



ANNUAL PLAN

2016-2017

Financial Year



City of **HOBART**

TABLE OF CONTENTS

- 1. Introduction..... 2
 - 2025 Vision..... 2
 - Future Direction Statements 3
 - Goals..... 4
 - Planning and Reporting Framework..... 5
 - 2016-2017 Annual Plan 6
- 2. Goal One – Economic Development, Vibrancy and Culture..... 7
- 3. Goal Two – Urban Management..... 10
- 4. Goal Three – Environment and Natural Resources..... 13
- 5. Goal Four – Strong, Safe and Healthy Communities 14
- 6. Goal Five –Governance 16
- 7. Summary of Budget Estimates..... 19
 - Operating Result Forecast..... 19
 - Balance Sheet Forecast..... 22
- 8. Delegations..... 23
- 9. Public Health Goals and Objectives 24
- 10. Appendix 1 25
 - Summary by Budget Function 25

1. Introduction

In late 2015 the Council endorsed a new 10 year Capital City Strategic Plan, 2015-2025, for the City of Hobart. This is a significant change from previous five year strategic planning cycles. Due to changes in the *Local Government Act 1993*, all Councils are required to make the transition to 10 year plans. The Strategic Plan sets out the priority areas of activity which will be the focus for the next 10 years to progress the Council in achieving the Community's 2025 Vision and the Future Directions which describe the Vision.

It is important to note that the Council has also endorsed the development of a four year Council delivery plan which will sit in between the annual planning cycle and the ten year strategic plan. The purpose of this plan is to ensure that Annual Plans achieve continuity within the 10 year Strategic Plan. This new four year plan will be developed for the first time during 2016 -2017 ready for implementation commencing 2017-2018.

A key change in the new 10 year Strategic plan is a move away from *Priority Areas*, to the use of *Goals* and *Strategic Objectives*.

The Annual Plan sets out the major actions/initiatives for the 2016 - 2017 financial year.

2025 Vision

In 2025 Hobart will be a city that: -

- Offers opportunities for all ages and a city for life;
- Is recognised for its natural beauty and quality of environment;
- Is well governed at a regional and community level;
- Achieves good quality development and urban management;
- Is highly accessible through efficient transport options;
- Builds strong and healthy communities through diversity, participation and empathy;
and
- Is dynamic, vibrant and culturally expressive.

Future Direction Statements

FD1 – Offers opportunities for all ages and a city for life

In 2025 Hobart will be a city that provides opportunities for education, employment and fulfilling careers. A city that is able to retain its young people and provide a lifestyle that will encourage all ages to see the city as a desirable location and lifelong home.

FD2 – Is recognised for its natural beauty and quality of environment

In 2025 Hobart will be a city that respects the natural beauty of Mount Wellington, the River Derwent, the bushland surrounds and waterfront locations. It has worked to enhance the community connection through the protection of views, vistas, access and linkages and the physical environment has been conserved in a manner that will ensure a healthy and attractive city.

FD3 – Is well governed at a regional and community level

In 2025 Hobart will be a city that works effectively to lead an integrated approach to the planning and development of the metropolitan region. It will create partnerships with governments, the private sector and local communities in achieving significant regional, city and community goals.

FD4 – Achieves good quality development and urban management

In 2025 Hobart will be a city that remains unique in its own right, protecting its built heritage and history while pursuing quality development, the principles of sustainable cities and the reduction of ecological impacts. It will value access to the waterfront, foreshores, public and open spaces and continues to enjoy the benefits of scale and proximity.

FD5 – Is highly accessible through efficient transport options

In 2025 Hobart will be a city that maintains its convenience and accessibility through the greater use of transport alternatives and an effective road and travel network.

An integrated approach to transport planning within the city and across the wider metropolitan region will be the result of improved public transport options, cycle ways and walking tracks linking open spaces for transport and recreation, the availability of adequate parking for commuters and shoppers, the take up of sustainable transport options, the reduction of through traffic and the management of an efficient road.

FD6 – Builds strong and healthy communities through diversity, participation and empathy

In 2025 Hobart will be a city that reflects a spirit of community and tolerance. By valuing diversity and encouraging participation by all ages in the life of their community, a friendly and compassionate society will underpin a safe and healthy city.

FD7 – Is dynamic, vibrant and culturally expressive

In 2025 Hobart will be a city that is a destination of choice and a place for business. Clever thinking and support for creativity will help build a strong economic foundation, and entertainment, arts and cultural activities promote the distinctive character of the city. Lifestyle opportunities and strong communities will ensure a vibrancy and way of life that is Hobart.

Goals

To progress the Council in achieving the 2025 Community Vision and the Future Direction Statements, the Capital City Strategic Plan 2015 - 2025 focuses the Council on the Goals of:

- Economic Development, Vibrancy and Culture;
- Urban Management;
- Environment and Natural Resources;
- Strong, Safe and Healthy Communities; and
- Governance.

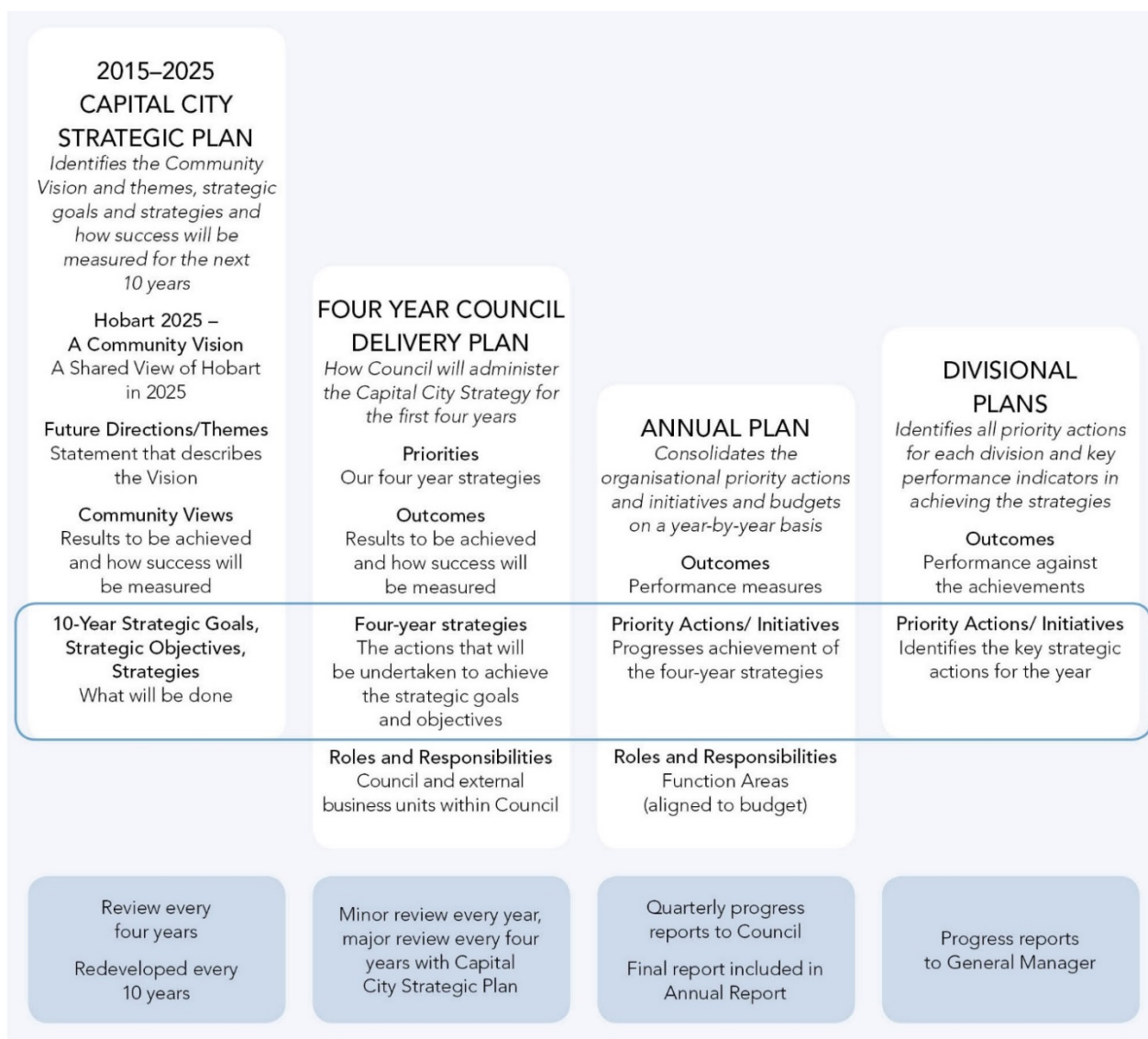
Planning and Reporting Framework

The key elements within the Capital City Strategic Plan continue to be drawn from the 2025 Community Vision for the City. The 2025 Vision and its seven future direction statements remain in place and provide the overall outcomes that the Capital City Strategic Plan 2015-2025 is seeking to achieve.

The strategic plan takes the next step and identifies the issues, ten-year priorities, strategic objectives and the strategies for the Council over period 2015-2025 that will work towards achieving the 20-year Community Vision for Hobart.

To aid in the delivery of the 10 year Strategic Plan, the Council has also resolved that a four year delivery plan will be implemented. The four year plan will represent the current higher priority actions from the Strategic Plan. The purpose of this plan is to ensure that Annual Plans achieve continuity within the 10 year Strategic Plan. This new four year plan will not be developed until the 2016 - 2017 year for implementation in 2017 - 2018.

The relationship between the 10 year strategic Plan and the divisional plans is represented by the following diagram.



Priorities identified will be put into action through the preparation of the Council's Annual Divisional/Unit Plans and Annual Plan (strategies, major actions/initiatives and budget). The effectiveness of these actions undertaken is monitored through progress reports to Council and the organisational performance measurement system which is contained in the Council's Annual Report.

2016-2017 Annual Plan

The Annual Plan contains the major actions/initiatives and budget estimates for each year of Council's operations. These actions are referenced to the relevant strategic objectives within the Capital City Strategic Plan.

Development of the 2016-2017 Annual Plan followed the completion of individual Divisional/ Unit Plans where the operational priorities and major actions/initiatives were identified along with the annual budget estimates for each function area.

The effectiveness of these actions will be monitored through quarterly progress reports to Council, with the year end results being presented in the Council's Annual Report.

Copies of Hobart 2025 – A Strategic Framework and the City of Hobart Strategic Plan 2015 – 2025 are available on the Council's web site at www.hobartcity.com.au.

2. Goal One – Economic Development, Vibrancy and Culture

City growth, vibrancy and culture comes when everyone participates in city life

FD1 – Offers opportunities for all ages and a city for life

In 2025 Hobart will be a city that provides opportunities for education, employment and fulfilling careers. A city that is able to retain its young people and provide a lifestyle that will encourage all ages to see the city as a desirable location and lifelong home.

FD7 – Is dynamic, vibrant and culturally expressive

In 2025 Hobart will be a city that is a destination of choice and a place for business. Clever thinking and support for creativity will help build a strong economic foundation, and entertainment, arts and cultural activities promote the distinctive character of the city. Lifestyle opportunities and strong communities will ensure a vibrancy and way of life that is Hobart.

Strategic Objectives

- 1.1 Partnerships with Government, the education sector and business create city growth
- 1.2 Strong national and international relationships
- 1.3 Vibrant city centre and suburban precincts
- 1.4 An enriched visitor experience
- 1.5 Cultural and creative activities build community wellbeing and economic viability

Key Function Areas

This will be delivered through the following Functions:

- Cultural Development
- Tasmanian Travel and Information Centre
- City Marketing
- Economic Development
- Salamanca Market
- City Cleansing
- Community Development Policy and Management
- Events
- The Taste of Tasmania

2016-2017 Major Actions/Initiatives

Strategy Reference	Major Actions/Initiatives
1.1.1	<ul style="list-style-type: none"> • Establish and implement a framework to engage with the business community.
1.1.1	<ul style="list-style-type: none"> • Consider the development of a business grants program.
1.1.1	<ul style="list-style-type: none"> • Continue to deliver a range of operational improvements for Salamanca Market including improved casual and licensed stallholder administrative systems, implement data collection on Market activities, and the provision of improved patron amenities such as signage and seating.
1.3.1	
1.3.5	

2016-2017 Major Actions/Initiatives

Strategy Reference	Major Actions/Initiatives
1.1.2	<ul style="list-style-type: none">• Implement actions arising from the City of Hobart / UTAS MOU.
1.1.2	<ul style="list-style-type: none">• Support UTAS in ARC funded Antarctic Gateways research project.
1.1.5	<ul style="list-style-type: none">• Incorporate the Economic Gaps and Opportunities study into the mid-term review of the Economic development Strategy.
1.1.6	<ul style="list-style-type: none">• Partner with the University of Tasmania's Plimsoll Gallery to deliver a <i>Hobart Town Hall 150th Year Anniversary Design Award</i> to be exhibited in December 2016 and January 2017.
1.1.6	<ul style="list-style-type: none">• Strengthen the relationship with schools through Youth Arts and Recreation Centre delivering a range of workshops in the community.
1.2.2	<ul style="list-style-type: none">• Continue to partner with stakeholders in the <i>Racism Stops With Me</i> campaign.
1.2.3	<ul style="list-style-type: none">• Commence implementation of the International Relations Action Plan.
1.2.4	<ul style="list-style-type: none">• Celebrate the City of Hobart's 40th Year anniversary of the Sister City relationship with Yaizu through hosting a delegation in Hobart in February 2017 and arranging a delegation to Yaizu for August 2017.
1.2.5	<ul style="list-style-type: none">• Deliver the Student Ambassador Program in partnership with the University of Tasmania.
1.3.1	<ul style="list-style-type: none">• Deliver the 2016-2017 Taste of Tasmania and commission a three year business plan.
1.3.1	<ul style="list-style-type: none">• Implement a cashless income generation model, subject to Council approval, for The Taste of Tasmania.
1.3.1	<ul style="list-style-type: none">• Review and renew the Salamanca Market Stallholder Licence in consultation with individual stallholders and the Salamanca Market Stallholders Association.
1.3.1	<ul style="list-style-type: none">• Deliver Carols and Pageant events for Hobart.
1.3.1	<ul style="list-style-type: none">• Provide opportunity for the support of events, festivals and activities that activate Hobart during the winter period, through the Community Development Grants Program.
1.3.1	<ul style="list-style-type: none">• Continue to work in partnership with key event partners in delivering major events and festivals.
1.3.1	<ul style="list-style-type: none">• Development of a Waste Management Strategy for Salamanca Market.
1.3.2	<ul style="list-style-type: none">• Commence master planning for the Battery Point Slipyards site.
1.3.2	<ul style="list-style-type: none">• Finalise and implement actions arising from the Civic Square Master Plan.

2016-2017 Major Actions/Initiatives

Strategy Reference	Major Actions/Initiatives
1.3.2	<ul style="list-style-type: none">• Refurbish existing Elizabeth Street Mall Booth to provide for visitor information and booking services in the city centre by the Tasmanian Travel and Information Centre to accommodate an increase in demand for visitor services, and support the major retail and hospitality precincts.
1.3.2	<ul style="list-style-type: none">• Implement a new city centre marketing strategy.
1.3.2	<ul style="list-style-type: none">• Assist the tourism industry and local economy through support of the cruise ship industry in Hobart and Tasmania and through relationships with key stakeholders (Tasports, Destination Southern Tasmania and Tourism Tasmania).
1.3.3	<ul style="list-style-type: none">• Local Retail Precincts Plan –<ul style="list-style-type: none">– Develop implementation strategy.– Undertake community engagement and develop designs for the Lenah Valley retail precinct.– Undertake community engagement and develop designs for the pedestrian crossing points in Macquarie Street, South Hobart retail precinct.
1.3.4	<ul style="list-style-type: none">• Develop and implement an innovative whole of-Council activation framework.
1.3.5	<ul style="list-style-type: none">• Review and implement outcomes of the City of Hobart Mobile Food Vendor Program trial.
1.4.1	<ul style="list-style-type: none">• Implementation of initiatives to ensure the City’s Streets and public toilets are maintained to a high standard.
1.4.1	<ul style="list-style-type: none">• Evaluate findings and resolve actions relating to the acoustics audit of the Town Hall.
1.4.1	<ul style="list-style-type: none">• Install external facade lighting to the Town Hall.
1.4.1	<ul style="list-style-type: none">• Redesign booking and information provision infrastructure at the Tasmanian Travel and Information Centre to ensure employee safety and improved accessibility for the public.
1.4.2	<ul style="list-style-type: none">• Develop a Business Plan for the Tasmanian Travel and Information Centre.
1.5.1	<ul style="list-style-type: none">• Implement the Council’s Creative Hobart Strategy.
1.5.1	<ul style="list-style-type: none">• Host a curated series of Creative Hobart forums that engage the community and cultural sector.
1.5.1	<ul style="list-style-type: none">• Undertake a review of the City of Hobart Art Prize to ensure alignment with the Creative Hobart Strategy.
1.5.3	<ul style="list-style-type: none">• Investigate and implement a broad range of public art projects, in particular complete the installation of the Franklin Square Public Art Project.
1.5.3	<ul style="list-style-type: none">• Implement the ongoing Soapbox program in Mathers Place.

3. Goal Two – Urban Management

City Planning promotes our City's uniqueness, is people focussed and provides connectedness and accessibility

FD4 – achieves good quality development and urban management

In 2025 Hobart will be a city that remains unique in its own right, protecting its built heritage and history while pursuing quality development, the principles of sustainable cities and the reduction of ecological impacts. It will value access to the waterfront, foreshores, public and open spaces and continues to enjoy the benefits of scale and proximity.

FD5 – is highly accessible through efficient transport systems

In 2025 Hobart will be a city that maintains its convenience and accessibility through the greater use of transport alternatives and an effective road and travel network. An integrated approach to transport planning within the city and across the wider metropolitan region will be the result of improved public transport options, cycle ways and walking tracks linking open spaces for transport and recreation, the availability of adequate parking for commuters and shoppers, the take up of sustainable transport options, the reduction of through traffic and the management of a safe and efficient road network.

Strategic Objectives

- 2.1 A fully accessible and connected city environment
- 2.2 A people-focussed city with well-designed and managed urban and recreation spaces
- 2.3 City and regional planning ensures quality design, meets community needs, and maintains residential amenity
- 2.4 Unique heritage assets are protected and celebrated

Key Function Areas

This will be delivered through the following Functions:

- Traffic Engineering
- Design Services
- Parking Operations
- Road and Environmental Engineering
- Asset Services
- Civil Works
- Planning Policy
- Project Delivery
- Parks and Recreation
- Bushland and Reserves
- City Cleansing
- Kerbside Collection of Waste and Recycling
- Open Space Planning
- City Design
- Heritage and Conservation
- Community Development Policy and Management

2016-2017 Major Actions/Initiatives

Strategy Reference	Major Actions/Initiatives
2.1.1	<ul style="list-style-type: none">• Commence development of the Transport Strategy –<ul style="list-style-type: none">– Undertake community engagement to identify transport issues.– Draft strategy in response to the issues identified.
2.1.3	<ul style="list-style-type: none">• Commence West Hobart pedestrian amenity improvements in Hill Street –<ul style="list-style-type: none">– Conduct community engagement.– Complete median treatment design.– Complete construction.
2.1.4	<ul style="list-style-type: none">• Extend the Licence Plate Recognition system into all three multi-storey car parks and link them to one operating system.
2.1.4	<ul style="list-style-type: none">• Investigate the allocation of parking spaces in short term and monthly lease car parks to promote the use of fuel efficient and environmentally friendly vehicles.
2.1.4	<ul style="list-style-type: none">• Review the parking strategy – “Parking – A Plan for the Future 2013”.
2.1.4	<ul style="list-style-type: none">• Install and implement the integrated parking system.
2.1.4	<ul style="list-style-type: none">• Review the residential parking schemes, including zones, operational costs, fees and eligibility criteria and identify actions.
2.1.5	<ul style="list-style-type: none">• Upgrade Bus Mall in Elizabeth Street and consider inclusion of Collins Street as part of the bus interchange facilities -<ul style="list-style-type: none">– Undertake community engagement.– Complete design.– Commence construction.
2.1.6	<ul style="list-style-type: none">• Complete construction of the Inner-City Cycle Way – Morrison Street connecting Brooke Street and Castray Esplanade, including Brooke Street upgrade.
2.1.6	<ul style="list-style-type: none">• Commence planning and design for the Inner-City Cycle Way – shared path on Castray Esplanade from IMAS to CSIRO.
2.1.6	<ul style="list-style-type: none">• Complete construction of Sandy Bay Road Walking and Cycling project from Beach Road to the boundary with Kingborough.
2.1.7	<ul style="list-style-type: none">• Investigate options to improve traffic network capacity within the CBD.
2.2.1	<ul style="list-style-type: none">• Complete stage two of the Collins Court Revitalisation including improving the linkages through to Macquarie Street.
2.2.5	
2.2.2	<ul style="list-style-type: none">• Develop a Business Plan for the City Hall site.
2.2.2	<ul style="list-style-type: none">• Complete construction of the Sandy Bay Retail Precinct revitalisation.
2.2.2	<ul style="list-style-type: none">• Rebuild Carlton Street –<ul style="list-style-type: none">– complete design.– commence construction.

2016-2017 Major Actions/Initiatives

Strategy Reference	Major Actions/Initiatives
2.2.2	<ul style="list-style-type: none">• Construct a new footpath at Cornelian Bay from Queens Walk to Stainforth Court.
2.2.2	<ul style="list-style-type: none">• Implement the Public Toilet Strategy.
2.2.2	<ul style="list-style-type: none">• Complete the fabrication and installation of toilet facilities in Sullivan’s Cove to service Salamanca Market and the late night economy.
2.2.2	<ul style="list-style-type: none">• Complete the development of the City’s new Street Tree Strategy.
2.2.2	<ul style="list-style-type: none">• Develop procedures to guide the management and booking of inner city spaces including Collins Court, Mathers Place, Elizabeth Street Mall, Wellington Court and Salamanca Square.
2.2.2	<ul style="list-style-type: none">• Upgrade the Mawson Place cardinal lights to energy efficient colour adjustable lighting.
2.2.5	<ul style="list-style-type: none">• Substantial completion of the Brooker Avenue shared bridge.
2.2.5	<ul style="list-style-type: none">• Completion of the City to Cove improved pedestrian connectivity options analysis.
2.2.5	<ul style="list-style-type: none">• Preparation of a design for the Tasman Highway shared bridge.
2.2.6	<ul style="list-style-type: none">• Implementation of the City’s Graffiti Management Plan.
2.2.6	<ul style="list-style-type: none">• Work collaboratively with business and community to implement a range of graffiti prevention measures including the development of community art walls.
2.3.2	<ul style="list-style-type: none">• Develop a new interpretation strategy for Sullivans Cove.
2.3.4	<ul style="list-style-type: none">• Translate the Hobart Interim and the Sullivans Cove Planning Schemes into the Tasmanian Planning Scheme.
2.4.1	<ul style="list-style-type: none">• Celebration of the sesqui-centenary of the Town Hall in September 2016; implementation of projects identified by the Working Group including input into the publication of a book on the history of the Town Hall.

4. Goal Three – Environment and Natural Resources

An ecologically sustainable city maintains its unique character and values our natural resources

FD2 – is recognised for its natural beauty and quality of environment

In 2025 Hobart will be a city that respects the natural beauty of Mount Wellington, the Derwent River, the bushland surrounds and foreshore locations. The community connection to the environment has been enhanced through the protection of views, vistas, access and linkages. The physical environment has been conserved in a manner that will ensure a healthy and attractive city.

Strategic Objectives

- 3.1 Increased resilience to climate change
- 3.2 Strong environmental stewardship
- 3.3 A highly valued natural and cultural open space network
- 3.4 Leadership in environmental performance with the efficient use of natural resources

Key Function Areas

This will be delivered through the following Functions:

- Road and Environmental Engineering
- McRobies Gully Waste Management Centre
- Kerbside Collection of Waste and Recycling
- Bushland and Reserves
- Cleansing and Solid Waste – Policy, Compliance and Customer Liaison
- Planning Policy and Heritage
- Environmental Planning

2016-2017 Major Actions/Initiatives

Strategy Reference	Major Actions/Initiatives
3.1.2	<ul style="list-style-type: none"> • Develop and implement climate communication plan as part of review of the Hobart Climate Change Strategy.
3.1.3	<ul style="list-style-type: none"> • Develop and implement a coastal hazard strategy.
3.2.1	<ul style="list-style-type: none"> • Review the City’s Fire Management Plans for Knocklofty and Ridgeway Reserves.
3.2.3	<ul style="list-style-type: none"> • Finalise the New Town Rivulet flood model and analyse results.
3.2.3	<ul style="list-style-type: none"> • Conduct rivulet and waterways restoration, including willow tree removal and revegetation works.
3.2.5	<ul style="list-style-type: none"> • Implement the Waste Management Strategy 2015-2030.
3.3.2	<ul style="list-style-type: none"> • Undertake Stage 1 of the Joggers Loop redevelopment contained within the Queens Domain Management Plan.
3.3.2	<ul style="list-style-type: none"> • Implement the Ancanthe Park Master Plan.

5. Goal Four – Strong, Safe and Healthy Communities

Our communities are resilient, safe and enjoy healthy lifestyles

FD6 – builds strong and healthy communities through diversity, participation and empathy

In 2025 Hobart will be a city that reflects a spirit of community and tolerance. By valuing diversity and encouraging participation by all ages in the life of their community a friendly and compassionate society will underpin a safe and healthy city.

Strategic Objectives

- 4.1 Community connectedness and participation realises the cultural and social potential of the community
- 4.2 City facilities; infrastructure and open spaces support healthy lifestyles
- 4.3 Build community resilience, public health and safety
- 4.4 Community diversity is encouraged and celebrated

Key Function Areas

This will be delivered through the following Functions:

- Doone Kennedy Hobart Aquatic Centre
- Equal Access Coordination
- Environmental Health
- Community Development Policy and Management
- Positive Ageing
- Youth Programs
- Cultural Programs
- Parks and Recreation

2016-2017 Major Actions/Initiatives:

Strategy Reference	Major Actions/Initiatives
4.1.1	<ul style="list-style-type: none"> • Implement the Social Inclusion Strategy 2016-2017 Action Plan in conjunction with the Community Sector Reference Group.
4.1.2	<ul style="list-style-type: none"> • Implement the 2015-2016 action plans for the Equal Access, Positive Ageing, Youth, Multicultural and Children and Families Strategies.
4.1.2	<ul style="list-style-type: none"> • Investigate Social Prescribing to address social isolation for older people.
4.1.2	<ul style="list-style-type: none"> • Investigate the potential for Hobart to become an Age-friendly City.
4.1.2	<ul style="list-style-type: none"> • Deliver the Still Gardening Program in accordance with funding agreement with the Department of Social Services.
4.1.2	<ul style="list-style-type: none"> • Work with Relationships Australia to develop a suicide prevention action plan to be utilised in the Youth Arts and Recreation Centre.
4.1.3	<ul style="list-style-type: none"> • Work in partnership with key stakeholders to deliver the Ability to Create Exhibition at Mawson Pavilion.

2016-2017 Major Actions/Initiatives:

Strategy Reference	Major Actions/Initiatives
4.1.3	<ul style="list-style-type: none">• Participate in the Disability Action Local Government Working Group with Premier and Cabinet, State Government.
4.1.3	<ul style="list-style-type: none">• Partner with Glenorchy City Council, Clarence City Council and Tascare for Children to deliver the Access All Areas event to celebrate International Day of People with Disability.
4.1.5	<ul style="list-style-type: none">• Deliver the 2016-2017 Community Development Grants Program and undertake a review.
4.1.6	<ul style="list-style-type: none">• Strengthen and develop the Positive Ageing Volunteer Program.
4.1.7	<ul style="list-style-type: none">• Support the provision of accessible information and lifelong learning through the delivery of an expo for Adult Learners Week.
4.2.1	<ul style="list-style-type: none">• Complete development of the Doone Kennedy Hobart Aquatic Centre Redevelopment Master Plan.
4.2.1	<ul style="list-style-type: none">• Implement the Doone Kennedy Hobart Aquatic Centre Marketing Strategy.
4.2.2	<ul style="list-style-type: none">• Undertake renewal works to the Organ Pipes Track (Great Short Walk).
4.2.2	<ul style="list-style-type: none">• Undertake planning for design of the City to Gardens Way connecting the CBD to the Royal Tasmanian Botanical Gardens.
4.2.4	<ul style="list-style-type: none">• Commence implementation of West Hobart Oval Management Plan.
4.2.4	<ul style="list-style-type: none">• Design and implementation of Soldiers Memorial Oval Community Hub.
4.2.4	<ul style="list-style-type: none">• Deliver new programs to encourage healthy eating choices at Youth Arts and Recreation Centre.
4.2.4	<ul style="list-style-type: none">• Investigate opportunities to enhance the Light Up The Lane, National Youth Week event.
4.2.4	<ul style="list-style-type: none">• Work with Council Officers in Planning and Corporate Services to investigate and implement Creative Hobart residency opportunities using Council-owned space as short-term studios.
4.2.4	<ul style="list-style-type: none">• Investigate the opportunity to coordinate a large scale skate event in partnership with other local councils.
4.3.5	<ul style="list-style-type: none">• Complete Marieville Esplanade Coastal Adaptation Pathway Project.
4.3.5	<ul style="list-style-type: none">• Engage with businesses undertaking high risk level 1 activities to discuss the regulation and monitoring of environmental relevant activities.
4.3.8	<ul style="list-style-type: none">• Deliver the secure taxi rank as part of the Street Teams Project in partnership with The Salvation Army and Tasmania Police.
4.3.8	<ul style="list-style-type: none">• Develop a Community Safety Strategy.
4.4.3	<ul style="list-style-type: none">• Support the delivery and promotion of 2017 Lunar New Year events.

6. Goal Five –Governance

Leadership provides for informed decision-making for our capital city

FD3 – is well governed at a regional and community level

In 2025 Hobart will be a city that works effectively to lead an integrated approach to the planning and development of the metropolitan region. Partnerships with governments, the private sector and local communities in achieving significant regional, city and community goals will be created.

Strategic Objectives

- 5.1 The organisation is relevant to the community, and provides good governance and transparent decision-making
- 5.2 Opportunities are embraced and risks are recognised and managed
- 5.3 Quality services are delivered in the most safe, cost effective and efficient way
- 5.4 An engaged civic culture where people feel part of decision-making
- 5.5 Capital City leadership is provided

Key Function Areas

This will be delivered through the following Functions:

- Financial Management
- Rates and Commercial Services
- Central Procurement
- General’s Managers Office
- City Marketing
- Human Resources
- Planning Policy and Heritage
- Information Management
- City Government
- Asset Services
- Cleansing and Solid Waste – Policy, Compliance and Customer Liaison
- Strategic Planning and Performance
- Development Appraisal
- Information, Communications & Technology
- Media and Community Relations
- Legal and Governance

2016-2017 Major Actions/Initiatives

Strategy Reference	Major Actions/Initiatives
5.1.2	<ul style="list-style-type: none"> • Purchase and commence implementation of new integrated business systems.
5.1.2	<ul style="list-style-type: none"> • Review the structure and resourcing of ICT to support the new business systems environment.
5.1.3	<ul style="list-style-type: none"> • Implement the InfoCouncil system as a holistic tool to accommodate the preparation of Council and committee business papers and the management of Council and committee outcomes.

2016-2017 Major Actions/Initiatives

Strategy Reference

Major Actions/Initiatives

- 5.1.3 • Continue to refine and enhance the use of The Hub software, as the means of presenting Council business documents to Aldermen.
- 5.1.3 • Undertake the twelve month audit of the implementation of Council's policy in respect to *Aldermanic Development and Support*.
- 5.1.7 • Review and update the Long-Term Financial Management Plan 2017-2037.
- 5.1.8 • Review and update the City of Hobart Rates and Charges Policy.
- 5.1.8 • Implement property value adjustment factors (indexation) for 2017-2018 Council rates.
- 5.1.8 • Investigate methods for the efficient and sustainable distribution of Rates Notices.
- 5.1.9 • Develop a City of Hobart Procurement Strategy to complement the existing Code for Tenders and Contracts and Purchasing Policy.
- 5.1.9 • Implement improvements to inventory and stock management.
- 5.1.9 • Continue to develop and deliver across Council a range of procurement best practice training modules, resources and support materials for employees.
- 5.2.1 • Continued implementation of the City's Fire Management Plan.
- 5.3.1 • Implement a new contracted tenancy management system.
- 5.3.1 • Undertake penetration testing to assess the Council's cyber protection.
- 5.3.1 • Undertake actions to further enhance resiliency of digital information.
- 5.3.1 • Continue implementation of electronic record keeping and information distribution, including specifically replacement of hard copy function files.
- 5.3.1 • Ongoing digitisation of historical records.
- 5.3.1 • Implement a web based lodgement and application assessment system for the online submission of statutory applications.
- 5.3.2 • Develop and implement a project management tool kit.
- 5.3.4 • Revise Council's Asset Management Strategy to accord with State legislative requirements.
- 5.3.5 • Undertake negotiations and finalise the Council's Enterprise Agreement with employees.
- 5.3.5 • Implement Fitness for Work policy and procedures.
- 5.3.5 • Implement the Alcohol and Other Drug policy, including workplace testing.
- 5.3.5 • Review the Council's recruitment policy and processes.
- 5.3.6 • Implement actions arising from the 2015 employee Culture Survey.

2016-2017 Major Actions/Initiatives

Strategy Reference	Major Actions/Initiatives
5.3.6	<ul style="list-style-type: none">• Deliver a Code of Conduct and Ethical Decision Making Training Program to all employees.
5.3.7	<ul style="list-style-type: none">• Introduce the Interactive Voice Response (menu based) system to the Council’s switchboard to enhance customer services.
5.3.7	<ul style="list-style-type: none">• Undertake the relevant preparatory work for the expansion of Council’s online services, following implementation of the new enterprise business systems.
5.4.4	<ul style="list-style-type: none">• Deliver an upgraded, contemporary corporate website and update associated procedures and guidelines.
5.4.4	<ul style="list-style-type: none">• Update communications policy and develop procedures and relevant guidelines.
5.5.2	<ul style="list-style-type: none">• Optimise shared service opportunities for the metropolitan area.
5.5.3	<ul style="list-style-type: none">• Actively participate in Council of Capital City Lord Mayors (CCCLM) activities and support projects that will benefit the city.

7. Summary of Budget Estimates

Pursuant to the *Local Government Act 1993*, Council is required to prepare Estimates of its revenue and expenditure for each financial year. These are required to be adopted by August 31 each year.

A summary by Budget Function is provided at Appendix 1.

Operating Result Forecast

	2015/16 Forecast (\$'000)	2016/17 Budget (\$'000)	2017/18 Budget (\$'000)	2018/19 Budget (\$'000)	2019/20 Budget (\$'000)	2020/21 Budget (\$'000)
Expenses						
Employee Costs	(50,992)	(53,935)	(55,431)	(57,192)	(59,011)	(60,890)
Materials and services	(28,178)	(29,647)	(30,999)	(31,725)	(32,491)	(33,271)
Depreciation	(17,632)	(17,346)	(17,484)	(17,796)	(18,951)	(19,194)
Fire Levy	(9,315)	(9,715)	(10,299)	(10,917)	(11,572)	(12,266)
Energy costs	(2,642)	(2,453)	(2,515)	(2,577)	(2,642)	(2,708)
Bad Debts	(378)	(370)	(400)	(412)	(424)	(437)
Finance Costs	(983)	(915)	(821)	(723)	(1,727)	(2,194)
Asset write-offs	(2,012)	(2,500)	(1,872)	(2,387)	(1,906)	(1,296)
Other	(4,819)	(4,923)	(4,125)	(4,207)	(4,290)	(4,375)
	(116,951)	(121,804)	(123,946)	(127,936)	(133,014)	(136,631)
Revenues						
Rates and Charges	74,917	77,623	80,462	83,404	86,455	89,607
Parking Fines	6,744	7,287	7,505	7,731	7,962	8,201
Operating Grants	3,202	4,091	4,172	4,256	4,341	4,428
Distributions from TasWater	3,258	3,258	3,258	3,258	3,258	3,258
Rents	3,227	3,101	3,194	3,290	3,389	3,491
Interest	1,042	886	756	250	56	62
Fire Levy collection fee	372	388	412	436	462	490
Fees and Charges - car parks	8,103	8,419	8,756	9,106	9,471	9,849
Fees and Charges - on street parking	5,284	5,609	5,777	5,950	6,129	6,313
Fees and Charges - other	13,267	13,622	13,133	13,553	13,988	14,434
	119,416	124,284	127,425	131,234	135,511	140,133
Surplus / (Deficit)	2,465	2,480	3,479	3,298	2,497	3,502

Cash Flow Forecast

Total cash balances are forecast to decrease over the next 5 years as a result of Council's expanded capital works program. Balances and cash flow requirements will need to be closely monitored and further refined to ensure adequate liquidity.

	2015/16 Forecast (\$'000)	2016/17 Budget (\$'000)	2017/18 Budget (\$'000)	2018/19 Budget (\$'000)	2019/20 Budget (\$'000)	2020/21 Budget (\$'000)
Operating Activities						
Payments						
Employee Costs	(49,773)	(52,551)	(54,203)	(55,908)	(57,666)	(59,483)
Fire Levy	(9,315)	(9,715)	(10,299)	(10,917)	(11,572)	(12,266)
Interest	(798)	(726)	(651)	(571)	(1,586)	(2,053)
Other	(37,235)	(38,034)	(38,605)	(39,033)	(39,403)	(40,332)
	(97,121)	(101,026)	(103,757)	(106,429)	(110,227)	(114,134)
Receipts						
Rates and Charges	74,843	77,505	80,338	83,276	86,323	89,470
Grants	3,204	4,052	4,169	4,252	4,337	4,424
Fees and Charges	33,707	35,258	35,163	36,326	37,547	38,808
Rents	3,224	3,107	3,190	3,286	3,385	3,486
Interest	1,042	886	756	249	56	62
Other		-	-	-	-	-
	116,020	120,808	123,616	127,389	131,648	136,250
Net Cash Flows from Operating Activities	18,899	19,782	19,859	20,960	21,421	22,116
Investing Activities						
Payments						
New Assets						
- Transforming Hobart		(11,037)	(10,112)	(25,624)	(9,718)	(12,108)
- Core Business Systems		(3,100)	(600)	(55)		
- Infrastructure	(1,694)	(809)	(2,600)	(2,938)	(2,617)	(340)
- Inner City Action Plan	(6,859)	(3,330)	(11,049)	(2,000)	(2,100)	(2,600)
- Property		-	-	-	-	-
- Plant and Equipment	(1,449)	(698)	430	(181)	(119)	(50)
Asset Renewal						
- Deferred from prior years	(824)	(174)				
- Infrastructure	(14,328)	(16,761)	(16,805)	(16,077)	(17,723)	(18,496)
- Plant and Equipment	(5,284)	(3,664)	(2,061)	(2,265)	(1,790)	(3,712)
	(30,438)	(39,573)	(42,797)	(49,140)	(34,067)	(37,306)
Receipts						
Grants	2,078	4,191	5,192	-	-	-
Distributions from TasWater	3,258	3,258	3,258	3,258	3,258	3,258
Plant and equipment sales	1,230	959	1,466	974	984	1,500
Property sales	-	-	-	-	-	-
	6,566	8,408	9,916	4,232	4,242	4,758
Net Cash Flows from Investing Activities	(23,872)	(31,165)	(32,881)	(44,908)	(29,825)	(32,548)
Financing Activities						
Payments						
Loans	-	-	-	-	-	-
Debt Repayment	(1,334)	(1,406)	(1,482)	(1,562)	(2,539)	(2,924)
Receipts						
Proceeds from Borrowings				20,000	11,000	13,000
Net Cash Flows from Financing Activities	(1,334)	(1,406)	(1,482)	18,438	8,461	10,076
Net Cash Surplus / (Deficit)	(6,307)	(12,789)	(14,504)	(5,510)	57	(356)
Opening Cash On Hand	40,709	34,402	21,613	7,109	1,599	1,656
Closing Cash On Hand	34,402	21,613	7,109	1,599	1,656	1,300

	2015/16 (\$'000)	2016/17 (\$'000)	2017/18 (\$'000)	2018/19 (\$'000)	2019/20 (\$'000)	2020/21 (\$'000)
Closing Cash Balance ear-marked for (a): -						
Contributions in Lieu of Public Open Space	363	363	363	363	363	363
Contributions in Lieu of Parking	135	135	135	135	135	135
Heritage Account	1,380	1,415	1,415	1,414	1,414	1,417
Public Infrastructure Fund	-	1,510	-	-	-	-
Plant and equipment carry-forwards (b)	3,000	3,000	3,000	3,000	3,000	3,000
Bushland Fund	358	408	458	508	558	608
McRobies Gully Tip Site Rehabilitation	2,726	2,609	2,698	3,232	4,316	4,990
Other project carry-forwards (b)	19,154	15,000	15,000	15,000	15,000	15,000
Parking			-	-	-	-
Refundable Deposits	1,897	1,897	1,897	1,897	1,897	1,897
Future Asset Renewal Reserve (c)	5,389	(4,724)	(17,857)	(23,950)	(25,026)	(26,110)

- a) Some of Council's cash reserves are restricted. In some cases, this restriction is imposed by legislation (e.g. The Heritage Account). Others have been earmarked for certain purposes by Council decision and may therefore be used for other purposes at Council's discretion.
- b) Carry-Forwards take account of annual allocations included in the Capital Expenditure Budget but which may not be expended during the year, and are therefore on hand at the end of the year i.e. Capital works in progress or not yet commenced.
- c) The above table also shows that the Future Asset Renewal Reserve (total cash less reserved amounts) falls into the negative during 2016/17 and remains so for the period of the model forecast. This situation results from Council's expanded capital works program which will exhaust cash balances, and necessitate borrowings. This means that the aggregate of reserved amounts exceeds the available cash balance. Of itself, this is not a concern because the majority of reserved amounts can be utilised for other purposes by Council decision, and not all amounts are required at the same point in time. However, balances and cash flow requirements will need to be closely monitored and further refined to ensure adequate liquidity.

Balance Sheet Forecast

Council's balance sheet is expected to remain strong. Net assets (and equity) vary over the period reflecting expected asset revaluations.

	2015/16 Forecast (\$'000)	2016/17 Budget (\$'000)	2017/18 Budget (\$'000)	2018/19 Budget (\$'000)	2019/20 Budget (\$'000)	2020/21 Budget (\$'000)
Assets						
Current Assets						
Cash and cash equivalents	34,401	21,613	7,109	1,599	1,656	1,300
Inventories	331	331	331	331	331	331
Receivables	5,004	4,853	5,003	5,180	5,362	5,550
Other	22	22	22	22	22	22
	39,758	26,819	12,465	7,132	7,371	7,203
Non-Current Assets						
Receivables	226	226	226	226	226	226
Investment Property	-	-	-	-	-	-
Investment in TasWater	160,874	160,874	160,874	160,874	160,874	160,874
Property, plant and equipment	761,175	745,910	783,066	819,563	755,606	783,700
	922,275	907,010	944,166	980,663	916,706	944,800
Total Assets	962,033	933,829	956,631	987,795	924,077	952,003
Liabilities						
Current Liabilities						
Payables	(5,966)	(6,323)	(6,530)	(6,745)	(6,970)	(7,203)
Trust, Deposits, Retention	(2,890)	(2,890)	(2,890)	(2,890)	(2,890)	(2,890)
Employee benefits	(11,312)	(12,053)	(12,660)	(13,297)	(13,966)	(14,669)
Unearned Revenue	(446)	(446)	(446)	(446)	(446)	(446)
Loans	(1,406)	(1,482)	(1,562)	(2,539)	(2,924)	(3,407)
	(22,020)	(23,194)	(24,088)	(25,917)	(27,196)	(28,615)
Non-Current Liabilities						
Employee benefits	(3,190)	(3,400)	(3,571)	(3,750)	(3,939)	(4,138)
DB Superannuation Scheme	(1,894)	(2,334)	(2,792)	(3,268)	(3,762)	(4,277)
Loans	(11,670)	(10,189)	(8,627)	(26,088)	(34,164)	(43,757)
Other Provisions	(7,145)	(5,959)	(4,947)	(4,352)	(4,281)	(4,202)
	(23,899)	(21,882)	(19,937)	(37,458)	(46,146)	(56,374)
Total Liabilities	(45,919)	(45,076)	(44,025)	(63,375)	(73,342)	(84,989)
Net Assets	916,114	888,753	912,606	924,420	850,735	867,014

8. Delegations

At its meeting to approve the Annual Estimates, Council approved the delegation of power to expend monies to all the Council committees and the General Manager. The power to expend monies was linked to the Delegation categories shown in this Annual Plan.

The Delegation categories are defined as follows:

Delegation 1: power to expend monies delegated to the General Manager. Pursuant to the Council resolution and further pursuant to section 64 of the *Local Government Act 1993*, the General Manager is authorised by the Council to delegate this power to Council employees.

Delegation 2: power to expend monies delegated to Council committees established pursuant to section 23 of the *Local Government Act 1993*.

Delegation 3: power to expend monies reserved to Council.

The expenditure of money within all budget functions listed in the Annual Plan are delegation 1. The only exceptions are:

- Conferences and seminars, which is delegation 1 or 3 at a cost of \$195,989.
- Aldermanic Expenses, which is delegation 1 or 3 at a cost of \$56,000.

9. Public Health Goals and Objectives

Hobart City Council's Public Health Services program is developed and implemented by the Environmental Health Unit in the City Planning Division.

Priorities in the Capital City Strategic Plan 2015 – 2025 include:

- Environment and Natural Resources, and
- Strong, Safe and Healthy Communities.

The Public Health Services program addresses a range of functions to meet the provisions of the *Local Government Act 2003*, *Public Health Act 1997*, *Food Act 2003*, *Burial & Cremation Act 2002* and *Environmental Management & Pollution Control Act 1994*. These functions include:

- Food Safety
- Public Health Education & Promotion
- Public Health Risk Activities
- Exhumations
- Unhealthy Premises
- Recreation & Bathing Water Quality
- Air, Water & Soil Pollution
- Emergency Management
- Smoke Free Public Places
- Disease Prevention & Control
- Places of Assembly: Public Events
- Immunisation Services
- On-Site Wastewater Disposal
- Cooling Towers
- Contaminated Land
- Public Health & Environmental Nuisances

The key actions / initiatives identified for 2016/17 to meet the strategic objectives of the Capital City Strategic Plan are:

- Develop appropriate documentation to support officer implementation of the Public Health Emergency Management Plan.
- Review existing food safety compliance enforcement policies to ensure consistency in interpretation and implementation to food businesses.
- Undertake assessments of households causing excessive domestic wood smoke emissions during the winter season.

10. Appendix 1

Summary by Budget Function

DIVISION: General Manager					
	2016-17	2016-17	2016-17	2016-17	2016-17
	Operating Expenditure \$	Operating Revenue \$	Net Operating \$	Net Property, Plant & Equipment \$	Net Projects \$
035 - Economic Development	2,533,933	0	2,533,933	1,000	0
110 - Lord Mayoral Support	539,236	0	539,236	5,000	0
120 - Strategic Planning and Performance	148,126	0	148,126	0	0
125 - General Manager's Office	969,990	0	969,990	0	0
Total General Manager	4,191,285	0	4,191,285	6,000	0

DIVISION: Corporate Services					
	2016-17	2016-17	2016-17	2016-17	2016-17
	Operating Expenditure \$	Operating Revenue \$	Net Operating \$	Net Property, Plant & Equipment \$	Net Projects \$
050 - Administration - City Planning	611,566	0	611,566	2,500	0
080 - Admin - Community Development	283,260	0	283,260	1,500	0
101 - Human Resources	2,513,562	(305,000)	2,208,562	0	0
104 - Legal, Risk and Property Services	1,561,673	(588,500)	973,173	0	0
106 - City Government	1,104,704	0	1,104,704	3,100,000	0
130 - Admin - Corporate Services	648,532	0	648,532	3,500	0
135 - Corporate Services Division	1,631,544	(890,000)	741,544	0	0
152 - Information Services	3,370,599	0	3,370,599	583,902	0
155 - Customer Services	1,005,082	(480,000)	525,082	0	0
192 - Records Management	1,022,681	0	1,022,681	0	0
195 - Information Management	333,429	0	333,429	1,000	0
330 - Halls	613,483	(128,000)	485,483	2,000	0
350 - Administration - Parks and City Amenity	499,261	0	499,261	0	0
360 - Emergency Management	9,774,195	0	9,774,195	0	0
850 - Administration - City Infrastructure	466,079	0	466,079	0	0
Total Corporate Services	25,439,650	(2,391,500)	23,048,150	3,694,402	0

DIVISION: Parks and City Amenity

	2016-17	2016-17	2016-17	2016-17	2016-17
	Operating Expenditure \$	Operating Revenue \$	Net Operating \$	Net Property, Plant & Equipment \$	Net Projects \$
160 - Parks and Customer Services	507,080	(76,000)	431,080	7,000	0
175 - After Hours Service	151,247	0	151,247	2,000	0
201 - City Cleansing	2,789,583	(200,498)	2,589,085	6,000	0
240 - Solid Waste Strategy & Projects	1,095,501	(817,000)	278,501	2,000	285,000
243 - Solid Waste Operations & Maintenance	3,901,537	(66,448)	3,835,089	2,000	0
245 - McRobies Gully WMC Ops & Mtce	1,869,851	(2,501,756)	(631,905)	5,000	336,880
300 - Parks Strategy & Projects	1,181,287	(219,301)	961,986	12,000	2,957,575
301 - Parks Infrastructure	2,281,556	(57,344)	2,224,212	0	0
311 - Cafe, Retail & Customer Service	1,696,441	(1,133,732)	562,709	11,965	0
312 - Pool Operations & Swim School	1,888,707	(2,851,142)	(962,435)	178,300	1,332,550
313 - Health & Fitness Gymnasium	1,244,351	(1,218,863)	25,488	9,100	0
314 - DKHAC Admin, Mgmt & Marketing	373,111	0	373,111	5,000	0
320 - Visitor Services	1,232,864	(223,000)	1,009,864	10,000	1,927,917
323 - Bushland and Reserves Management	309,149	(28,473)	280,676	0	0
340 - Sporting Facility Strategy & Projects	1,032,482	(388,660)	643,822	12,000	2,708,375
343 - Arboricultural & Nursery Management	214,976	0	214,976	10,000	40,000
348 - Hobart Regional Nursery	435,704	(65,400)	370,304	0	18,282
351 - Open Space Planning	375,309	0	375,309	1,000	0
365 - Parks & Recreation Management	400,126	0	400,126	0	0
372 - Parks Bldg Mtce & Enviro Services Ops	243,970	0	243,970	0	0
373 - Project and Asset Management	490,667	(26,311)	464,356	0	0
374 - Arboricultural Services Operations	1,387,402	(124,676)	1,262,726	2,500	0
383 - Asset Maintenance	1,203,835	0	1,203,835	10,000	0
386 - Fire & Biodiversity	1,413,350	(5,000)	1,408,350	5,000	0
392 - Sporting Fac. B Mtce & Env Serv Ops	280,300	0	280,300	0	0
395 - Turf Operations	1,969,510	(212,573)	1,756,937	0	0
817 - Fleet and Fabrication Management	636,347	(100,000)	536,347	0	0
819 - Major Plant	962,846	(1,247,229)	(284,383)	428,364	0
820 - Heavy Vehicles	1,563,550	(1,687,021)	(123,471)	696,998	0
821 - Light Vehicles	570,991	(853,748)	(282,757)	287,304	0
822 - Minor Plant	174,688	(174,688)	0	257,330	0
824 - Fabrication Services	548,598	(301,619)	246,979	0	0
855 - Clearys Gates Support Services	778,054	0	778,054	6,000	75,000
Total Parks and City Amenity	35,204,970	(14,580,482)	20,624,488	1,966,861	9,681,579

DIVISION: Community Development

	2016-17	2016-17	2016-17	2016-17	2016-17
	Operating Expenditure \$	Operating Revenue \$	Net Operating \$	Net Property, Plant & Equipment \$	Net Projects \$
053 - Youth Programs	407,564	(38,656)	368,908	10,000	0
060 - Community Development Policy Mgmt	754,744	(136,162)	618,582	10,000	271,936
062 - Equal Access Co-ordination	58,110	0	58,110	0	0
065 - Cultural Development	663,600	(12,000)	651,600	50,000	50,000
070 - Positive Ageing	592,800	(289,238)	303,562	13,000	0
075 - Community Development Divisional	243,537	0	243,537	3,500	0
140 - Tasmanian Travel and Info Centre	1,127,015	(1,086,400)	40,615	50,000	0
335 - Salamanca Market	972,175	(1,107,340)	(135,165)	255,000	0
344 - Events & Marketing	1,063,060	(46,300)	1,016,760	25,000	0
345 - Taste of Tasmania	2,292,264	(1,862,001)	430,263	0	175,000
451 - Marketing and Communications	1,469,591	(29,000)	1,440,591	128,000	70,000
Total Community Development	9,644,460	(4,607,097)	5,037,363	544,500	566,936

DIVISION: City Planning

	2016-17	2016-17	2016-17	2016-17	2016-17
	Operating Expenditure \$	Operating Revenue \$	Net Operating \$	Net Property, Plant & Equipment \$	Net Projects \$
001 - Development Appraisal	1,640,584	(650,000)	990,584	5,000	0
005 - Planning Policy	468,562	(7,550)	461,012	2,000	0
010 - Heritage & Conservation	557,932	(106,100)	451,832	1,000	0
015 - Environmental Planning	285,867	0	285,867	0	0
025 - Development Compliance	1,217,897	(933,240)	284,657	4,500	0
040 - City Design	0	0	0	0	3,330,000
165 - Development & Environmental Services	759,219	0	759,219	0	0
220 - Legal and Animal Management	814,370	(280,500)	533,870	1,000	0
251 - Public Health Services	915,028	(315,550)	599,478	3,000	0
Total City Planning	6,659,459	(2,292,940)	4,366,519	16,500	3,330,000

DIVISION: City Infrastructure

	2016-17	2016-17	2016-17	2016-17	2016-17
	Operating Expenditure \$	Operating Revenue \$	Net Operating \$	Net Property, Plant & Equipment \$	Net Projects \$
020 - Corporate Property	1,364,449	0	1,364,449	0	1,815,000
170 - Infrastructure Services Division	743,516	0	743,516	0	0
420 - On-Street Unmetered Parking	119,707	(5,000)	114,707	0	0
510 - Civil Construction	694,869	(53,192)	641,677	50,000	0
515 - Civil Operations	3,768,675	(1,157,601)	2,611,074	11,300	0
525 - Civil Works Support	409,968	0	409,968	12,000	0
540 - Road Strategy & Projects	1,780,615	(1,842,974)	(62,359)	10,000	10,272,599
550 - Traffic Strategy & Projects	957,634	(140,200)	817,434	1,000	2,516,800
620 - Stormwater Strategy & Projects	998,384	0	998,384	2,000	878,633
830 - Project Delivery Services	1,124,847	0	1,124,847	0	0
831 - Design Services	1,780,443	0	1,780,443	2,000	0
840 - Asset Management	1,642,181	0	1,642,181	0	100,000
860 - Surveying Services	1,009,840	(18,000)	991,840	1,000	0
Total City Infrastructure	16,395,128	(3,216,967)	13,178,161	89,300	15,583,032

DIVISION: Financial Services

	2016-17	2016-17	2016-17	2016-17	2016-17
	Operating Expenditure \$	Operating Revenue \$	Net Operating \$	Net Property, Plant & Equipment \$	Net Projects \$
150 - Financial Services Divisional	120,378	(4,682,953)	(4,562,575)	7,966	0
151 - Financial Services	803,901	(77,002,054)	(76,198,153)	2,000	0
153 - Accounting Operations	2,069,901	(793,000)	1,276,901	4,000	0
154 - Budgets and Financial Reporting	643,993	0	643,993	600	0
401 - Off-Street Parking	4,357,932	(8,776,317)	(4,418,385)	100,000	3,244,000
421 - Parking Enforcement	5,205,599	(12,979,066)	(7,773,467)	50,000	0
851 - Central Procurement	980,293	0	980,293	17,000	0
899 - Unallocated	(187,123)	(1,726,736)	(1,913,859)	4,743	0
Total Financial Services	13,994,874	(105,960,126)	(91,965,252)	186,309	3,244,000
Total of all Functions * / **	111,529,826	(133,049,112)	(21,519,286)	6,503,872	32,405,547

*Please note that Function Totals do not include: -

- Depreciation (other than major plant and light vehicles)
- Asset write-offs
- Adjustments to Defined Benefits Superannuation Scheme

**Please note that Function Totals do include:

- Rehabilitation costs for both the landfill site and the Asphalt plant site
- Both "internal charges" (in operating expenditure) and "cost recoveries" (in operating revenue)

