt	\$ 110.00

DETAILS	INDICATOR/ DESCRIPTOR EG. HOURS	GST	GST INCLUSIVE CHARGE
Regulated Systems			
Cooling Towers/Warm Water System Registration	per year	exempt	\$ 155.00
Other			
Swimming Pool Sample Collection and Analysis	per sample	\$ 11.36	\$ 125.00
Registration as Private Water Supplier	per vehicle	exempt	\$ 160.00
Private Burial Assessment	per application	exempt	\$ 250.00
Exhumation Supervision	per hour	exempt	\$ 175.00
Street Trading			
Application Fee	per year	exempt	\$ 26.00
Fee per m²	per m²	exempt	\$ 13.00
Street Vending Permit (Annual)	per year	exempt	\$ 500.00
Street Vending Permit (Temporary)	3 months	exempt	\$ 250.00
Fire Hazards			
Administration Fee (failure to comply with Abatement Notice)	each	\$ 23.64	\$ 260.00
Abatement of Fire Nuisance	Actual Cost		
ANIMAL CONTROL			
Registration for each male or female dog when paid:			
a) by July 31	per year	exempt	\$ 50.00
b) after July 31	per year	exempt	\$ 70.00
Registration Fee (on production of evidence):			
i) for each working dog			
ii) for each pure-breed dog referred to in the <i>Dog Control Act 2000</i>			
iii) for each greyhound referred to in the <i>Dog Control Act 2000</i>			
iv) for each obedience trained dog owned by members of a recognised Dog Training Club; when paid:			
a) by July 31	per year	exempt	\$ 25.00
b) after July 31	per year	exempt	\$ 35.00
Registration Fee for dog owned by pensioner (one dog only) when paid:			
a) by July 31	per year	exempt	\$ 12.00
b) after July 31	per year	exempt	\$ 15.00
Registration Fee for each desexed dog (evidence to be provided) when paid:			
a) by July 31	per year	exempt	\$ 20.00
b) after July 31	per year	exempt	\$ 30.00
Registration Fee for dog “adopted” from Dog's Home for balance of normal registration year - No charge			
Lifetime Registration (for the life of the dog)**	lifetime	exempt	\$ 125.00
**Dog must be desexed and microchipped (evidence to be provided). Refund Policy - 50% refund within 3 years			
Registration Fee Guide Dog for the Blind - Assistance Dog	No charge		
Replacement Dog Tag	each	exempt	\$ 5.00
Complaints - Dog causing a nuisance*** *** Refundable if offence confirmed	each	exempt	\$ 25.00
Registration Fee Declared Dangerous Dog and Restricted Breeds	per year	exempt	\$ 255.00
Dangerous Dog sign	per item	\$ 5.91	\$ 65.00
Dangerous Dog Collar	per item	\$ 4.55	\$ 50.00
Kennel Licence Application			
3-5 Dogs	per application	exempt	\$ 80.00

DETAILS	INDICATOR/ DESCRIPTOR EG. HOURS	GST	GST INCLUSIVE CHARGE
> 5 Dogs	per application	exempt	\$ 110.00
Renewals (registration fee for each dog is additional)	per year	exempt	\$ 50.00
PLANNING FEES			
Section 58 Land Use Planning and Approvals Act 1993 (LUPAA) (i.e. must be approved if all the Acceptable Solutions are met)			
Application for development with value < \$25,000	per application	exempt	\$ 155.00
Application for development including alterations and additions with value > \$25,000	per application	exempt	\$ 255.00 + \$1.00 per \$1000.00 value of works. Max. of \$500.00 applies for residential development
Application for Change of Use	per application	exempt	\$ 255.00
Application for Subdivision	per application	exempt	\$ 560.00 + \$150.00 per lot. Includes initial sealing fee
Application for Boundary Adjustment (no additional lots)	per application	exempt	\$ 560.00
Application to amend S58 Permit	per application	exempt	\$ 355.00
Section 57 LUPAA (discretionary use and/or assessment against performance criteria of zone or code includes Tasmanian Heritage Council applications)			
Public Notification Fee	per application	exempt	\$ 300.00
Application for Change of Use	per application	exempt	\$ 355.00 + \$300.00 public notification fee
Application for Use or Development with value < \$25,000	per application	exempt	\$ 155.00 + \$300.00 public notification fee
Application for Use or Development with value > \$25,000	per application	exempt	\$ 560.00 + \$1.00 per \$1000.00 of value of works + \$300.00 public notification fee. Max. fee of \$1200.00 applies to single dwelling development
Each additional performance criteria for a zone, code or Specific Area Plan (SAP) standard identified	each	exempt	\$ 100.00
Application for Subdivision (includes consolidation of lots)	per application	exempt	\$ 560.00 + \$150.00 per lot + \$300.00 public notification fee. Includes initial sealing fee
Application to amend a S57 Permit	per application	exempt	\$ 460.00
Miscellaneous			
Application for a retrospective Permit	per application	exempt	Normal Fee + \$100.00
Certifying Strata Plans	per application	exempt	\$ 140.00 per lot
Certifying Staged Strata Plans	per application	exempt	\$ 140.00 per lot
Application to amend a Strata Scheme	per application	exempt	\$ 355.00
Landscape inspections (follow ups)	per inspection	exempt	\$ 50.00
Application for an Adhesion Order - S110 Local Government (Building and Miscellaneous Provisions) Act 1993 (LGBMP) - includes sealing of document	per application	exempt	\$ 355.00
Application to amend a Sealed Plan (S103 LGBMP) - includes sealing of document	per application	exempt	\$ 355.00
Miscellaneous LGBMP Certifiable Documents	per application	exempt	\$ 355.00

DETAILS	INDICATOR/ DESCRIPTOR EG. HOURS	GST	GST INCLUSIVE CHARGE
Subdivision exemption (\$115 LGBMP)	per application	exempt	\$ 255.00
Application to extend a Planning Permit	per application	exempt	\$ 355.00
Application to Tas Heritage for a Works Application	per application	exempt	\$ 355.00
Application for Planning Scheme Amendment (\$33 LUPAA)	per application	exempt	\$ 3060.00 + Tasmanian Planning Commission (TPC) Fee
Application for combined Permit and Planning Scheme Amendment (\$43A LUPAA)	per application	exempt	\$ 3060.00 + TPC Fee + DA Fee
Fee for sealing Plans under Part 5 LUPAA	per application	exempt	\$ 255.00
Request for Certified Copy of Planning Permit	per application	exempt	\$ 75.00
No Planning Permit required assessments and certification	per application	exempt	\$ 50.00
Engineering Services Assessment and Inspection of Subdivisions			
Residential Subdivision construction - Roadworks	per subdivision	exempt	\$ 760.00 + \$50.00 per lot
Residential Subdivision construction - Drainage	per subdivision	exempt	\$ 390.00 + \$50.00 per lot
Industrial/Commercial Subdivision	per subdivision	exempt	1.5% of the value of Council assets/ infrastructure works
BUILDING FEES (BUILDING SURVEYING)			
This Fee applies only to unfinished building certifications commenced by Council prior to privatisation of the service			
Inspections (per dwelling or unit)	per inspection	exempt	Cost + 15% admin fee
BUILDING FEES (BUILDING AUTHORITY)			
New Development			
Application for Building Permit (includes Administration Fee and Certificate of Completion)			
Class 10	per application	exempt	\$ 275.00
Class 1	per application	exempt	\$ 410.00
Class 2-9 (<500m ²)	per application	exempt	\$ 410.00
Class 2-9 (>500m ²)	per application	exempt	\$ 445.00
Amended Plans Class 1 & 10	per application	exempt	\$ 85.00
Amended Plans Class 2-9	per application	exempt	\$ 165.00
Permit Extension			
1st Extension for 3, 6 or 12 months	per application	exempt	\$ 125.00
2nd Extension for 3, 6 or 12 months	per application	exempt	\$ 175.00
Miscellaneous			
Demolition (without rebuild; includes completion certificate)	per application	exempt	\$ 275.00
Building Certificate Administration and certificate (Applicant to engage their own building surveyor)	per application	exempt	\$ 190.00
Cancellation of Building Permit (non-refundable component)	per application	exempt	\$ 100.00
Permit/Certificate of Substantial Compliance for work carried out by previous owner = Normal Class Fee	per application	exempt	Fee for Class
Permit/Certificate of Substantial Compliance for work carried out by current owner = 2 x Normal Class Fee	per application	exempt	2 X Class Fee
Copies of Records			
Search Fee for providing copies of records (search for record type, including digital copy by email)	per application	exempt	\$ 25.00 + \$2.00 A4; \$4.00 A3 or larger sheet (for hard copies)

DETAILS	INDICATOR/ DESCRIPTOR EG. HOURS	GST	GST INCLUSIVE CHARGE
Approvals and Consents (GM approval)			
Consent to build on land	per application	exempt	\$ 400.00
Statement of Satisfaction for contaminated land	per application	exempt	\$ 200.00
Consent to build over drain	per application	exempt	\$ 200.00
Consent to occupy a non-dwelling building	per application	exempt	\$ 200.00
Consent to fence off unbuilt land	per application	exempt	\$ 200.00
Receipt of Documents			
Receipt and registration of any statutory document required to be provided to the Permit Authority under the provisions of the <i>Building Act 2016</i> and <i>Building Regulations 2016</i>	per notification	exempt	\$ 50.00
Registration of on-site backflow prevention devices	per notification	exempt	\$ 50.00
Advice of intention to perform protection works or advice of disagreement in relation to protection works or lodgement of plans for protection works	per notification	exempt	\$ 50.00
Receipt of notice of low risk notifiable building/plumbing works	per notification	exempt	\$ 50.00
PLUMBING/DRAINAGE FEES			
New Development			
Building Classes 1 and 2-9 (for both permit work and notifiable work) in a sewered area (fee includes assessment of sewer connection; piping in; certificate of completion; and administration). Covers 2x drainage; 1 x water piping; 1 x completion inspection. Additional inspections \$105.00	per application	exempt	\$ 535.00
Building Classes 1 and 2-9 notifiable plumbing work in a non-sewered area (fee includes assessment of sewer connection; stormwater; piping in; special plumbing permit; certificate of completion; and administration). Covers 2 x drainage; 1 x water piping; 1 x completion inspection. Additional inspections \$105.00	per application	exempt	\$ 680.00
New Building Class 10 (includes assessment stormwater)	per application	exempt	\$ 305.00
New Building Class 10 (includes assessment stormwater) with sanitary facilities	per application	exempt	\$ 425.00
Additions and Alterations - Classes 1 and 2-9 in a sewered area			
Administration/Certificate	per application	exempt	\$ 190.00
plus Sewer Drainage (if applicable)		exempt	\$ 90.00
plus Stormwater Drainage + \$15.00 per downpipe /or pit		exempt	\$ 90.00
plus Water Piping (if applicable)		exempt	\$ 105.00
plus Plumbing Permit (Septic/AWTS) (if applicable)		exempt	\$ 155.00
Application for Plumbing Permit (e.g. Trade Waste, BPD)	per application	exempt	\$ 155.00
Plumbing Permit for unapproved work - current owner = 2 x Normal Fee	per application	exempt	2 x Fee
Certificate of Likely Compliance Extension - First Extension	per application	exempt	\$ 125.00
Certificate of Likely Compliance Extension - Second Extension	per application	exempt	\$ 175.00

DETAILS	INDICATOR/ DESCRIPTOR EG. HOURS	GST	GST INCLUSIVE CHARGE
Plumbing Permit for unapproved work - previous owner = 1 x Normal Fee	per application	exempt	Normal Fee
Additional or re-inspections	per application	exempt	\$ 105.00
Certificate of Completion	per application	exempt	\$ 85.00
Other Fees where a stand alone item			
Stormwater drainage	per application	exempt	\$ 90.00 + \$15.00 per downpipe or pit
Sewer drainage	per application	exempt	\$ 90.00
Inspection of low risk notifiable plumbing work	per inspection	exempt	\$ 100.00
Strata inspection (if applicable)	per unit	exempt	\$ 115.00
Copy of Plans (as constructed)	per application	exempt	\$ 10.00
Connection of Stormwater			
Quotation provided upon request	per connection	GST	TBA
MERSEY VALE & OLD DEVONPORT GENERAL CEMETERIES			
Reservation Fee - Burial Plot (non-refundable)	each	\$ 68.18	\$ 750.00
Reservation Fee - Ash Interment (non-refundable)	each	\$ 20.91	\$ 230.00
Plot - Adult (over 15 years) includes plaque installation (Devonport residents eligible for \$750.00 discount on listed fee)	each	\$ 227.27	\$ 2,500.00
Double depth burial (This fee is in addition to the normal burial fees and includes the right to a further burial in this spot). N/A for the modern burial system	each	\$ 28.18	\$ 310.00
Plot - Child (4-15 years) includes plaque installation	each	\$ 72.73	\$ 800.00
Plot - Child (0-3 years) includes plaque installation	each	\$ 56.36	\$ 620.00
Ash interment (placing ashes and plaque installation)	each	\$ 53.18	\$ 585.00
Saturday Charge	additional charge	\$ 98.18	\$ 1,080.00
Vase	each	\$ 4.09	\$ 45.00
Exhumation	each	\$ 300.00	\$ 3,300.00
Concrete plinths for existing grave	each	\$ 7.73	\$ 85.00
Removal or replacement of plaque	each	\$ 14.55	\$ 160.00
Removal of ashes	each	\$ 55.91	\$ 615.00
Non-Standard Burial (to be quoted at time of request)	each	TBA	
Records Search Fee or Request for Information Fee (including photographs)	each	\$ 7.73	\$ 85.00
ROAD AND FOOTPATH REINSTATEMENT			
Footpath (per m²)			
Naturestrip	per m ²	\$ 4.23	\$ 46.50
Concrete	per m ²	\$ 14.09	\$ 155.00
Road Pavement (per m²)			
Gravel	per m ²	\$ 3.91	\$ 43.00
Bitumen	per m ²	\$ 11.82	\$ 130.00
Minimum Charge			
Per Site	per site	\$ 23.64	\$ 260.00

DETAILS	INDICATOR/ DESCRIPTOR EG. HOURS	GST	GST INCLUSIVE CHARGE
DRIVEWAY KERB AND CROSSOVER CONSTRUCTION			
Concrete			
Driveway kerb layback	per lineal metre	\$ 18.91	\$ 208.00
Driveway crossover - domestic driveway	per m ²	\$ 20.00	\$ 220.00
Driveway crossover - industrial driveway	per m ²	\$ 22.27	\$ 245.00
Establishment Fee	per site	\$ 19.09	\$ 210.00
FENCING CONTRIBUTION			
Fencing contribution in accordance with Council Policy	per lineal metre	exempt	\$ 42.00
COMMEMORATIVE SEAT			
Purchase and installation of commemorative seat in accordance with Council Policy	each	exempt	\$ 3,500.00
WASTE DISPOSAL CHARGES			
Car Boots/Station Wagons (up to 0.5m ³)	per load	\$ 0.73	\$ 8.00
Utes, vans, trailers and small trucks (0.5-1.5m ³)	per load	\$ 1.09	\$ 12.00
Utes, vans, trailers and small trucks (1.5m ³ - 2m ³)	per load	\$ 1.55	\$ 17.00
Dual Axle Trailers & Large Single Axle Trailers & Trucks (over 2m)³			
Landfill waste	per tonne	\$ 11.64	\$ 128.00
Separated waste (<50% to landfill)	per tonne	\$ 7.73	\$ 85.00
Non-landfill waste	per tonne	\$ 5.27	\$ 58.00
Tyres			
Cars and Motorcycle tyres	each	\$ 0.64	\$ 7.00
Light Truck (up to 9.5 GVM)	each	\$ 1.09	\$ 12.00
Trucks	each	\$ 1.82	\$ 20.00
Earthmovers & Tractors (cut in half)	each	\$ 1.82	\$ 20.00
Earthmovers & Tractors (uncut)	each	\$ 4.55	\$ 50.00
Other			
Asbestos	per tonne	\$ 18.18	\$ 200.00
Asbestos - single load less than 0.5m ³	per load	\$ 2.18	\$ 24.00
Mattresses	each	\$ 1.00	\$ 11.00
Sale of Recycled Material			
Crushed concrete	per m ³	\$ 2.64	\$ 29.00
Delivery of crushed concrete - Devonport municipality	per load	\$ 2.45	\$ 27.00
RECREATION FACILITIES*			
Devonport Oval Lights			
Lighting - Level 1	per hour	\$ 1.73	\$ 19.00
Lighting - Level 2	per hour	\$ 3.00	\$ 33.00
Lighting - Level 3	per hour	\$ 4.91	\$ 54.00
Lighting - Level 4	per hour	\$ 6.82	\$ 75.00
Miscellaneous			
Casual Hirers - Devonport Oval	per day	\$ 113.64	\$ 1,250.00
North West Corner Devonport Oval (Circus etc)	per day	\$ 29.09	\$ 320.00
Casual Hirers - Don Reserve	per day	\$ 10.45	\$ 115.00
Casual Hirers - Byard Park	per day	\$ 10.45	\$ 115.00
Casual Hirers - Meercroft Park	per day	\$ 10.45	\$ 115.00
Casual Hirers - Girdlestone Park	per day	\$ 10.45	\$ 115.00

* Fees and charges for recreation ground usage have been developed to reflect costs incurred for line marking, grass care and maintenance, facility management, irrigation and general ground maintenance

DETAILS	INDICATOR/ DESCRIPTOR EG. HOURS	GST	GST INCLUSIVE CHARGE
EAST DEVONPORT RECREATION & FUNCTION CENTRE			
Stadium Hire			
Junior	per hour	\$ 1.36	\$ 15.00
Senior	per hour	\$ 1.82	\$ 20.00
Community Room/Function Area			
Per Section (kitchen extra costing)	per hour	\$ 2.73	\$ 30.00
Full Room (kitchen extra costing)		GST	On Application
Storage Cupboards Hire - large	annual	\$ 16.82	\$ 185.00
Storage Cupboards Hire - small	annual	\$ 15.91	\$ 175.00
Special Events	per day	GST	On Application
DEVONPORT RECREATION CENTRE			
Basketball Stadium/Youth Centre	per day	\$ 109.09	\$ 1,200.00
Senior Roster/Training - affiliated Club (Warriors)	per hour	\$ 1.82	\$ 20.00
Junior Roster/Training - affiliated Club (Warriors)	per hour	\$ 1.36	\$ 15.00
Casual Hire - Non-affiliated Club - General Public	per hour	\$ 2.00	\$ 22.00
School Groups	per hour	\$ 2.00	\$ 22.00
NWBU Games	per night (min 4 hours)	\$ 17.73	\$ 195.00
State League Netball	per night (min 4 hours)	\$ 24.09	\$ 265.00
Badminton	per hour	\$ 1.82	\$ 20.00
Squash/Racquetball			
Casual	per hour	\$ 1.00	\$ 11.00
Seniors Pennant	per hour	\$ 0.91	\$ 10.00
Juniors Pennant	per hour	\$ 0.73	\$ 8.00
Juniors Training	per hour	\$ 0.45	\$ 5.00
School Groups	per hour	\$ 0.73	\$ 8.00
Club Members Casual Hire	per hour	\$ 0.91	\$ 10.00
Racquetball/Squash Racquet Hire	per racquet	\$ 0.27	\$ 3.00
Racquetball/Squash Ball Hire	per ball	\$ 0.18	\$ 2.00
Judo/Aikido			
Senior Room Hire	per hour	\$ 1.00	\$ 11.00
Junior Room Hire	per hour	\$ 0.91	\$ 10.00
School Groups (Instructor required)	per hour	\$ 1.64	\$ 18.00
Table Tennis			
Casual Table Hire	per hour/table	\$ 0.91	\$ 10.00
Group Room Hire - no tables	per hour	\$ 2.36	\$ 26.00
School Groups	per hour/4 x table	\$ 2.73	\$ 30.00
Recreation Centre			
Venue Hire - Stadium	per day	\$ 100.00	\$ 1,100.00
Meeting Room and Kitchen Hire	per hour	\$ 3.64	\$ 40.00
Meeting Room Hire	per hour	\$ 2.27	\$ 25.00
Sauna	per hour/per person	\$ 0.73	\$ 8.00

DETAILS	INDICATOR/ DESCRIPTOR EG. HOURS	GST	GST INCLUSIVE CHARGE
BASS STRAIT MARITIME CENTRE (BSMC)			
Venue Hire* *Conditions Apply	per use	GST	\$ 245.00 for 3 hours + \$55.00 per hour thereafter
Admission Price - Adult	per use	\$ 0.91	\$ 10.00
Admission Price - Child 4-12	per use	\$ 0.45	\$ 5.00
Admission Price - Child 3 & under	per use	No Charge	
Admission Price - Family (2 Adults & 3 Children)	per use	\$ 2.27	\$ 25.00
Admission Price - Pensioner and Seniors Card holder	per use	\$ 0.73	\$ 8.00
Admission Price - Student Concession	per use	\$ 0.73	\$ 8.00
Annual Pass - Adult	per year	\$ 2.27	\$ 25.00
Annual Pass - Concession	per year	\$ 1.82	\$ 20.00
Annual Pass - Child	per year	\$ 1.14	\$ 12.50
Annual Membership - Adult	per year	\$ 4.55	\$ 50.00
Annual Membership - Concession	per year	\$ 2.73	\$ 30.00
Annual Membership - Family (2 Adults & 3 Children)	per year	\$ 10.91	\$ 120.00
Group Entry - travel & coach groups (min.10 people)	per use	\$ 0.55	\$ 6.00
Group Entry - community & school groups (min. 10 people)	per use	\$ 0.45	\$ 5.00
JULIE BURGESS			
Annual Sail Pass (unlimited 2 hour sails - excluding special events and offers. Bookings still required)	per year	\$ 6.82	\$ 75.00
Extended Charter	per trip	\$ 81.82	\$ 900.00
2 Hour Charter	per trip	\$ 72.73	\$ 800.00
2 Hour Sailing - Normal (all persons over 8 years of age)	per person	\$ 4.55	\$ 50.00
2 Hour Sailing - Student (includes admission to Bass Strait Maritime Centre)	per person	\$ 3.18	\$ 35.00
Tour of the Vessel	per person	\$ 0.18	\$ 2.00
Scattering of ashes	per trip	\$ 36.36	\$ 400.00
Custom Charters	per person	TBA based on enquiry	
paranaple convention centre & paranaple arts centre			
Standard Commercial Rates Include:			
<ul style="list-style-type: none">Up to 10 hours hire only (additional hourly rate applied thereafter)Standard venue set-up/pack downBasic talk back PA system and static lightingStaging (if required)Wifi for the hirerSupervision of 1 staff member			
Additional Costs May Include:			
<ul style="list-style-type: none">Catering (as arranged with catering provider)Audio Visual Equipment (including projection/screen)LinenAudio Visual Technician/OperatorAdditional Staffing and SecurityAdditional Cleaning/Heating/Cooling/Electricity			

VENUE HIRE	MON-FRI	SAT 25% SURCHARGE APPLIES	SUN 50% SURCHARGE APPLIES	PUBLIC HOLIDAY	ADDITIONAL HOURS
paranple convention centre* (room 1, 2, 3 and foyer)	\$ 1,800.00	\$ 2,250.00	\$ 2,700.00	POA	\$ 200.00 per hour
Room 1 (eastern, water views)	\$ 850.00	\$ 1070.00	\$ 1,275.00	POA	\$ 120.00 per hour
Room 2 (middle)	\$ 550.00	\$ 690.00	\$ 825.00	POA	\$ 120.00 per hour
Room 3 (western, access to foyer)	\$ 550.00	\$ 690.00	\$ 825.00	POA	\$ 120.00 per hour
Town Hall Theatre - Conference (paranple arts centre)	\$ 550.00	\$ 690.00	\$ 825.00	POA	\$ 120.00 per hour
Town Hall Theatre - Performance (paranple arts centre)	\$ 850.00	\$ 850.00	POA	POA	POA
Large Conference Room (paranple centre - chambers)	\$ 320.00	\$ 400.00	\$ 480.00	POA	POA
Multi-Purpose Room (paranple arts centre)	\$ 260.00	\$ 325.00	\$ 390.00	POA	POA
Main Gallery ¹ (paranple arts centre)	\$ 320.00	\$ 400.00	\$ 480.00	POA	POA
Foyer ² (paranple convention centre)	\$ 140.00	\$ 175.00	\$ 210.00	POA	POA
Small Meeting Room (paranple arts centre)	\$ 100.00	POA	POA	POA	POA
* Performing Arts Hire	Venue Hire or 8.5% of Adjusted Gross Box Office, whichever is greater				

1 - Main Gallery is only available out of hours for special events, such as cocktail functions, when exhibition program allows.

2 - Foyer rate will only apply to hirers who utilise the foyer space for exhibits, trade stalls, talks etc. during multiple hire events as a result of foyer being obstructed.

Council reserves the right to add to the list of Fees and Charges to incorporate any services or facilities that were not identified at the time of publication. All fees and charges are subject to change by Council as required to reflect changes in costs incurred by Council.

Devonport City Council



The City with Spirit



Financial Management Strategy 2028



Next Date of Review:

June 2019

Document Controller:

Executive Manager, Organisational Performance

Document Reviewer:

General Manager

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25 June 2018

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1. Overview

- The Financial Management Strategy (FMS) has been prepared to provide the Devonport City Council (Council) with a strategic framework to guide the development of annual budgets and preparation of longer term financial planning. The key objective of the Strategy is to ensure that Council can sustainably fund the ongoing delivery of services whilst implementing the objectives identified in the Strategic Plan.
- The FMS is based on the following key financial principles:
- achievement of a balanced underlying result;
- prudent management of assets and liabilities, including debt and cash reserves; and
- timely and accurate disclosure of financial information.



To remain financially sustainable, Council must continue to raise revenue and provide services within the context of a balanced budget. In order to achieve this, Council must ensure all aspects of its operations are adequately funded, including current service delivery and planning for future service delivery, in an affordable and stable environment.

As depicted, ongoing financial sustainability is only achieved when the interdependency of all financial aspects of Council are recognised and planned for today and into the future. The FMS takes into account the concept of intergenerational equity, so that each generation is responsible for the costs of the resources that they consume.

1. Overview (continued)

A key component of the Strategy is the Long Term Financial Plan (LTFP) shown at Appendix A. The LTFP is Council's ten year financial forecast which includes a statement of comprehensive income, a statement of financial position and a cash flow statement for each year of the plan. Council refers to this model when considering financial decisions, for example new capital expenditure and borrowings. The LTFP is reviewed annually as part of the budget process.

Council's ability to remain financially sustainable can be measured using the Key Performance Indicators as outlined in the Local Government (Management Indicators) Order 2014. In addition to the statutory indicators, Council has will calculate the net interest cost ratio to assist the measurement of sustainability given the current commitment to the LIVING CITY project.

The indicators, relevant benchmarks and targets are shown below.

Indicator	Benchmark	Council Target
Operating Surplus Ratio	Between 0% and 15%	Between 0% and 15%
Asset Sustainability Ratio	100% of depreciation expense	Between 60% and 100% of depreciation expense
Asset Consumption Ratio	Between 40% and 60%	Between 40% and 60%
Asset Renewal Funding Ratio	Between 90% and 100%	Between 90% and 100%
Net Financial Liabilities Ratio	Between 0% and -50%	Between 0% and -50%
Net Interest Cost Ratio	7% of recurrent revenue	5% of recurrent revenue

In addition to the ratios listed above, Council has a target to maintain a minimum cash balance of \$3,000,000.

Each year the office of the Auditor-General assesses every Tasmanian Council against the key performance indicators noted above, as well as other ratios and statistics relevant to Local Government. Commentary on the assessment is included in the annual report to Parliament which is accessible to the public.

2. Financial Management Principles

2.1 Achievement of a Balanced Underlying Result

Council is committed to the equitable and consistent generation of revenue and the effective delivery of services that are appropriate to the community. To remain financially sustainable this must be achieved within the context of a balanced budget, but preferably the generation of small underlying surpluses. The generation of underlying surpluses indicates that Council can continue to adequately fund existing services into the future. It also assists Council to meet future debt repayments and to fund infrastructure asset renewal projects.

2.2 Revenue Strategies

2.2.1 Rating Strategy

Rates revenue represents the largest share of total income that Council generates each year and therefore is an important component of the financial planning process. Council aims to balance its service levels taking into account the needs and expectations of the community and by setting appropriate levels of tax to adequately fulfil its obligations. Each year Council will take into account the following factors when setting the level of rates and charges:

- level of State and Commonwealth government funding;
- current economic climate;
- level of services to be delivered; and
- the capacity of the community to pay for those services.

Council aims to spread the rate burden across the community with those that have the greatest capacity to pay, paying more than those with a lesser capacity. Council must balance this principle with the benefit principle acknowledging that some groups of the community have a greater impact on services and derive a greater benefit from some services provided.

Council maintains a Rates & Charges Policy which sets out the property valuation base adopted by Council, the general rate applied to that base and any variations to the general rate. Council will review the Rates & Charges Policy as well as the property valuation base on a regular basis to ensure the most appropriate base is adopted. If Council determines to change the property valuation base, an appropriate community engagement process will be undertaken.

2.2.2 Fees & Charges Strategy

Council will review fees and charges each year with a view to balancing the community need for the service provided and the capacity of the community to pay for that service. Council adopts the general philosophy that users should pay for the service provided but recognises that full cost recovery is not possible in all situations.

Where Council enters into commercial lease arrangements, it is essential that sound commercial principles are applied to the transactions.

2. Financial Management Principles (continued)

2.2 Revenue Strategies (continued)

2.2.2 Fees & Charges Strategy (continued)

These include:

- a market appraisal of rental return;
- assessment of the required rate of return on assets; and
- application of consistent, contemporary lease terms and conditions.

This is particularly relevant for investments and leases entered into through Council's ambitious LIVING CITY project.

All property leases with community and sporting groups will comply with Council's adopted Lease Policy.

2.2.3 Other Revenue Strategy

Other significant revenue streams include investment income from dividends and grant revenue. Council holds a 5.46% equity investment in Tasmanian Water Corporation and a 43.45% share in Dulverton Regional Waste Management Authority. As part owners of these enterprises Council aims to ensure that future entitlements are maintained.

Grant revenue represents a small percentage of overall operating revenue, however Council will continue to review all funding opportunities and identify and apply for appropriate grant funding. The main source of grant income is the Financial Assistance Grant, administered by the State Grants Commission on behalf of the Federal Government. Council will continue to participate in the review of this grant and provide information to the State Grants Commission to assist it in determining the most equitable distribution of the funds.

Council will also continue to pursue grant funding for new capital projects identified.

2.3 Expenditure & Service Delivery Strategies

2.3.1 Service Delivery and Cost Management Strategy

Council will continually review service levels and delivery to ensure they are delivered as efficiently as possible and continue to meet the needs of the community. Council is focussed on developing a cost management culture across the organisation, encouraging all managers to be involved in minimising costs by accountability through the budget process, involvement with ongoing monitoring, reporting and forecasting processes.

At each budget cycle Council will consider the feedback received from the community through the various engagement opportunities to assess any potential changes to services.

Additional expenditure highlighted in new strategies developed through the year will be considered through the budget process.

2.3.2 Procurement Strategy

Council will comply with its Purchasing Policy and Code for Tenders and Contracts to ensure that expenditure is subject to the appropriate controls and represents the best value available.

2. Financial Management Principles (continued)

2.4 Prudent management of assets and liabilities, including debt and cash reserves

Council aims to maintain community wealth by ensuring that assets and liabilities are managed to provide sustainable service delivery, that is, ensuring that the assets used to support the service delivery continue to function to the determined level of service.

2.4.1 Asset Management Strategy

The key objective of Council's asset management processes is to maintain Council's existing assets at desired condition levels. The appropriate management of assets should ensure that they continue to deliver services into the future. To remain sustainable, Council must maintain its ability to meet the asset renewal requirements as outlined in its Long Term Asset Management Plans (LTAMP).

Council has an Asset Management Policy supported by a number of Asset Management Plans and an Asset Management Strategy which together form the framework for the asset management process. This documentation will be reviewed regularly to ensure compliance with relevant legislative requirements and contemporary asset management practices.

The Asset Management Policy aims to ensure adequate provision is made for the long-term replacement of major assets by:

- ensuring that Council's services and infrastructure are provided in a sustainable manner, with the appropriate levels of service for residents, visitors and the environment;
- safeguarding Council by implementing appropriate asset management strategies and appropriate financial resources for those assets;
- creating an environment where all Council employees take an integral part in overall management of Council's assets by creating and sustaining asset management awareness throughout the organisation by training and development;
- meeting legislative requirements for asset management;
- ensuring resources and operational capabilities are identified and responsibility for asset management is allocated;
- reporting on asset management performance; and
- demonstrating transparent and responsible asset management processes that align with demonstrated best practice.

The LTFP integrates the financial resources identified in the asset management plans with the overall financial operations of Council. To adequately plan for the future delivery of services, capital expenditure requirements as well as ongoing maintenance expenditure must be funded in the LTFP. When these elements are combined with the cost of providing other Council services, the complete funding requirements can be identified and planned for in a sustainable manner. It is critical for Council to understand the inter-relationship of the asset management framework and the financial management framework and to constantly work towards improving the quality of data contained within each and the level of understanding of both frameworks across the entire organisation. Actions to improve and refine the asset management framework are included in the Asset Management Strategy.

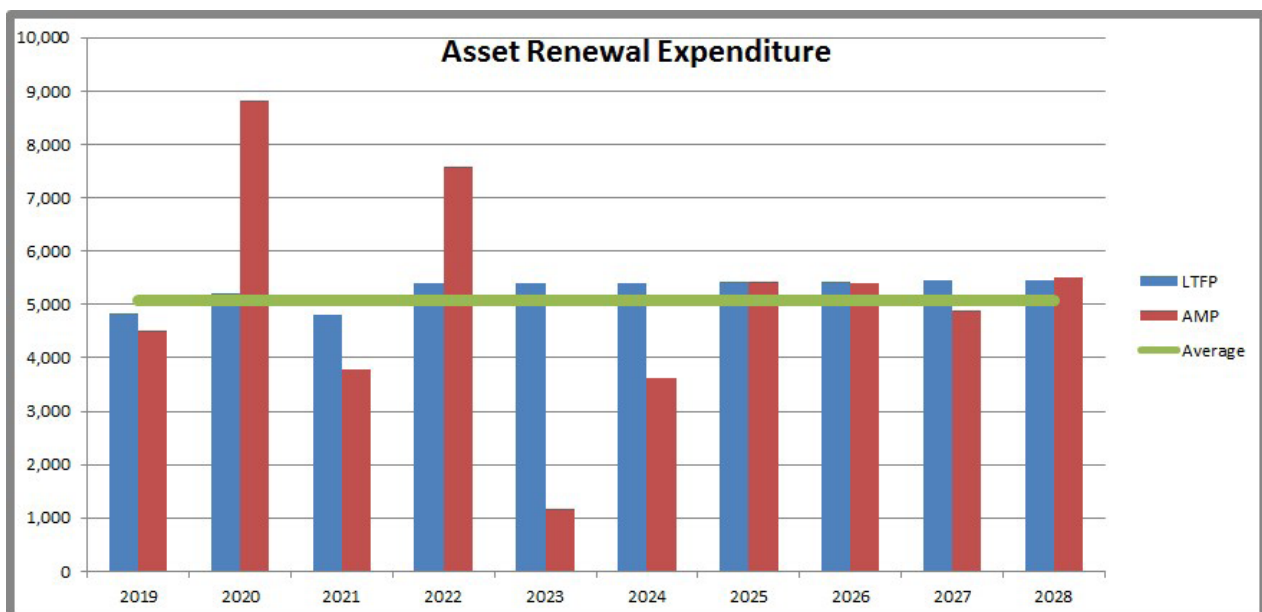
2. Financial Management Principles (continued)

2.4 Prudent management of assets and liabilities, including debt and cash reserves (continued)

2.4.1 Asset Management Strategy (continued)

The following table compares the total asset renewal requirements identified in the Asset Management Plans with the proposed asset renewal funding provided in the LTFP until 30 June 2028. The table does not include plant, furniture & fittings and cultural assets as these asset classes do not have a corresponding Asset Management Plan. This measurement is also expressed as the asset renewal funding ratio. The ratio for the period 2019 to 2028 is 104%, which exceeds the benchmark of between 90% and 100%.

The table shows that despite the spikes in renewal expenditure identified in the Asset Management Plans in 2020 and 2022, Council is planning to fund the required average asset renewal expenditure over the life of the LTFP.



2. Financial Management Principles (continued)

2.4 Prudent management of assets and liabilities, including debt and cash reserves (continued)

2.4.2 Investment Strategy

Cash reserves will be managed to achieve optimum investment returns and to ensure that cash is available when needed for planned expenditures.

Council will utilise the Cash Flow Projections contained in the LTFP to assist in the management of cash and investments and to maintain the minimum cash target.

Council has an Investment Policy to set parameters for investments which helps to ensure maximum return on the investment portfolio while managing the risk associated with this activity.

2.4.3 Debt Strategy

Council will consider the use of debt facilities to fund major new capital expenditure which provides benefits to ratepayers into the future. Where possible, Council will assess the term of the debt in relation to the life of the asset. The use of debt in this manner attempts to address the issue of inter-generational equity.

When considering new debt, Council will evaluate the impact of borrowing costs on the sustainability of current and future budgets and its capacity to repay the debt. The target interest coverage ratio will be used as part of this assessment.

Council will utilise the Cash Flow Projections contained in the LTFP to assist in the management of debt and cash reserves.

When borrowing, Council will raise all external debt at the most competitive rates and from sources available as defined by legislation.

2.4.4 Timely and accurate disclosure of financial information

In accordance with the Strategic Plan, Council will “practice excellence in governance”.

Council will prepare regular management reports that will be available to the public. The reports will contain a Summary Statement of Comprehensive Income, Statement of Financial Position, Capital Expenditure Report and other relevant financial data and commentary. Council will also prepare an Annual Plan and Estimates document that will set out the budget information for the next financial year and the goals and actions for that period.

Council will comply with all statutory requirements in relation to the preparation of its Annual Financial Statement and external audit and will maintain an Audit Panel to provide oversight of risk management and financial performance.

Council will prepare a progress report for the LIVING CITY project at least on a quarterly basis. The report will contain relevant financial information for the period.

2. Financial Management Principles (continued)

2.5 Key Financial Indicators and Targets

To remain financially sustainable, Council must have sufficient capacity to be able to manage future financial risks. To enable Council to measure performance in this area, the State Government identified a number of ratios and indicators that can be applied to all local government entities. These indicators are contained in the *Local Government (Management Indicators) Order 2014* and are included in Council's Annual Report. The indicators are also scrutinised by the Audit Office and are subject to commentary in the Report of the Auditor-General presented each year to State Parliament. The indicators can be summarised into three groups:

- financial operating performance;
- asset management; and
- liquidity.

Based on the results of these indicators, the Auditor-General assesses the financial sustainability risk of Council in relation to each of the categories.

The performance indicators and the relevant benchmarks and targets are noted in the overview section above and are discussed in more detail below.

2.5.1 Financial Operating Performance

Underlying Surplus Ratio

Benchmark: Between 0% and 15%

Target: Between 0% and 15%

This ratio serves as an overall measure of financial operating effectiveness. To assure long-term financial sustainability Council should budget and operate to break-even, thereby avoiding underlying deficits. Achieving a break even position indicates Council is able to generate sufficient revenue to fulfil the operating requirements including coverage of the depreciation expense. Breaking even is represented by an operating surplus ratio of zero.

The achievement of a positive result must always be balanced with the need to provide appropriate services to the community. The generation of excessively positive results for this ratio may indicate that Council is not funding adequate services and also not investing in existing assets to ensure the services can continue into the future. It may also indicate the imposition of a higher than required rate burden on current ratepayers, indicating that today's ratepayers may be subsidising the provision of future services.

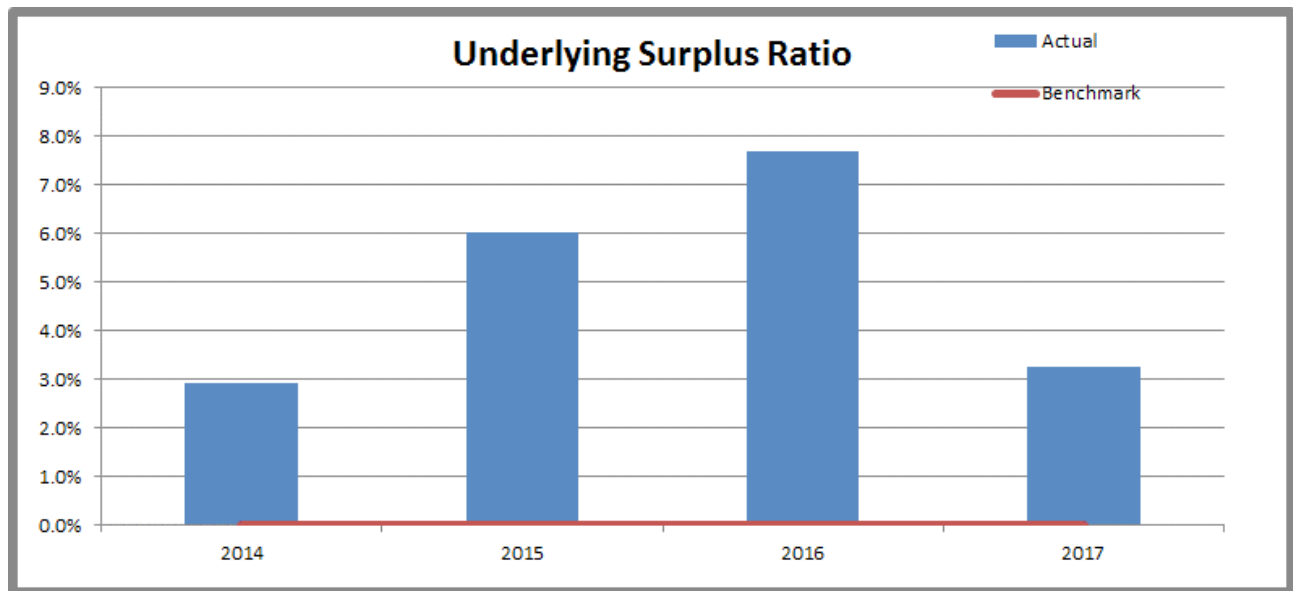
2. Financial Management Principles (continued)

2.5 Key Financial Indicators and Targets (continued)

2.5.1 Financial Operating Performance (continued)

The graph below shows the underlying surplus ratio over the past four years. On average Council has exceeded the benchmark of zero over the past four years.

The LTFP includes projections of this ratio for the next ten years.



2. Financial Management Principles (continued)

2.5 Key Financial Indicators and Targets (continued)

2.5.2 Asset Management Performance

Asset Sustainability Ratio

Benchmark: 100% of Depreciation

Target: Between 60% and 100% of Depreciation

The Asset Sustainability Indicator compares the rate of capital spending through renewing, restoring and replacing existing assets, with the value of depreciation. The benchmark assumes that if capital expenditure on renewing or replacing existing assets is at least equal to depreciation on average over time then Council is ensuring the value of existing stock of physical assets is maintained. This assumption is relevant to a stable level of assets with minimal additional new assets. Typically, new assets require less renewal expenditure in the early years of the assets life, however the depreciation expense will increase with new asset stock. This will logically increase the amount required to be spent on renewing assets in accordance with this ratio benchmark, however this may not actually be the case.

Council maintains asset management plans for all major classes of assets. These Plans include estimates of capital expenditure and maintenance required to responsibly manage asset stocks for the next 20 years and are based on expert technical considerations and applicable industry standards. The information contained in these Plans feeds into the five year capital program used in the LTFP. Council believes these Plans provide a sound basis for calculating the actual level of capital expenditure on renewal and replacement of assets into the future. A summary of the comparison of required spending on asset renewals identified in the Asset Management Plans and funding allocated in the LTFP is shown on page 9.

Over the past four years, Council has embarked on a substantial capital expenditure program with a significant investment in new capital projects. Council is also committed to the progression of the LIVING CITY program which will involve substantial capital investment in new assets. Increased spending on new assets, increases the level of depreciation and maintenance expenditure. Council has recognised this increased expenditure in the LTFP. In addition, Council maintains a large stock of stormwater assets. The annual depreciation expense for this asset class is approximately \$1.1million and if Council is to meet the required benchmark, this amount will need to be spent on renewing assets each year. These assets are typically long lived assets, the majority were installed in the 1950's. The Asset Management Plan indicates that the assets will not expire until 2030, that is, as long as they are adequately maintained the assets should not require renewal until this time. The expenditure on renewing existing stormwater assets at present is focussed on replacing assets that have failed prematurely.

Council has set a target range lower than the benchmark for the reasons outlined above. Council also acknowledges that according to the criteria established by the Auditor-General, a ratio that is at the lower end of the target range indicates a medium financial sustainability risk.

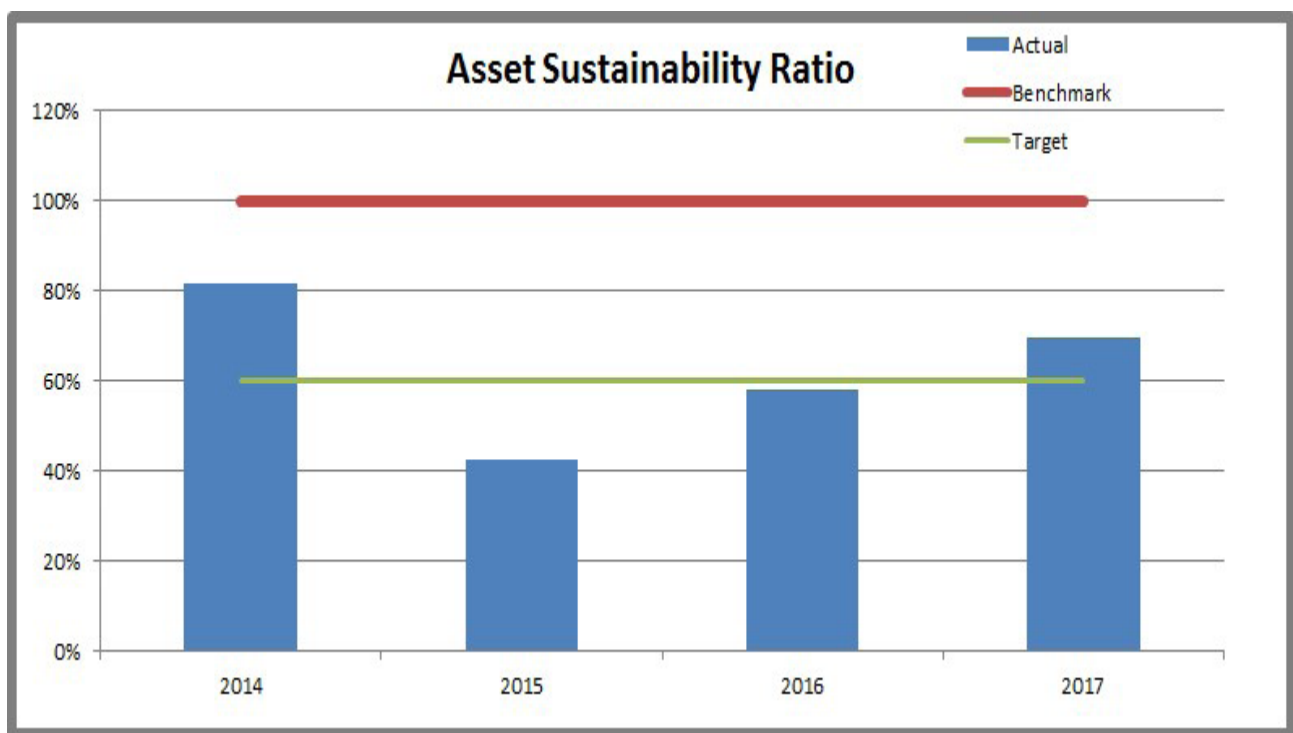
2. Financial Management Principles (continued)

2.5 Key Financial Indicators and Targets (continued)

2.5.2 Asset Management Performance (continued)

Underlying Surplus Ratio

The graph below shows the consolidated asset sustainability ratio over the past four years.



2. Financial Management Principles (continued)

2.5 Key Financial Indicators and Targets (continued)

2.5.2 Asset Management Performance (continued)

Asset Consumption Ratio

Benchmark: Between 40% and 60%

Target: Between 40% and 60%

This ratio indicates the average percentage of remaining useful life of Council's assets, or, the average proportion of new condition left in assets. The higher the percentage, the greater future service potential is available to provide services to ratepayers. The ratio provides a guide or indicator of future renewal requirements.

Whilst this ratio is calculated for all asset classes, as shown in the graph, the focus is predominately on the roads asset class as this is typically the largest. At 30 June 2017, Council's road consumption ratio was 45%, indicating a moderate financial sustainability risk. The ratio has remained constant over the past four years

This ratio is impacted by several factors including:

- capital expenditure, both renewal and new;
- componentisation of complex assets and subsequent adjustment to useful lives;
- reliance on financial and asset management plans; and
- growth periods in the City's history.

As part of the annual review process, Council consider the adequacy of the useful lives attributed to each asset class. There is increased focus at present on breaking down, or componentising, complex assets, particularly road assets. This allows Council to attribute varying useful lives to individual components of the one asset, better reflecting the actual renewal cycle. In relation to this ratio, the longer life remaining on an asset, generally will result in a higher percentage.

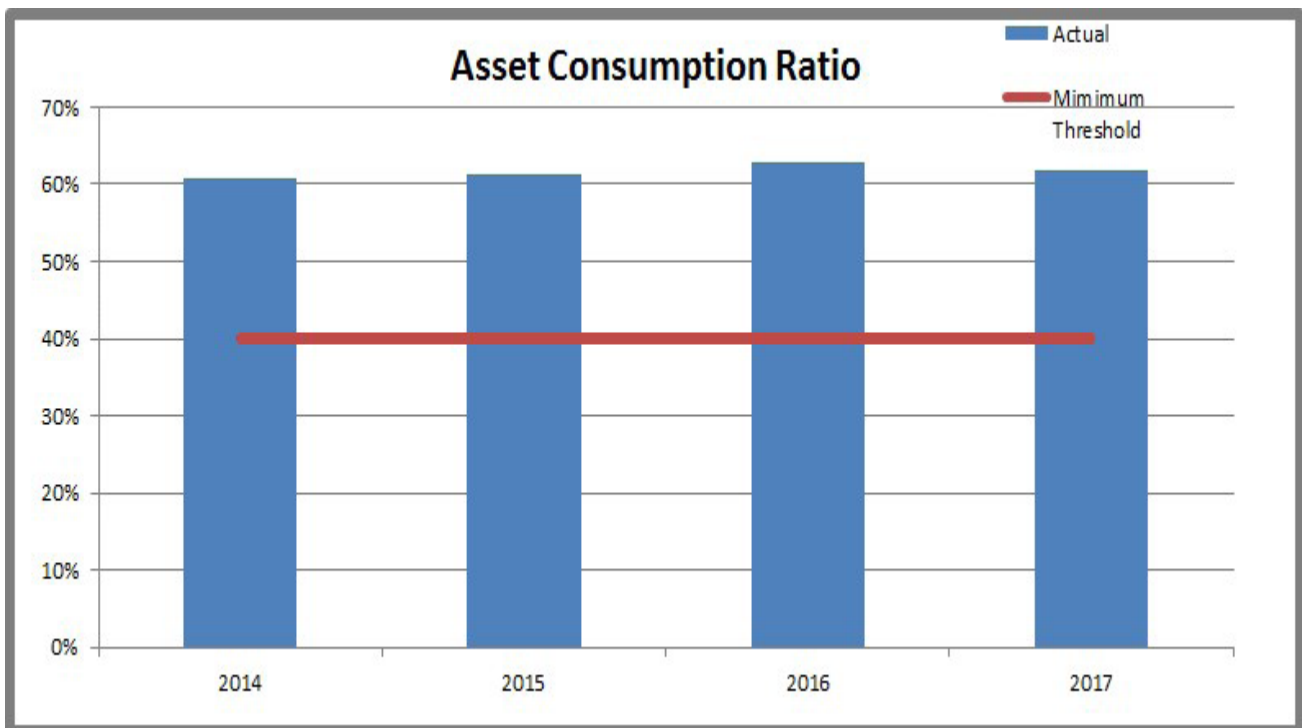
Council will continue to review asset lives and investigate further componentisation of assets as part of its regular annual review process. Council will also continue to refer to Asset Management Plans to responsibly manage assets in the future.

2. Financial Management Principles (continued)

2.5 Key Financial Indicators and Targets (continued)

2.5.2 Asset Management Performance (continued)

Asset Consumption Ratio



2. Financial Management Principles (continued)

2.5 Key Financial Indicators and Targets (continued)

2.5.2 Asset Management Performance (continued)

Asset Renewal Funding Ratio

Benchmark: Between 90% and 100%

Target: Between 90% and 100%

This ratio measures Council's capacity to fund future asset replacements requirements. An inability to fund future requirements will result in revenue, expenditure or debt consequences, or a reduction in service levels.

This ratio links the planned asset replacement requirements contained in the Asset Management Plans with the planned asset replacement expenditure contained in the LTFP. As shown in the table on page 9, the LTFP indicates Council will meet the benchmark for this ratio over the life of the Plan. Asset replacement expenditure shown in the LTFP for 2018 to 2022 is based on a detailed five year Capital Works Program. After the initial five years, Council has assumed 100% of depreciation will be attributed to capital expenditure with approximately 80% applied to asset renewals and 20% allocated to new assets. As Council reviews the useful lives of assets and updates the Asset Management Plans, required future capital replacements will be adjusted accordingly.

2.5.3 Liquidity Ratios

Net Financial Liabilities Ratio

Benchmark: Between 0% and -50%

Target: Between 0% and -50%

This ratio indicates the net financial obligations of Council compared to the operating income in any one year. Where the ratio is positive, it indicates that liquid assets (cash and receivables) exceed total liabilities. Conversely a negative ratio indicates an excess of total liabilities over liquid assets meaning that, if all liabilities fell due at once, additional operating revenue would be needed to fund the shortfall in liquid assets.

Council has consistently recorded a ratio within the target range and has been assessed as being a low financial sustainability risk from a net financial liabilities perspective. Council refinanced its debt in July 2016 to take advantage of lower interest rates. Interest rate swaps have been entered into to protect Council from interest rate rises. The additional borrowings required to progress Stage 1 of LIVING CITY have been factored into the Long Term Financial Plan. It is anticipated that Council will exceed the benchmark for this ratio due to the increased borrowings, however proceeds of asset sales and regular principal repayments will see the result gradually improve over the next 10 years.

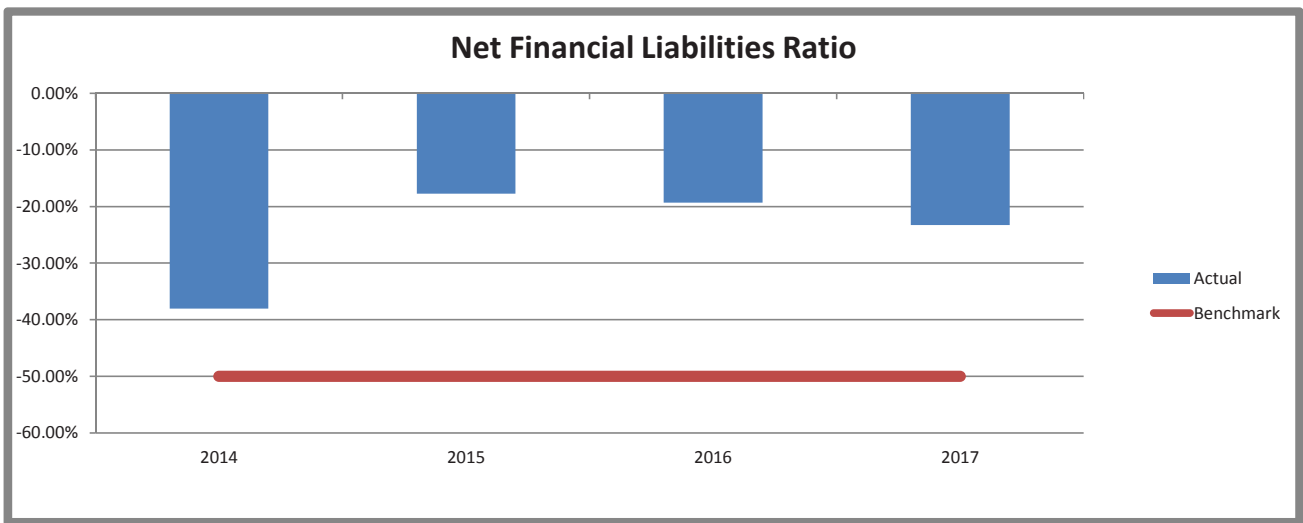
It is anticipated that Council will exceed the benchmark for this ratio due to the increased borrowings, however proceeds of asset sales and regular principal repayments will see the result gradually improve over the next 10 years.

2. Financial Management Principles (continued)

2.5 Key Financial Indicators and Targets (continued)

2.5.3 Liquidity Ratios (continued)

Net Financial Liabilities Ratio (continued)



2. Financial Management Principles (continued)

2.5 Key Financial Indicators and Targets (continued)

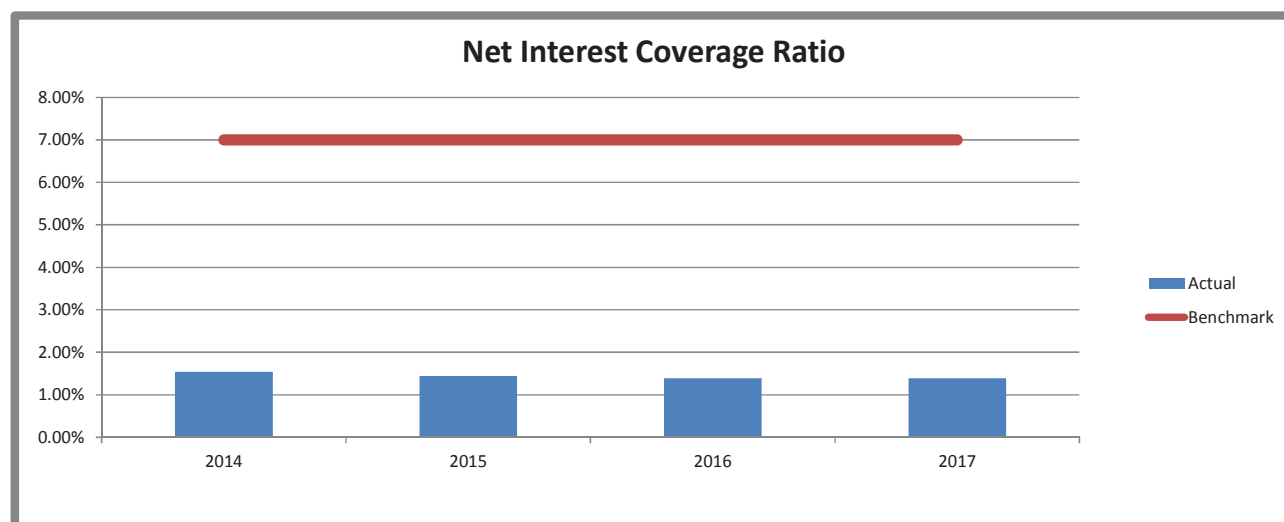
2.5.3 Liquidity Ratios (continued)

Net Interest Cost Ratio

Benchmark: 7%

Target: 5%

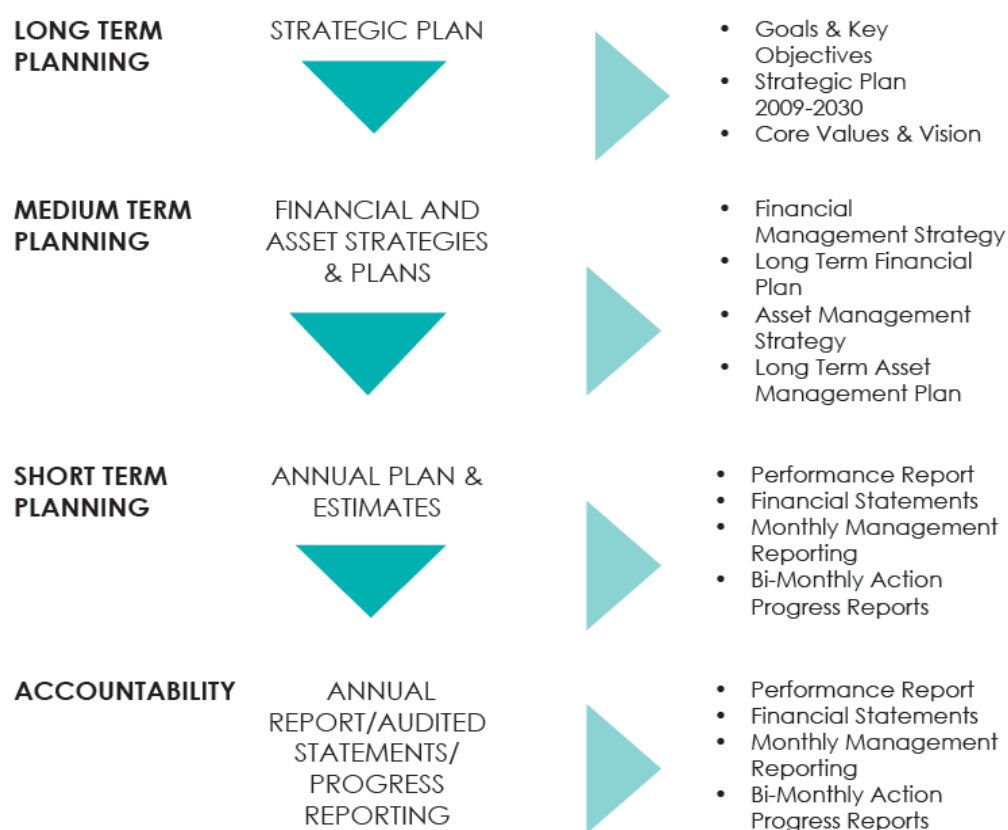
This ratio measures the ability of Council to meet its net interest obligations from its operating revenue. Treasury use this measurement when assessing loan requests and set the benchmark at net interest cost of 7% of recurrent revenue or less. Over the past 4 years the actual ratio is well below the benchmark of 7%. As Council will continue to borrow to fund progression of the LIVING CITY project, this ratio will be calculated and reported by Council.



Appendix A: Long Term Financial Plan

Introduction

Long term financial planning is a key element of the integrated planning and reporting framework. The LTFP demonstrates Council's medium to long term financial sustainability, allows early identification of financial issues, shows the linkages between specific plans and strategies and enhances the transparency and accountability to the community. The following figure illustrates the integration of Council's reporting framework.



The Plan includes operational and capital expenditure to progress the LIVING CITY project into Stages 2 and 3. Council have brought forward Stage 3 Waterfront development following and Expression of Interest process undertaken in 2017. Stage 2 relates to retail development on the existing LINC site and Griffith Street.

As part of the 2015/16 Federal Budget, Council was awarded \$9,999,999 grant funds as part of the National Stronger Regions Funding. The State Government also committed to supporting the project with a grant of \$13,000,000 and Treasury has approved Council's borrowing allocation of up to \$40,500,000. It is anticipated that Council will draw down up to \$39,000,000 in order to complete construction of Stage 1 of the project. The full construction costs and subsequent projected revenues and expenditure have been included in the Plan. The projected savings from the refinancing of Councils' existing debt has been factored into the Plan.

Appendix A: Long Term Financial Plan

Introduction (continued)

The Plan also includes the impact of the decision by TasWater to reduce dividends to owner councils by one third from 1 July 2018. The impact of this decision is to reduce revenue by \$546,000 pa and it is assumed that revenue will remain at this reduced level for the remainder of the Plan.

The Plan has been determined with reference to documentation released by the Auditor-General, the Institute of Public Works Engineering Australia and the working group established by the Local Government Financial and Asset Reform Project.

Appendix A: Long Term Financial Plan

Overview of the Long Term Financial Plan

	2016/17 Actual	2017/18 Budget	2017/18 Forecast	2018/19 Budget	2019/20 Forecast	2020/21 Forecast	2021/22 Forecast	2022/23 Forecast	2023/24 Forecast	2024/25 Forecast	2025/26 Forecast
	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M
Recurrent Revenue	41.19	38.42	41.17	40.58	41.08	41.43	41.59	41.68	41.78	41.86	41.94
Recurrent Expenses	39.13	39.02	39.01	40.43	40.63	41.00	40.76	40.88	40.77	40.79	40.78
Operating Result	2.05	(0.60)	2.16	0.15	0.46	0.43	0.84	0.80	1.02	1.07	1.17
Underlying Surplus/(Deficit)*	1.22	(0.00)	0.55	0.15	0.66	0.43	0.84	0.80	1.02	1.07	1.17
Capital Expenditure:											
Carry forwards	0.00	14.34	10.00	15.00							
Renewal	5.58	6.21	6.21	6.16	6.18	6.34	6.75	5.62	7.68	7.69	7.71
New	25.33	42.71	32.05	5.70	9.73	10.44	3.41	2.29	1.81	1.82	1.82
Total Capex	30.91	63.26	48.26	26.86	15.91	16.78	10.16	7.91	9.49	9.51	9.53
Cash Balance	16.13	8.45	16.05	15.24	13.39	10.72	10.06	11.60	11.76	12.04	12.38
Net Debt Ratio	-9%	-129%	-73%	-101%	-100%	-101%	-97%	-89%	-83%	-78%	-72%

* This amount is adjusted for non recurring events and Grants paid in advance

Appendix A: Long Term Financial Plan

Overview of the Long Term Financial Plan (continued)

The above summary highlights the annual operating result, the underlying surplus/(deficit), the total estimated capital expenditure, split between renewal and new, and the anticipated cash balance at the end of each financial year. The summary includes the actual result for the 2016/17 financial year, adopted budget for 2017/18 year, forecast for 2017/18 year and projections for the following ten years.

The Plan identifies that Council will have an operating surplus and a small underlying surplus in all years of the Plan. The projected car parking revenues for the CBD carpark have been factored in over 4 years reflecting a conservative estimate of the utilization of the new facility.

Capital expenditure is in accordance with the current 5 year capital program and targeted capital expenditure for the remaining period.

The Long Term Financial Plan takes into account the financial impact of the following changes to services/commitments:

- relocation to and operation of the paranple centre;
- consolidation of Visitor Information Services, Art Gallery and Entertainment Centre into the paranple arts centre;
- lease of the Food Pavilion;
- progression of the Stage 3 of the LIVING CITY project; and
- ongoing maintenance and additional depreciation on all new capital expenditure.

Financial Projections

The financial statements included in the Plan reflect the projected financial position of the Devonport City Council over the next ten years.

The Plan includes:

- Estimated Statement of Comprehensive Income
- Estimated Statement of Cash Flow
- Estimated Statement of Financial Position

Appendix A: Long Term Financial Plan

Opportunities/Challenges

The financial projections are based on current knowledge and may be impacted by future changes to operating conditions and Council decisions. Some of the potential impacts are noted below.

Population

The Asset Management Plans include a modest increase in the City's population from approximately 25,000 residents to 27,100 in 2029. It is anticipated that this increase in population will be supported by green-field development meaning there will be an increase in the rate base and, in turn, the revenue that can be generated. Council will also take on gifted assets such as roads and stormwater from these developments, which will add to the maintenance and operational expenditure of Council as a whole. The growth in rate revenue and the increased costs associated with gifted assets has been factored into the Plan.

Changing Demographics

The population mix has changed considerably over the last 30 years with the trend towards an aging population set to continue. This may impact on the services and programs offered and the facilities provided by Council. The general focus on health and wellbeing of the entire population, and not just the older members of the community, may lead to increased provision of walking/cycling tracks and sporting and recreational facilities. The Plan does not include a change to the service levels and programs currently offered to take account of potential changing demographics.

Government Policy

Council is currently reliant on both the Federal and State Governments for external grants. The amount of funding and the timing of funding is dependent on budget decisions at both the Federal and State level. Changes in government policy and the impact of cost shifting from one level of government to another can have major implications on the future financial sustainability of Council. It has been assumed that current government policy will remain constant over the life of the Plan.

Climate Change

Council is facing potential impacts from climate change across several aspects of its operations which may impact on the Plan. These include:

- changes to the coastal environment and therefore appropriate development of these areas;
- changes to the size and use of parks and reserves surrounding vulnerable areas;
- lifestyle decisions by ratepayers, increased use of water tanks and the ability to reuse water and the potential related positive impact on the stormwater system;
- increased number and intensity of natural disasters such as storms and fires.

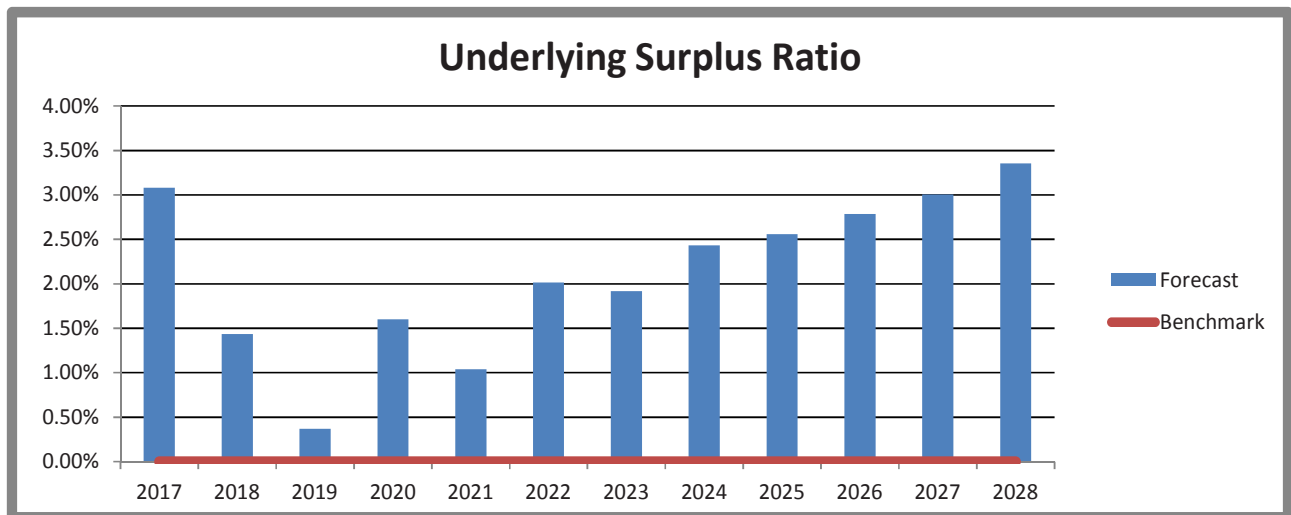
Indexation

All figures are expressed in current values. Revenue and expenses have not been indexed for CPI. Any increases in revenue or expenses are the result of a change in operations or service levels. It is acknowledged that some revenues and expenses will increase by more than CPI, however it has been assumed that other expenses will increase at a lower rate and these will offset over the term of the Plan.

Appendix A: Long Term Financial Plan

Sustainability Indicators

Underlying Surplus Ratio

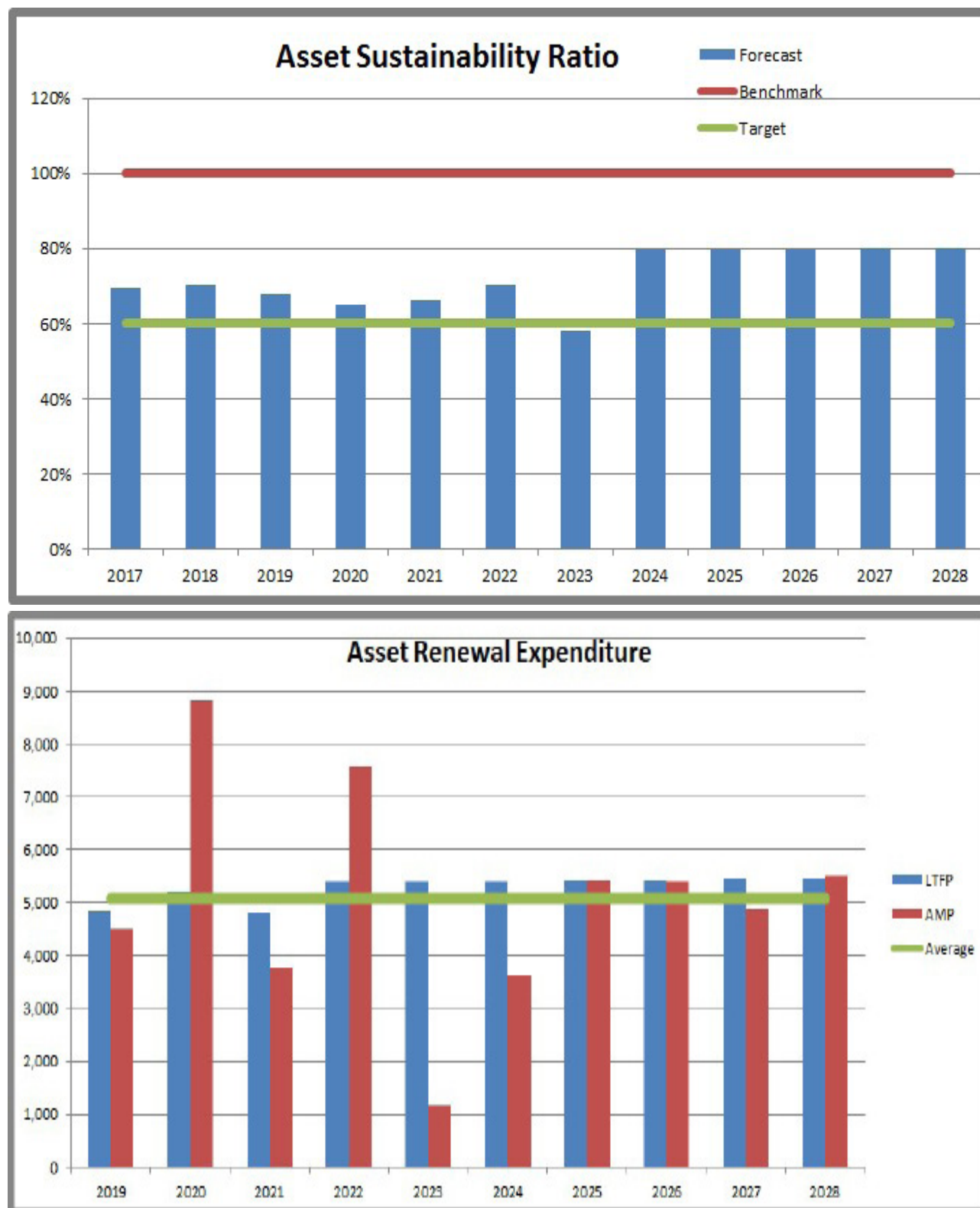


As mentioned earlier, this indicator is a basic measure of financial sustainability. The strong underlying operating surplus in 2016/17 reflects actual results. The 2018 year represents the forecast position for the year end and reflects a break even underlying surplus position. The remaining years show a positive underlying operating surplus despite the recognition of new operating costs associated with LIVING CITY Stage 1.

The Plan includes the loss of \$546,000 revenue from TasWater in 2018/19 and a 2% increase to the General rate in the same year. A 1% increase in the General rate has been included in both 2019/20 and 2020/21. A conservative estimate of rate increases in relation to proposed development in the CBD is also included.

Appendix A: Long Term Financial Plan

Asset Renewal Funding Ratio and Asset Sustainability Ratio



Appendix A: Long Term Financial Plan

Asset Renewal Funding Ratio and Asset Sustainability Ratio (continued)

The asset sustainability ratio, compares the rate of capital spending through renewing, restoring and replacing existing assets, with the value of depreciation. The expenditure on renewing the asset base reflected in the Plan averages between approximately 60% and 80% of the relevant depreciation expense over the years from 2019 to 2028. This figure is below the benchmark set by the Auditor-General, but generally within the DCC target range of 60% to 100%. According to the criteria for assessing financial sustainability established by the Auditor-General, this indicates a medium financial sustainability risk.

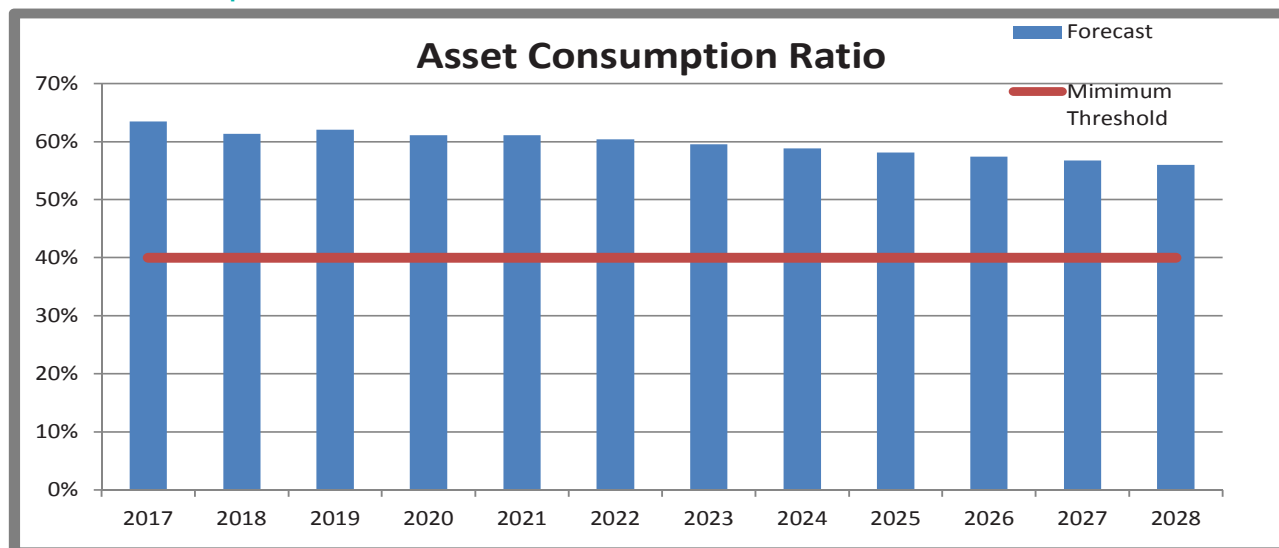
In the commentary included in the Financial Management Strategy, Council has set a target below that set by the Auditor-General as the Asset Management Plans indicate that there is no requirement to renew stormwater assets at this stage, however the asset class carries a depreciation expense of approximately \$1,000,000. This has a significant impact on the calculation of this ratio. The other influence is the increased expenditure on new assets in recent years with the Mersey Bluff redevelopment, the Aquatic Centre and the purchases of properties for the LIVING CITY project. This expenditure results in additional depreciation expense but does not necessarily translate into an increased renewal requirement.

The asset renewal funding ratio measures the planned expenditure on renewing assets in the Long Term Financial Plan with the projected renewal expenditure as determined in the Asset Management Plans. As discussed earlier this document demonstrates that Council plan to adequately fund capital renewal requirements as identified in the Asset Management Plans.

It should be noted that the Plan allows for maintenance on the majority of new capital expenditure. This maintenance expenditure may reduce the level of renewal expenditure required in the future.

Appendix A: Long Term Financial Plan

Asset Consumption Ratio



The asset consumption ratio shows the depreciated replacement cost of Council's depreciable assets relative to their replacement value.

Council is meeting the benchmark of between 40% and 60% considered appropriate for this ratio, however the ratio is declining and Council must continue to closely monitor the ongoing maintenance and condition of assets to ensure they are adequately renewed. Close scrutiny is paid to the asset consumption ratio for roads as this is a major asset class.

At 30 June 2017, the road consumption ratio was 45% and is consistent over the past 4 years.

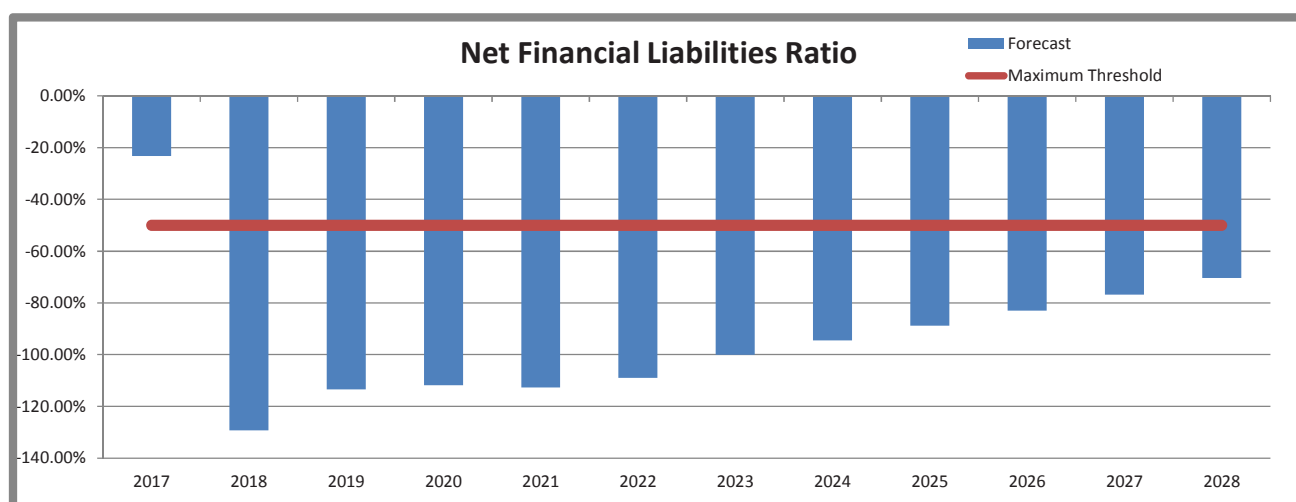
In 2014 DCC engaged contractors to conduct a road condition survey, which included evaluation of the pavement condition, between 1 (new condition) and 5 (requires renewal or replacement).

The average condition was 2.2, which indicated the road network was in reasonable condition.

The recent Road Management in Local Government review undertaken by the Tasmanian Audit Office also concluded that Council roads are in a reasonable condition, but recommended that Council review the level of renewal.

Appendix A: Long Term Financial Plan

Net Financial Liabilities Ratio



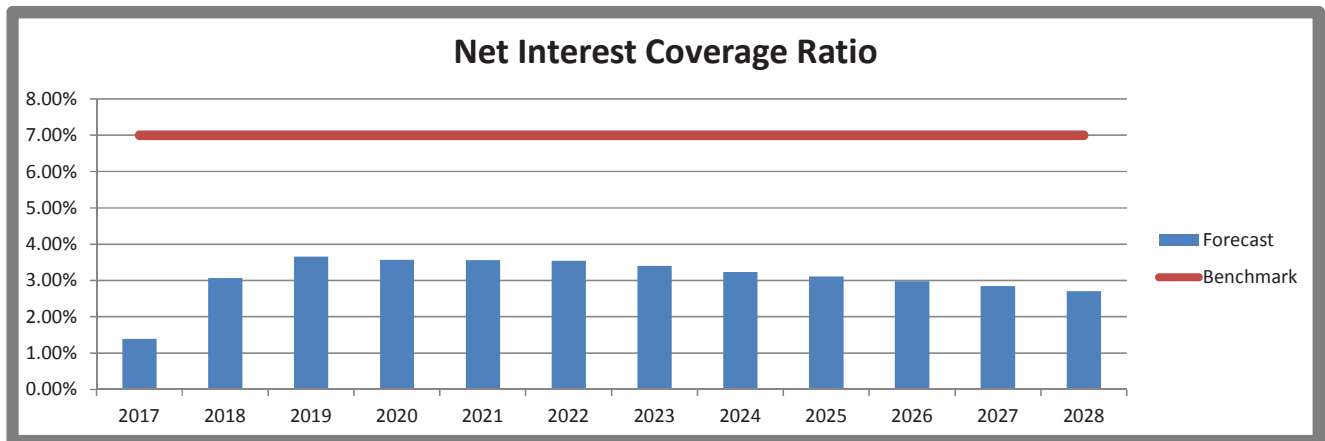
Net Financial Liabilities represent the total value of liabilities less cash and receivables. The net financial liabilities ratio increases in 2018 which reflects the additional borrowings in relation to Stage 1 of LIVING CITY. The total additional borrowings for Stage 1 is expected to be \$39,000,000.

The forecast for the ratio exceeds the benchmark range and the target range set by Council from 2018, which was acknowledged in the LTFP presented to Council in March 2016. The Treasurer has approved the additional borrowing limit despite this result. The Plan includes substantial reduction of the loan balance over the 10 years with the sale of land and buildings and regular principal repayments factored into future cash flows.

Based on the Plan the cash balance will stay above the target balance of \$3,000,000 for the duration of the Plan.

Appendix A: Long Term Financial Plan

Net Interest Cost Ratio



As demonstrated, the net interest cost to Council is well below the benchmark of 7% of recurrent revenue. At the current borrowing levels, Council can comfortably meet its net interest obligations from ongoing operations. This ratio takes into account the additional interest relating to the increased borrowings.

Appendix A: Long Term Financial Plan

Estimated Statement of Comprehensive Income

	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan
	'\$000	'\$000		'\$000	'\$000	'\$000	'\$000	'\$000	'\$000	'\$000	'\$000	'\$000	'\$000
Recurrent income													
Rates and service charges	27,334	27,227	27,350	27,912	28,254	28,551	28,750	28,830	28,910	28,990	29,070	29,150	29,230
Fees and charges	6,416	6,418	6,500	7,028	7,097	7,197	7,197	7,197	7,197	7,197	7,197	7,197	7,197
Government Grants	3,201	1,133	3,143	2,299	2,299	2,299	2,299	2,299	2,299	2,299	2,299	2,299	2,299
Contributions	205	50	50	35	35	35	35	35	35	35	35	35	35
Investment revenue	2,958	2,566	3,095	2,186	2,162	2,111	2,074	2,085	2,102	2,103	2,105	2,108	2,114
Other revenue	1,072	1,028	1,028	1,117	1,238	1,238	1,238	1,238	1,238	1,238	1,238	1,238	1,238
Total recurrent income	41,186	38,423	41,166	40,576	41,085	41,431	41,593	41,684	41,781	41,862	41,944	42,027	42,113
Recurrent expenses													
Employee costs	11,440	12,041	11,400	12,002	12,016	12,035	12,052	12,069	12,080	12,089	12,098	12,107	12,116
Materials and services	12,666	12,836	13,701	13,292	13,310	13,559	13,346	13,363	13,374	13,383	13,392	13,401	13,360
Depreciation	8,395	8,816	8,520	9,140	9,438	9,542	9,576	9,599	9,617	9,635	9,653	9,672	9,690
Finance costs	2,736	1,503	1,503	1,904	1,880	1,840	1,800	1,760	1,710	1,660	1,610	1,560	1,510
Levies & taxes	3,302	3,440	3,395	3,566	3,566	3,566	3,566	3,566	3,566	3,566	3,566	3,566	3,566
Other expenses	1,042	1,015	1,020	1,137	1,029	1,069	1,026	1,138	1,029	1,069	1,069	1,069	1,069
Internal charges	(446)	(632)	(530)	(611)	(611)	(611)	(611)	(611)	(611)	(611)	(611)	(611)	(611)
Total expenses	39,135	39,019	39,009	40,430	40,628	41,000	40,755	40,884	40,765	40,791	40,777	40,764	40,700
Surplus/(Deficit) before Capital Items													
Capital Items													
Net Gain/(Loss) on disposal of assets	(1,242)	(537)	(2,237)	(397)	(3,200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)
Change in Value of Investments	798	141	400	400	400	200	200	200	200	200	200	200	200
Capital Grants & Contributions	6,482	9,511	9,807	2,555	4,774	5,774	774	774	774	774	774	774	774
Change in Value - Investments	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Surplus/(Deficit)	8,088	8,519	10,127	2,704	2,431	6,205	1,612	1,574	1,790	1,845	1,941	2,037	2,187

Appendix A: Long Term Financial Plan

General Assumptions

Indexation

All data is expressed at current value, that is, data relating to prior years is as stated in the Annual Report for that year and all projections are expressed in 2017/18 values. Revenue and expenses have not been indexed for CPI. Any changes in revenue or expenses in excess of or below CPI are explained below.

Rounding

All amounts in the Plan are rounded to the nearest \$1,000. Any rounding errors have been corrected in the Plan.

Specific Assumptions

Rate & Service Charges

Council currently has two rating categories – general and service rates.

General rates are levied based on the Annual Assessed Value of properties, as determined by the Valuer General. Council adopts differential rating based on the use of the property/land.

The service rates cover waste management.

The Plan assumes that rates and waste management charges will not increase by more than CPI in any year. During 2015/16 Council changed its rating methodology and introduced a \$300 fixed charge and a change cap. The Plan assumes the fixed charge will remain in place at the current level and the change cap will be removed in 2018/19. Supplementary rates are included in each year and take into account both historical trends, predictions for future population growth and construction in the CBD in relation to LIVING CITY Stages 1 and 3. The Plan includes a 1% increase in the general rate in the dollar for 2019/20 and 2020/21.

The changes made to the commercial waste management charge in 2017/18 are assumed to continue throughout the Plan and the change cap will be reviewed annually.

Fees and Charges

This category covers a wide range of Council services including revenue from:

- planning and development applications;
- inspections;
- transfer station;
- animal registrations;
- parking fees and fines; and
- admissions relating to various Council owned facilities, eg, Devonport Recreation Centre and the Devonport Entertainment and Convention Centre, etc.

It has been assumed that parking revenue in relation to the CBD car park will be recognized progressively over 4 years. All changes to rental income from commercial properties have been factored into the Plan. Other levels of fees and charges are anticipated to remain constant over the Plan.

Appendix A: Long Term Financial Plan

Specific Assumptions (continued)

Grant Income

Operating grants are received from both State and Federal Government for the purpose of delivering Council services.

The main source of grant revenue is from the State Grants Commission (SGC) in the form of Financial Assistance Grants (FAG).

From the 2018/19 year onwards, the level of FAG revenue has been maintained at the 2017/18 level, that is, no increase has been factored into the Plan for this item of revenue.

Investment Revenue

Interest Income

Interest on investments has been calculated on the estimated average cash balance. Historically, cash levels are higher in the first half of the financial year than in the second, due to the timing of rate receipts and Council's capital expenditure program. An average interest rate of 2.25% has been used to forecast interest revenue in the Plan. Interest Income fluctuates over the term of the Plan due to changing investment balances.

Dividends Received

Dividends from TasWater are based on advice received from the entity and take into account the proposed distribution from 2015/16 to 2017/18 based on the reduced charges recommended by the Economic Regulator. The total distribution from TasWater has been reduced by \$546,000 and it is assumed it will remain at this level for the remainder of the Plan.

Distribution from Dulverton Regional Waste Management Authority based on the latest advice received from the entity.

Other Revenue

This category includes commission received through operations of the Devonport Entertainment Centre and the Visitor Information Centre, recoveries from the Monetary Penalties Enforcement Service, and minor sundry income.

The current management agreement with Belgravia to manage Splash – leisure and aquatic centre allows Council to recover utility costs in relation to the centre. Belgravia has recently been appointed for a further period of 5 years ending in 2023. It is assumed that the recoveries will continue for the remainder of the Plan.

Appendix A: Long Term Financial Plan

Specific Assumptions (continued)

Service Levels and New Developments

The Plan assumes existing service levels will remain constant throughout the period. As stated in the Introduction, expenditure on new capital will result in increased operational expenditure in the future. Allowance has been made for the additional operating, maintenance and depreciation costs associated with capital expenditure on new assets.

Maintenance costs on these developments and any other new capital expenditure has been allowed for at the following rates:

- Roads & Stormwater 1.0% of new capital expenditure; and
- Facilities and Open Space 1.0% of new capital expenditure.

The additional maintenance costs have been allocated evenly across employee benefits and general materials. This allows for a real increase in the number of employees and an increase in the cost of materials due to additional materials being required to undertake this additional work.

Additional operational and maintenance costs in relation to the paranapple centre, paranapple convention centre and paranapple arts centre have been included in the Plan.

Council is consistently focused on ensuring services are delivered as efficiently and effectively as possible. This involves regular reviews of service levels and the method of delivery to ensure costs are kept at sustainable levels.

Employee Benefits

Employee benefits include salaries and wages and all employment related expenses including payroll tax, employer superannuation, leave entitlements, fringe benefits tax, workers compensation insurance and professional development.

Employee benefits increase annually over the duration of the Plan and represent the increased maintenance required on new capital expenditure. The additional employee numbers to perform these maintenance tasks have not been quantified, however the costs are relative to historical data.

Materials and Services

This category of expenditure covers a wide range of costs and represents the majority of Council's day to day operational expenditure. Despite constant cost increases, the cost management culture evolving throughout Council aims to maintain the level of expenditure in materials and services costs in line with CPI, with adjustments only being made for known variances. These include:

- timing of expenditure for increased valuation costs;
- additional savings to offset the loss of TasWater dividends; and
- movements in the management fee paid to Belgravia in relation to Splash.

This category also includes the additional cost of materials associated with maintenance of new capital expenditure.

Appendix A: Long Term Financial Plan

Specific Assumptions (continued)

Depreciation

Depreciation expense is based on the current written down value of property, plant and equipment, increased for new capital additions. The asset base has not been indexed or revalued in this Plan so as to remain consistent in the presentation of figures in real dollar terms.

The amount of depreciation is expected to increase at a rate of approximately 1% of the value of the related year's capital expenditure estimates, and as such depreciation costs will continually increase over the life of the Plan.

Depreciation is expected to increase as a result of new buildings and infrastructure within Stage 1 of LIVING CITY.

Finance Costs

Finance costs include interest expense on borrowings and general bank charges across Council accounts. Interest expense over the period of the Plan is based on existing and new debt requirements.

Levies and Taxes

Council rates, land taxes and fire service levies are included in this category of expenditure. Council rates are shown on Council owned properties to reflect the total cost of operating these facilities. Land tax and fire service levies are based on the assessment received from the State Government.

While Council is planning to dispose of surplus properties, it is not anticipated that the sales will have a material impact on the level of rates or land tax.

Other Expenses

This category includes expenses relating to elected members, donations and sponsorships payable to community organisations and rate remissions.

It is expected that these costs will remain constant over the life of the Plan with the only exception being that every fourth year costs will increase to reflect the holding of Council elections.

Internal Charges

The balance shown in this category represents internal charges for plant hire, allocation of employee on-costs and distribution of overheads for the Infrastructure and Works Department applicable to capital jobs.

The dollar amount recharged to capital jobs is directly related to the amount of time Council staff spend on capital jobs.

Capital Grants

It is assumed the Roads to Recovery program from 2018/19 revert to the historical funding level for the remaining life of the Plan.

Appendix A: Long Term Financial Plan

Specific Assumptions (continued)

LIVING CITY Project

Council is committed to progressing the LIVING CITY project and the Plan reflects the estimated income and expenditure for the project as is known at the time of writing.

Revenue includes all current rental income in relation to the strategic properties purchased as part of the project and all holding costs. Assets and borrowings in relation to the project are reflected in the Estimated Statement of Financial Position.

The following assumptions relate specifically to LIVING CITY:

- Revenue and expenditure from various components of Stage 1 have been incorporated into the Plan;
- Revenue from the new car park will not reach total projected levels for 4 years;
- Harris Scarfe rental income will continue, however the business will relocate from 26 Best Street to 17 Fenton Way during 2018/19;
- It is assumed that Council will dispose of land for the hotel development in 2019/20 for \$1,000,000.
- Construction of Stage 3 will progress as planned; and
- Council will borrow up to \$39,000,000 to construct Stage 1, at a rate of 3.2% over the 10 years.

Appendix A: Long Term Financial Plan

Estimated Statement of Cash Flows

	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan
	\$'000	\$'000		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities													
Receipts													
Rates and user charges	31,902	33,180	33,850	34,464	34,875	35,272	35,471	35,551	35,631	35,711	35,791	35,871	35,951
Government grants	3,200	1,133	3,143	2,299	2,299	2,299	2,299	2,299	2,299	2,299	2,299	2,299	2,299
Refund of GST tax credits	3,129	1,473	3,129	1,473	1,473	1,473	1,473	1,473	1,473	1,473	1,473	1,473	1,473
Contributions	205	3	50	3	3	3	3	3	3	3	3	3	3
Interest	494	252	445	350	346	295	258	269	286	287	289	292	298
Investment revenue from TasWater	2,417	1,700	1,850	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
Other receipts	1,084	1,078	1,078	1,151	1,273	1,273	1,273	1,273	1,273	1,273	1,273	1,273	1,273
Total Receipts	42,431	38,819	43,545	40,940	41,469	41,815	41,977	42,068	42,165	42,246	42,328	42,411	42,497
Payments													
Employee & supplier costs	27,460	28,219	28,965	27,772	28,805	29,073	28,877	28,911	28,933	28,951	28,969	28,987	28,955
Borrowing costs	2,253	1,503	1,203	2,004	1,980	1,940	1,900	1,860	1,817	1,660	1,610	1,560	1,510
Other expenses	1,042	1,015	1,020	1,137	1,029	1,069	1,026	1,138	1,029	1,069	1,069	1,069	1,069
Total Payments	30,755	30,737	31,188	30,913	31,814	32,082	31,803	31,909	31,779	31,680	31,648	31,616	31,534
Net Cash from operating activities	11,676	8,082	12,357	10,027	9,655	9,733	10,174	10,159	10,386	10,566	10,680	10,795	10,963
Cash Flows from Investing Activities													
Receipts													
Proceeds from sale of non current assets	51	5	180	2,650	1,100	100	100	100	100	100	100	100	100
Capital Grants	3,104	8,711	8,675	2,555	4,524	5,524	524	524	524	524	524	524	524
Dividend revenue	759	614	800	616	616	616	616	616	616	616	616	616	616
Capital Contributions	13,270	-	-	-	-	-	-	-	-	-	-	-	-
Other Investments	(35)	-	-	-	-	-	-	-	-	-	-	-	-
Payments													
Carry forwards	-	(14,339)	(10,000)	(15,000)	(6,178)	(6,335)	(6,751)	(5,622)	(7,679)	(7,694)	(7,708)	(7,723)	(7,737)
Asset renewals	(5,581)	(6,210)	(6,210)	(6,158)	(9,729)	(10,443)	(3,410)	(2,291)	(1,813)	(1,817)	(1,817)	(1,817)	(1,817)
New assets	(23,325)	(42,711)	(32,049)	(5,698)	(9,729)	(10,443)	(3,410)	(2,291)	(1,813)	(1,817)	(1,817)	(1,817)	(1,817)
Net Cash used in investing activities	(11,757)	(53,930)	(38,604)	(21,035)	(9,667)	(10,538)	(8,921)	(6,673)	(8,252)	(8,271)	(8,285)	(8,300)	(8,314)
Cash Flows from Financing Activities													
Receipts													
New loans	-	39,000	27,000	12,000	-	-	-	-	-	-	-	-	-
Payments													
Loan principal repayments	(769)	(829)	(829)	(1,800)	(1,836)	(1,872)	(1,908)	(1,944)	(1,980)	(2,016)	(2,052)	(2,088)	(2,100)
Net Cash from (or used in) financing activities	(769)	38,171	26,171	10,200	(1,836)	(1,872)	(1,908)	(1,944)	(1,980)	(2,016)	(2,052)	(2,088)	(2,100)
Net Increase/(Decrease) in cash held	(850)	(7,677)	(76)	(808)	(1,848)	(2,677)	(655)	1,542	154	279	343	407	549
Cash at beginning of reporting period	16,975	16,125	16,125	16,049	15,240	13,392	10,715	10,060	11,602	11,756	12,035	12,378	12,785
Cash at end of reporting period	16,125	8,448	16,049	15,240	13,392	10,715	10,060	11,602	11,756	12,035	12,378	12,785	13,334

Appendix A: Long Term Financial Plan

Estimated Statement of Cash Flows (continued)

Sale of Assets

The statement includes proceeds of \$1,900,000 from 2019/20 from sale of assets and plant and equipment. Sale of assets in relation to LIVING CITY accounts for \$1,000,000 of this total. The proceeds shown in the 2019 budget relate to non LIVING CITY properties that Council has previously announced are for sale or have been sold and will settle in the 2018/19 financial year.

Capital Works

The capital expenditure shown in the statement is split between expenditure on renewals and new capital projects as per the 5 year capital program. The remaining years ensure renewal expenditure is 80% of depreciation expense.

Borrowings

The remainder of the \$39,000,000 of borrowings will be drawn down in 2018/19.

Appendix A: Long Term Financial Plan

Estimated Statement of Financial Position

	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Assets	'\$000	'\$000		'\$000	'\$000	'\$000	'\$000	'\$000	'\$000	'\$000	'\$000	'\$000	'\$000
Current Assets													
Cash and cash equivalents	16,125	8,448	16,049	15,241	13,393	10,716	10,061	11,603	11,757	12,036	12,379	12,786	13,335
Receivables	1,410	1,110	1,410	1,110	1,110	1,110	1,110	1,110	1,110	1,110	1,110	1,110	1,110
Other Assets	96	76	96	76	76	76	76	76	76	76	76	76	76
Total Current Assets	17,631	9,634	17,555	16,427	14,579	11,902	11,247	12,789	12,943	13,222	13,565	13,972	14,521
Non-current Assets													
Capital works in progress	29,400	53,489	59,374	58,14	11,414	3,451	3,451	3,451	3,451	3,451	3,451	3,451	3,451
Receivables	31	-	25	-	-	-	-	-	-	-	-	-	-
Investment in associates	5,515	4,985	5,915	6,315	6,715	6,915	7,115	7,315	7,515	7,715	7,915	8,115	8,315
Investment in TasWater	86,226	85,664	86,226	86,226	86,226	86,226	86,226	86,226	86,226	86,226	86,226	86,226	86,226
Property, plant and equipment	422,545	431,439	421,783	474,011	470,357	485,029	485,088	482,876	482,229	481,577	480,921	480,265	479,602
Total Non-current Assets	543,717	575,577	573,323	572,366	574,712	581,621	581,880	579,868	579,421	578,969	578,513	578,057	577,594
Total Assets	561,348	585,211	590,878	588,793	589,291	593,523	593,127	592,657	592,364	592,191	592,078	592,029	592,115
Liabilities													
Current Liabilities													
Payables	4,197	3,178	5,000	3,178	3,181	3,180	3,180	3,179	3,183	3,181	3,179	3,180	3,179
Provisions	2,145	2,146	2,145	2,146	2,146	2,146	2,146	2,146	2,146	2,146	2,146	2,146	2,146
Financial liabilities	19,738	57,909	46,000	56,109	54,273	52,401	50,493	48,549	46,569	44,553	42,501	40,413	38,313
Total Current Liabilities	26,080	63,233	53,145	61,433	59,600	57,727	55,819	53,874	51,898	49,880	47,826	45,739	43,638
Non-current Liabilities													
Provisions	432	455	432	455	455	455	455	455	455	455	455	455	455
Income Received in Advance	13,000		13,000										
Other financial liabilities	307		607	507	407	307	207	107	-	-	-	-	-
Financial liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-current Liabilities	13,739	455	14,039	962	862	762	662	562	455	455	455	455	455
Total Liabilities	39,819	63,688	67,184	62,395	60,462	58,489	56,481	54,436	52,353	50,335	48,281	46,194	44,093
Net Assets	521,529	521,523	523,694	526,398	528,829	535,034	536,646	538,221	540,011	541,856	543,797	545,835	548,022
Equity													
Accumulated Surplus	204,096	213,487	215,095	217,799	220,230	226,435	228,047	229,622	231,412	233,257	235,198	237,236	239,423
Asset Revaluation Reserves	307,604	298,770	298,770	298,770	298,770	298,770	298,770	298,770	298,770	298,770	298,770	298,770	298,770
Other Reserves	9,829	9,266	9,829	9,829	9,829	9,829	9,829	9,829	9,829	9,829	9,829	9,829	9,829
Total Equity	521,529	521,523	523,694	526,398	528,829	535,034	536,646	538,221	540,011	541,856	543,797	545,835	548,022

Appendix A: Long Term Financial Plan

Estimated Statement of Financial Position (continued)

Cash & Cash Equivalents

The cash balance has been derived from the Estimated Statement of Cash Flow. The cash balance has not been discounted for the effect of inflation and is shown in today's dollars.

Capital Work in Progress

This balance relates to capital projects that span more than one financial year.

Investment in Associates and TasWater

A small increase in the value of investment in Dulverton Regional Waste Management Authority has been factored into the Plan. This assumption is based on the forecast Statement of Financial Position as advised. It is assumed that the investment in TasWater will remain constant.

Property, Plant & Equipment

Capital expenditure on new assets and on renewal of existing assets is in accordance with the 5 year capital program. The remaining years ensure renewal expenditure is approximately 80% of depreciation expense.

The balance takes into account any disposals of assets, contributed assets and depreciation of the existing asset base as well as additions.

Financial Liabilities

Up to an additional \$39,000,000 of borrowings will be drawn down over 2017/18 and 2018/19 and all principal repayments have been included in the Plan.

APPENDIX B

DEVONPORT CITY COUNCIL

5 YEAR CAPITAL WORKS PROGRAM

Public Open Space & Recreation

Total
Expenditure

Renewal

New

Non-
Council
Funds inc

2018/19

Safety Projects

Victoria Parade Path lighting - Stage 2 George Street carpark to VV carpark	85,000	0	85,000	
Safety Projects Total	85,000	0	85,000	

Renewal Projects

Mersey Vale Cemetery - Lighting renewal	56,000	56,000	0	
Playground equipment renewal - East Devonport foreshore	80,000	80,000	0	
Maidstone Park - Replace Netball Goal Posts (8 posts)	8,000	8,000	0	
Path Renewal - Victoria Parade	133,000	133,000	0	
Renewal Projects Total	277,000	277,000	0	

Prioritisation Projects

Maidstone Park - replace ground lighting	125,000	62,500	62,500	62,500
Maidstone Park - Gymnastics Club Carpark	150,000	0	150,000	
Bluff Plaza - replace electrical cabinet	15,000	15,000	0	
Mersey Vale Cemetery - future ash interment columns for Memorial Garden	30,000	0	30,000	
Dog Exercise Park - exercise equipment & drink fountain	15,000	0	15,000	
Aquatic Centre carpark - tree planter surrounds X4	7,200	7,200	0	
Pioneer Park - installation of park furniture	20,000	0	20,000	
Highfield Park - installation of park furniture	20,000	0	20,000	
Mersey Vale Cemetery - stage 2 of 9 of Modern Burial System	1,050,000	0	1,050,000	
Don Reserve - Bank Stabilisation	18,000	0	18,000	
Horsehead Creek - Bank Stabilisation between Horsehead Creek and Waterfront Complex	38,000	0	38,000	
Playground Equipment Installation	100,000	0	100,000	
Prioritisation Projects Total	1,588,200	84,700	1,503,500	62,500

2018/19 Total	1,950,200	361,700	1,588,500	62,500
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Public Open Space & Recreation

Total
Expenditure

Renewal

New

Non-
Council
Funds inc

2019/20

Safety Projects

Victoria Parade - River bank mowing, strip stage 2	116,000	0	116,000
Path lighting -VV to Nth Fenton St car park - 300m	75,000	0	75,000
Safety Projects Total	191,000	0	191,000

Renewal Projects

BBQ replacements - Replace 3 barbecues	21,000	21,000	0
Devonport Oval - Upgrade to front entry ticket booth	232,000	232,000	0
Hiller Flora Reserve - Replace timber bench seats & picnic tables	12,000	12,000	0
Mersey Bluff Caravan Park - Camp kitchen renewal	98,000	98,000	0
Path renewal East Devonport - Melrose St car park to Church St - 330m	114,000	114,000	0
Playground equipment renewal - Kiah Place	71,000	71,000	0
Path renewal Don Reserve - Waverley Rd, Don Railway loop 3 sections	232,000	232,000	0
Renewal Projects Total	780,000	780,000	0

Prioritisation Projects

Byard Park - Irrigation stage 1	80,000	0	80,000
Future - Prioritisation projects to be identified	315,000	0	315,000
Horsehead Creek - Additional footpath network	24,000	0	24,000
Lovett St Soccer - Ground renovation	165,000	0	165,000
Mersey Vale Cemetery - Entry and internal garden and lawn signage	35,000	0	35,000
Reg Hope Park - Irrigation	42,000	0	42,000
Victoria Parade - Connector paths	29,000	7,250	21,750
Mersey Vale Cemetery - future ash interment columns for Memorial Garden	30,000	0	30,000
Prioritisation Projects Total	720,000	7,250	712,750

2019/20 Total	1,691,000	787,250	903,750
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Public Open Space & Recreation

Total
Expenditure

Renewal

New

Non-
Council
Funds inc

2020/21

Safety Projects

Future - Safety projects to be identified	158,000	158,000	0	
Victoria Parade - River bank mowing, strip stage 3	116,000	0	116,000	
Path lighting - Nth Fenton St carpark to Skate Park - 350m	75,000	0	75,000	
Safety Projects Total	349,000	158,000	191,000	

Renewal Projects

Future - Renewal projects to be identified	158,000	158,000	0	
Path renewal Don Reserve - Between Best & Parker St - 350m	307,000	307,000	0	
Renewal Projects Total	465,000	465,000	0	

Prioritisation Projects

Bike Riding Strategy action - River Rd link to Latrobe	717,000	0	717,000	475,000
Don Rec Ground - Main ground irrigation closest to club rooms	95,000	0	95,000	
Mersey Vale Cemetery - future ash interment columns for Memorial Garden	30,000	0	30,000	
Prioritisation Projects Total	842,000	0	842,000	475,000

2020/21 Total	1,656,000	623,000	1,033,000	475,000
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Public Open Space & Recreation		Total Expenditure	Renewal	New	Non- Council Funds inc
2021/22					
Safety Projects					
Future - Safety projects to be identified		158,000	158,000	0	
Safety Projects Total		158,000	158,000	0	
Renewal Projects					
Future - Renewal projects to be identified		420,000	420,000	0	
Path renewal Don Reserve - Parker St to Nichols St 420m		139,000	139,000	0	
Renewal Projects Total		559,000	559,000	0	
Prioritisation Projects					
Future - Prioritisation projects to be identified		525,000	0	525,000	
Mersey Vale Cemetery - future ash interment columns for Memorial Garden		30,000	0	30,000	
Mersey Vale Cemetery - future stage 3 of 9 of Modern Burial System		1,050,000	0	1,050,000	
Prioritisation Projects Total		1,605,000	0	1,605,000	
2021/22 Total		2,322,000	717,000	1,605,000	

Public Open Space & Recreation

Total
Expenditure

Renewal

New

Non-
Council
Funds inc

2022/23

Safety Projects

Future - Safety projects to be identified

158,000

158,000

0

Path lighting - Bluff Plaza - Lighthouse - Solar option - 500m

125,000

0

125,000

Safety Projects Total

283,000

158,000

125,000

Renewal Projects

Future - Renewal projects to be identified

420,000

420,000

0

Renewal Projects Total

420,000

420,000

0

Prioritisation Projects

Future - Prioritisation projects to be identified

525,000

0

525,000

Prioritisation Projects Total

525,000

0

525,000

2022/23 Total

1,228,000

578,000

650,000

Grand Total

8,847,200

3,066,950

5,780,250

537,500

Transport

2018/19

	Total Expenditure	Renewal	New	Non- council Funds inc
Safety Projects				
Triton Road safety improvements	75,000	0	75,000	
Coles Beach/Back Beach pedestrian links	80,000	0	80,000	
Valley Road & Elm Avenue - Intersection improvements	80,000	20,000	60,000	
Thomas Street footpath connection	15,000	0	15,000	
New street light - Wright Street and Tarleton Street	15,000	0	15,000	
Parker Street and Ronald Street intersection safety improvements	270,000	54,000	216,000	270,000
Safety Projects Total	535,000	74,000	461,000	270,000
Renewal Projects				
Don Road safety barrier renewal - west of Hillcrest	50,000	50,000	0	
Road traffic device renewal	25,000	25,000	0	
Street light provision	60,000	48,000	12,000	
Transport minor works	45,000	25,000	20,000	
Reseal program	700,000	700,000	0	
Works depot car park - retaining wall renewal	30,000	30,000	0	
Parking infrastructure renewal	25,000	25,000	0	
Adelaide Street kerb renewal	210,000	157,500	52,500	
Wenvoe Street renewal - Steele Street to car park	420,000	420,000	0	
Clayton Drive Renewal - East of Hillwood Rise	130,000	130,000	0	
Winspears Road renewal - stage 1	250,000	250,000	0	222,146
Melrose Road and Buster Road (Aberdeen) intersection renewal	120,000	60,000	60,000	
Montague Street renewal - Arthur Street to Lower Madden Street	130,000	130,000	0	
Steele Street footpath renewal - Rooke Street to Wenvoe Street - south side	60,000	60,000	0	
North Street renewal - William Street threshold	130,000	130,000	0	
Renewal Projects Total	2,385,000	2,240,500	144,500	222,146
Prioritisation Projects				
Tugrah Road - seal part of gravel section	105,000	0	105,000	
Southern Rooke Street renewal	1,000,000	750,000	250,000	
Northern Rooke Street renewal - design only	50,000	50,000	0	
Mersey Bluff Precinct – traffic, pedestrian, and parking improvements	125,000	25,000	100,000	
Victoria Parade Car Park (Cenotaph) car park improvements	140,000	140,000	0	
Prioritisation Projects Total	1,420,000	965,000	455,000	
2018/19 Total	4,340,000	3,279,500	1,060,500	492,146

Transport

2019/20

	Total Expenditure	Renewal	New	Non- council Funds inc
Safety Projects				
Kings Road - seal extension	24,000	0	24,000	
Fenton Street & Stewart Street - Intersection safety improvements - blackspot	375,000	281,250	93,750	375,000
Tugrah Road bus turn facility	37,000	0	37,000	
New Street Light - Best and William	15,000	0	15,000	
Parker Street footpath - North Fenton to Victoria Parade	15,000	0	15,000	
Reg Hope Park - car park improvements	35,000	0	35,000	
Forbes Street overpass - west side guard rail works	18,000	18,000	0	
Middle Road guard rail renewal	32,000	32,000	0	
Duncans Road bridge barriers	61,000	30,500	30,500	
Curr Street new footpath - west side	30,000	0	30,000	
Safety Projects Total	642,000	361,750	280,250	375,000
Renewal Projects				
Holyman Street footpath renewal	183,000	183,000	0	
Road traffic device renewal	25,000	25,000	0	
Street light provision	20,000	10,000	10,000	
Transport minor works	25,000	12,500	12,500	
Reseal program	700,000	700,000	0	
Parking infrastructure renewal	25,000	25,000	0	
Winspears Road retaining wall renewal	27,000	27,000	0	
Holyman Street renewal	440,000	440,000	0	
Victory Avenue kerb renewal	100,000	100,000	0	
Winspears Road renewal - stage 2	250,000	250,000	0	
Oldaker Street footpath renewal - west of Rooke, south side	90,000	90,000	0	
North Fenton Street reconstruction - Madden to Parker	320,000	240,000	80,000	
Victoria Street Renewal - Northern End	183,000	183,000	0	
James Street renewal - North Fenton to Victoria Parade	263,000	263,000	0	
Stewart Street kerb renewal - William to Gunn	183,000	183,000	0	
George Street - Gunn to Charlotte kerb renewal	103,000	77,250	25,750	
Lower Madden Street renewal - Montague to North Fenton	263,000	197,250	65,750	
Curr Street pedestrian ramp renewal - south end	10,000	10,000	0	
Renewal Projects Total	3,210,000	3,016,000	194,000	
Prioritisation Projects				
Coles Beach - Car Park definition	79,000	0	79,000	
Northern Rooke Street renewal	1,000,000	750,000	250,000	
Maidstone Park - Gymnastics Club Carpark Contribution	150,000	0	150,000	
Prioritisation Projects Total	1,229,000	750,000	479,000	
2019/20 Total	5,081,000	4,127,750	953,250	375,000

Transport

Total
Expenditure

Renewal

New

Non-
council
Funds inc

2020/21

Safety Projects

Ronald Street new footpath - Oldaker to Parker missing links	35,000	0	35,000
Coles Beach Road - road crossing - west end	50,000	0	50,000
CBD pedestrian facilities - location TBC	25,000	0	25,000
Melrose Road - Morris Road intersection improvements	34,000	17,000	17,000
Safety Projects Total	144,000	17,000	127,000

Renewal Projects

Formby Road - Best to Stewart renewal	400,000	300,000	100,000
Road traffic device renewal	25,000	25,000	0
Street light provision	20,000	10,000	10,000
The Lee - kerb renewal	58,000	58,000	0
Transport minor works	25,000	12,500	12,500
William Street pavement reconstruction - Valley to Middle	550,000	550,000	0
Reseal program	700,000	700,000	0
Parking infrastructure renewal	25,000	25,000	0
Urban road renewal - location TBC	1,000,000	750,000	250,000
Rural road renewal - location TBC	450,000	0	450,000
Victoria Parade Car Park (James to George) car park traffic management	30,000	30,000	0
Lapthorne Close renewal - Matthews Way to Stony Rise	199,000	199,000	0
Arterial Road improvements - location TBC	1,000,000	1,000,000	0
Carpark renewal - location TBC	100,000	100,000	0
Hilltop Avenue Pavement & kerb reconstruction	250,000	250,000	0
Best Street footpath renewal - Fenton to Griffiths - north side	90,000	90,000	0
Griffiths Street - pedestrian ramp renewal - south end	15,000	15,000	0
Renewal Projects Total	4,937,000	4,114,500	822,500

Prioritisation Projects

CBD Street Scape Improvements - location TBC	500,000	500,000	0
Coastal Path link - Drew Street	15,000	0	15,000
Prioritisation Projects Total	515,000	500,000	15,000

2020/21 Total 5,596,000 4,631,500 964,500

Transport

Total
Expenditure

Renewal

New

Non-
council
Funds inc

2021/22

Safety Projects

Greenway Avenue traffic calming	130,000	0	130,000
Waverley Road new safety barrier	37,000	0	37,000
Carpark renewal - location TBC	25,000	12,500	12,500
Steele Street Pedestrian Crossing - Broadhurst	29,000	0	29,000
Charles Street - Gunn Street Pedestrian Link	8,000	0	8,000
Brooke Street - Tarleton Street pedestrian ramps	20,000	0	20,000

Safety Projects Total 249,000 12,500 236,500

Renewal Projects

Road traffic device renewal	25,000	25,000	0
Street light provision	20,000	10,000	10,000
Transport minor works	25,000	12,500	12,500
Reseal program	700,000	700,000	0
Parking infrastructure renewal	25,000	25,000	0
Urban road renewal - location TBC	725,000	543,750	181,250
Rural road renewal - location TBC	450,000	0	450,000
Turners Lane renewal	350,000	350,000	0
Don Road safety barrier renewal - Lapthorne Close	30,000	30,000	0
Franklin Street renewal - Forbes to Hiller	225,000	225,000	0
North Caroline Street renewal - Coraki intersection	100,000	100,000	0
Nicholls Street renewal, North Fenton to Gunn	275,000	275,000	0
Torquay Road renewal - west of John	525,000	525,000	0
Steele Street footpath renewal - Wenvoe to Formby - south side	120,000	120,000	0
Best Street pedestrian ramp renewal - west side of Fenton St	20,000	20,000	0
King Street pedestrian ramp renewal - east end	12,000	12,000	0

Renewal Projects Total 3,627,000 2,973,250 653,750

Prioritisation Projects

CBD Street Scape Improvements - location TBC	1,000,000	1,000,000	0
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Prioritisation Projects Total 1,000,000 1,000,000 0

2021/22 Total 4,876,000 3,985,750 890,250

Transport

2022/23

Safety Projects

Tugrah Road kerb and channel - Stony Rise to Rundle	40,000	0	40,000	
110 Clayton Drive - Guard Rail Installation	44,000	0	44,000	
Paloona Road safety barrier - West of Ahernes Road	120,000	0	120,000	
Stewart Street footpath renewal, west of Fenton Street	50,000	50,000	0	
Safety Projects Total	254,000	50,000	204,000	

Renewal Projects

Road traffic device renewal	25,000	25,000	0	
Street light provision	20,000	10,000	10,000	
Transport minor works	25,000			
Reseal program	700,000	700,000	0	
Parking infrastructure renewal	25,000	25,000	0	
Urban road renewal - location TBC	1,000,000	750,000	250,000	
Rural road renewal - location TBC	500,000	0	500,000	
22-24 Forbes Street footpath renewal	30,000	30,000	0	
Linden Heights renewal	150,000	150,000	0	
Wright Street renewal - Douglas St to John St	350,000	350,000	0	
Steele Street footpath renewal - Hiller to Forbes - south side	30,000	30,000	0	
Renewal Projects Total	2,855,000	2,070,000	760,000	

Prioritisation Projects

CBD Street Scape Improvements - location TBC	1,000,000	1,000,000	0	
Prioritisation Projects Total	1,000,000	1,000,000	0	

2022/23 Total	4,109,000	3,120,000	964,000	
Grand Total	24,002,000	19,144,500	4,832,500	867,146

Stormwater	Total Expenditure	Renewal	New	Non- Council Funds inc
2018/19				
Safety Projects				
Minor Stormwater Works	30,000	7,500	22,500	
William SW Catchment Upgrade - Stage 8	600,000	0	600,000	
Stormwater outfall risk management - Mersey River	30,000	7,500	22,500	
Brooke St upgrade - Caroline Catchment Stage 1	200,000	100,000	100,000	
Safety Projects Total	860,000	115,000	745,000	
Renewal Projects				
Pit replacements	50,000	50,000	0	
37 Victoria Parade stormwater renewal	20,000	20,000	0	
Madden St stormwater renewal - Aylett to Gunn	75,000	75,000	0	
215-221 Tarleton St Stormwater Renewal	50,000	50,000	0	
York St stormwater renewal	25,000	25,000	0	
Southern Rooke Street - Stormwater renewal	100,000	100,000	0	
Renewal Projects Total	320,000	320,000	0	
2018/19 Total	1,180,000	435,000	745,000	

Stormwater

Total
Expenditure

Renewal

New

Non-
Council
Funds inc

2019/20

Safety Projects

Minor Stormwater Works	30,000	7,500	22,500
Stormwater outfall risk management	30,000	7,500	22,500
Winspears catchment - Bel Air and Cameray	61,000	0	61,000
Rooke Street stormwater improvements	189,000	94,500	94,500
Coles Beach Road - new pit	15,000	0	15,000
Ronald SW Catchment Upgrade - Stage 1a	919,000	0	919,000
Safety Projects Total	1,244,000	109,500	1,134,500

Renewal Projects

Pit replacements	50,000	50,000	0
Watkinson St - north of George St - stormwater renewal	35,000	35,000	0
Renewal Projects Total	85,000	85,000	0

2019/20 Total	1,329,000	194,500	1,134,500
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Stormwater

Total
Expenditure

Renewal

New

Non-
Council
Funds inc

2020/21

Safety Projects

Hiller Reserve high flow diversion drain	27,000	0	27,000
Minor Stormwater Works	30,000	7,500	22,500
Stormwater outfall risk management	30,000	7,500	22,500
Parker Street new pipe - east of Sorell St	70,000	0	70,000
Melrose Road Morris Road stormwater improvements	24,000	0	24,000
Ronald SW Catchment Upgrade - Stage 2a	263,000	0	263,000
Chinaman's Creek Stage 1	350,000	0	350,000
Safety Projects Total	794,000	15,000	779,000

Renewal Projects

Pit replacements	50,000	50,000	0
32 Victoria Parade stormwater renewal	63,000	63,000	0
Pipe renewal - 23 Steele St	30,000	30,000	0
Renewal Projects Total	143,000	143,000	0

2020/21 Total	937,000	158,000	779,000
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Stormwater

Total
Expenditure

Renewal

New

Non-
Council
Funds inc

2021/22

Safety Projects

Chinaman's Creek SW Catchment Upgrade - Stage 2	290,000	0	290,000
Minor Stormwater Works	30,000	7,500	22,500
Parker SW Catchment Upgrade - Stage 1	290,000	0	290,000
Stormwater outfall risk management	30,000	7,500	22,500
Kelcey Tier Road pit upgrades	42,000	42,000	0
Safety Projects Total	682,000	57,000	625,000

Renewal Projects

Pit replacements	50,000	50,000	0
Tugrah Road - Rundle to Stony Rise - Stormwater renewal			
Renewal Projects Total	50,000	50,000	0

Prioritisation Projects

Waste transfer station - piping creek to North - stage 1	290,000	0	290,000
Prioritisation Projects Total	290,000	0	290,000

2021/22 Total 1,022,000 107,000 915,000

Stormwater

Total
Expenditure

Renewal

New

Non-
Council
Funds inc

2022/23

Safety Projects

Chinaman's Creek SW Catchment Upgrade - Stage 3	290,000	0	290,000
Minor Stormwater Works	30,000	7,500	22,500
CBD SW Catchment Upgrade - Stage 1	174,000	0	174,000
Hillier and Smith stormwater improvements	16,000	0	16,000
Brooke St upgrade - Caroline Catchment Stage 2	174,000	0	174,000
Safety Projects Total	684,000	7,500	676,500

Renewal Projects

Pit replacements	50,000	50,000	0
North St - western cul-de-sac head stormwater renewal	20,000	20,000	0
Nicholls St stormwater renewal	75,000	75,000	0
Pipe renewal - 23 Steele St	30,000	30,000	0
Pipe renewal - 168 James St	200,000	200,000	0
Renewal Projects Total	375,000	375,000	0

2022/23 Total	1,059,000	382,500	676,500
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Grand Total	5,527,000	1,277,000	4,250,000
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Buildings & Facilities

Total
Expenditure

Renewal

New

Non-
Council
Funds inc

2018/19

Prioritisation Projects

Don Memorial Hall - installation of public toilet

80,000

0

80,000

Prioritisation Projects Total

80,000

0

80,000

2018/19 Total

80,000

0

80,000

Buildings & Facilities

Total
Expenditure

Renewal

New

Non-
Council
Funds inc

2019/20

Renewal Projects

General renewal - from inspections

441,000

441,000

0

BSMC - New roof to old section

24,000

24,000

0

Renewal Projects Total

465,000

465,000

0

Prioritisation Projects

Horsehead Creek - New toilet block

70,000

0

70,000

BSMC - Gallery Renovation

20,000

16,000

Prioritisation Projects Total

90,000

0

86,000

2019/20 Total

555,000

465,000

86,000

Buildings & Facilities

Total
Expenditure

Renewal

New

Non-
Council
Funds inc

2020/21

Renewal Projects

General renewal from inspections

525,000

525,000

0

Renewal Projects Total

525,000

525,000

0

Prioritisation Projects

Waste Transfer Station - Improvements TBC

47,000

0

47,000

Prioritisation Projects Total

47,000

0

47,000

2020/21 Total

572,000

525,000

47,000

Buildings & Facilities

Total
Expenditure

Renewal

New

Non-
Council
Funds inc

2021/22

Renewal Projects

General renewal - from inspections

536,000

536,000

0

DECC - replace seating

400,000

400,000

0

Renewal Projects Total

936,000

936,000

0

2021/22 Total

936,000

936,000

0

Buildings & Facilities

Total
Expenditure

Renewal

New

Non-
Council
Funds inc

2022/23

Renewal Projects

General renewal - from inspections

536,000

536,000

0

Renewal Projects Total

536,000

536,000

0

2022/23 Total

536,000

536,000

0

Grand Total

2,679,000

2,462,000

213,000

Plant & Fleet	Total Expenditure	Trade	Net Expenditure
2018/19			
Fleet Management			
Animal Control Vehicle	55,000	27,000	28,000
Fleet replacement program 2018/19	270,000	100,000	170,000
Fleet Management Total	325,000	127,000	198,000
Hire Plant Management			
2.5 Tonne Excavator & Trailer	70,000	25,000	45,000
Ride-on Mower Replacement - Sports Grounds	58,000	6,000	52,000
Side Arm Garbage Truck Replacement	350,000	40,000	310,000
Sweeper - Civic Precinct Cleaning	178,000	0	178,000
Hire Plant Management Total	656,000	71,000	585,000
Non-Hire Plant Management			
18-volt Cordless Kit Replacement	1,700		1,700
Diamond Concrete Cutting Machine Replacements x 2	5,800	100	5,700
Line-marking Machine Replacement	3,000	100	2,900
Portable Cross Over Kerb Plates	8,000		8,000
Portable Dust Extraction Machine	3,700		3,700
VMS Board Replacement	22,000		22,000
Non-Hire Plant Management Total	44,200	200	44,000
2018/19 Total	1,025,200	198,200	827,000

Plant & Fleet		Total Expenditure	Trade	Net Expenditure
2019/20				
Fleet Management				
Fleet replacement program 2019/20		270,000	100,000	170,000
Fleet Management Total		270,000	100,000	170,000
Hire Plant Management				
Hire plant replacement program 2019/20		450,000	0	450,000
Hire Plant Management Total		450,000	0	450,000
Non-Hire Plant Management				
Non-hire plant replacement program 2019/20		75,000	0	75,000
Non-Hire Plant Management Total		75,000	0	75,000
2019/20 Total		795,000	100,000	695,000

Plant & Fleet		Total Expenditure	Trade	Net Expenditure
2020/21				
Fleet Management				
Fleet replacement program 2020/21		270,000	100,000	170,000
Fleet Management Total		270,000	100,000	170,000
Hire Plant Management				
Hire plant replacement program 2020/21		450,000	0	450,000
Hire Plant Management Total		450,000	0	450,000
Non-Hire Plant Management				
Non-hire plant replacement program 2020/21		75,000	0	75,000
Non-Hire Plant Management Total		75,000	0	75,000
	2020/21 Total	795,000	100,000	695,000

Plant & Fleet		Total Expenditure	Trade	Net Expenditure
2021/22				
Fleet Management				
Fleet replacement program 2021/22		270,000	100,000	170,000
Fleet Management Total		270,000	100,000	170,000
Hire Plant Management				
Hire plant replacement program 2021/22		450,000	0	450,000
Hire Plant Management Total		450,000	0	450,000
Non-Hire Plant Management				
Non-hire plant replacement program 2021/22		75,000	0	75,000
Non-Hire Plant Management Total		75,000	0	75,000
2021/22 Total		795,000	100,000	695,000

Plant & Fleet		Total Expenditure	Trade	Net Expenditure
2022/23				
Fleet Management				
Fleet replacement program 2022/23		270,000	100,000	170,000
Fleet Management Total		270,000	100,000	170,000
Hire Plant Management				
Hire plant replacement program 2022/23		450,000	0	450,000
Hire Plant Management Total		450,000	0	450,000
Non-Hire Plant Management				
Non-hire plant replacement program 2022/23		75,000	0	75,000
Non-Hire Plant Management Total		75,000	0	75,000
2022/23 Total		795,000	100,000	695,000
Grand Total		4,205,200	598,200	3,607,000

Office & Equipment

Total
Expenditure

Renewal

New

Non-
Council
Funds inc

2018/19

Safety Projects

Devonport Rec Centre - Defibrillator Program - year 2	4,000	0	4,000
Julie Burgess - Chemical Storage Cupboard	3,000	0	3,000
Julie Burgess - Access Hatch Cover	3,000	0	3,000
Safety Projects Total	10,000	0	10,000

Renewal Projects

Information Technology - Renewals & upgrades	276,000	276,000	0
Aquatic Centre - Picnic tables - year 2	13,000	13,000	0
Reactive Replacement of Equipment for Property Management	100,000	100,000	0
Immunisation Fridge Renewal	7,500	7,500	0
Renewal Projects Total	396,500	396,500	0

Prioritisation Projects

Tidal Acquisitive Art Award – Biennial	11,000	0	11,000
BSMC - storage racks for installation at Art Gallery Storage Building	10,000	0	10,000
Events Equipment Renewal	10,000	10,000	0
Girdlestone Park Scoreboard Renewal	25,000	25,000	0
Devonport Rec Centre - Pro Series Shot Timer Renewal	5,000	5,000	0
Devonport Rec Centre - Score Benches Renewal	8,000	8,000	0
Portable Power Board Replacement	3,500	0	3,500
Prioritisation Projects Total	72,500	48,000	24,500

2018/19 Total 479,000 444,500 34,500

Office & Equipment

Total
Expenditure

Renewal

New

Non-
Council
Funds inc

2019/20

Safety Projects

Devonport Rec Centre - Defibrillator Program - year 3	4,000	0	4,000
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Safety Projects Total	4,000	0	4,000
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Renewal Projects

General Renewal - TBA	34,000	34,000	0
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Christmas Tree - Including base and lights	50,000	50,000	0
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Aquatic Centre - Outdoor pool covers	83,000	83,000	0
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Information Technology - Renewals & upgrades	276,000	276,000	0
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Renewal Projects Total	443,000	443,000	0
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Prioritisation Projects

Art Acquisition - Biennial	11,000	0	11,000
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Devonport Rec Centre - Coin Dispenser	11,000	0	11,000
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Roundhouse Park - Electronic Advertising Signboard	10,000	0	10,000
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Christmas Decorations for paranaple centre	80,000	16,000	64,000
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Prioritisation Projects Total	112,000	16,000	96,000
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2019/20 Total	559,000	459,000	100,000
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Office & Equipment

Total
Expenditure

Renewal

New

Non-
Council
Funds inc

2020/21

Renewal Projects

General Renewal - TBA

34,000

34,000

0

Information Technology - Renewals & upgrades

276,000

276,000

0

Renewal Projects Total

310,000

310,000

0

Prioritisation Projects

Tidal Acquisitive Art Award – Biennial

11,000

0

11,000

Prioritisation Projects Total

11,000

0

11,000

2020/21 Total

321,000

310,000

11,000

Office & Equipment

Total
Expenditure

Renewal

New

Non-
Council
Funds inc

2021/22

Renewal Projects

General Renewal - TBA

34,000

34,000

0

Information Technology - Renewals & upgrades

276,000

276,000

0

Renewal Projects Total

310,000

310,000

0

2021/22 Total

310,000

310,000

0

Office & Equipment

Total
Expenditure

Renewal

New

Non-
Council
Funds inc

2022/23

Safety Projects

Future - Safety items to be identified	11,000	0	11,000
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Safety Projects Total	11,000	0	11,000
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Renewal Projects

Information Technology - Renewals & upgrades	276,000	276,000	0
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Future - Renewal items to be identified	11,000	0	11,000
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Renewal Projects Total	287,000	276,000	11,000
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Prioritisation Projects

Future - Prioritisation items to be identified	11,000	0	11,000
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Prioritisation Projects Total	11,000	0	11,000
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2022/23 Total	309,000	276,000	33,000
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Grand Total	1,978,000	1,799,500	178,500
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Living City

2018/19

		Total Expenditure	Renewal	New	Non- Council Funds inc
Prioritisation Projects					
LIVING CITY		3,000,000	1,000,000	2,000,000	1,000,000
Prioritisation Projects Total		3,000,000	1,000,000	2,000,000	1,000,000
2018/19 Total		3,000,000	1,000,000	2,000,000	1,000,000

Living City

Total
Expenditure

Renewal

New

Non-
Council
Funds inc

2019/20

Prioritisation Projects

Waterfront Precinct

6,000,000

3,000,000

3,000,000

4,000,000

Prioritisation Projects Total

6,000,000

3,000,000

3,000,000

4,000,000

2019/20 Total

6,000,000

3,000,000

3,000,000

4,000,000

Living City

Total
Expenditure

Renewal

New

Non-
Council
Funds inc

2020/21

Prioritisation Projects

Waterfront Precinct

7,000,000

3,500,000

3,500,000

5,000,000

Prioritisation Projects Total

7,000,000

3,500,000

3,500,000

5,000,000

2020/21 Total

7,000,000

3,500,000

3,500,000

5,000,000

Living City

Total
Expenditure

Renewal

New

Non-
Council
Funds inc

2021/22

Prioritisation Projects

TBC

0

Prioritisation Projects Total

0

2021/22 Total

0

Living City

Total
Expenditure

Renewal

New

Non-
Council
Funds inc

2022/23

Prioritisation Projects

TBC

0

Prioritisation Projects Total

0

2022/23 Total

0

Grand Total

16,000,000

7,500,000

8,500,000

10,000,000