

# CITY OF HOBART

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## ANNUAL PLAN 2023-24



City of **HOBART**







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# VISION STATEMENT

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Hobart breathes.



Connections between nature, history, culture, businesses and each other are the heart of our city.



We are brave and caring.



We resist mediocrity and sameness.



As we grow, we remember what makes this place special.



We walk in the fresh air between all the best things in life.



# OUR MISSION

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Working together  
to make Hobart a better  
place for the community.

We value:

## People

We care about people – our community, customers and colleagues.

## Teamwork

We collaborate both within the organisation and with external stakeholders drawing on skills and expertise for the benefit of our community.

## Focus and Direction

We have clear goals and plans to achieve sustainable social, environmental and economic outcomes for the Hobart community.

## Creativity and Innovation

We embrace new approaches and continuously improve to achieve better outcomes for our community.

## Accountability

We are transparent, work to high ethical and professional standards and are accountable for delivering outcomes for our community.





# ACKNOWLEDGEMENT OF COUNTRY

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In recognition of the deep history and culture of our city, we acknowledge the Tasmanian Aboriginal people as the Traditional Custodians of this land. We acknowledge the determination and resilience of the Palawa people of Tasmania who have survived invasion and dispossession and continue to maintain their identity, culture and rights.

We recognise that we have much to learn from Aboriginal people today, who represent the world's oldest continuing culture. We pay our sincere respects to Elders past and present and to all Aboriginal people living in and around Hobart.

# INTRODUCTION BY THE CHIEF EXECUTIVE OFFICER

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## Welcome to the City of Hobart Annual Plan for 2023-24.

The City of Hobart plays an important role in setting the future direction of our community and as the CEO of the City of Hobart I am committed to ensuring that we position Hobart as a capital city of the future.

Hobart is one of the most unique capital cities in the world. As the engine room of Tasmania's economy, we're seeking to raise the bar on what it means to be a great city – one which continuously innovates and works collaboratively with our elected members, industry partners and business to place the community at the heart of everything we do.

This annual plan sets out the strategic directions, major actions and initiatives that will guide the priorities of the City over the coming 12 months.

This plan continues to deliver on the strategies and commitments in the Capital City Strategic Plan and the City's Community Vision.

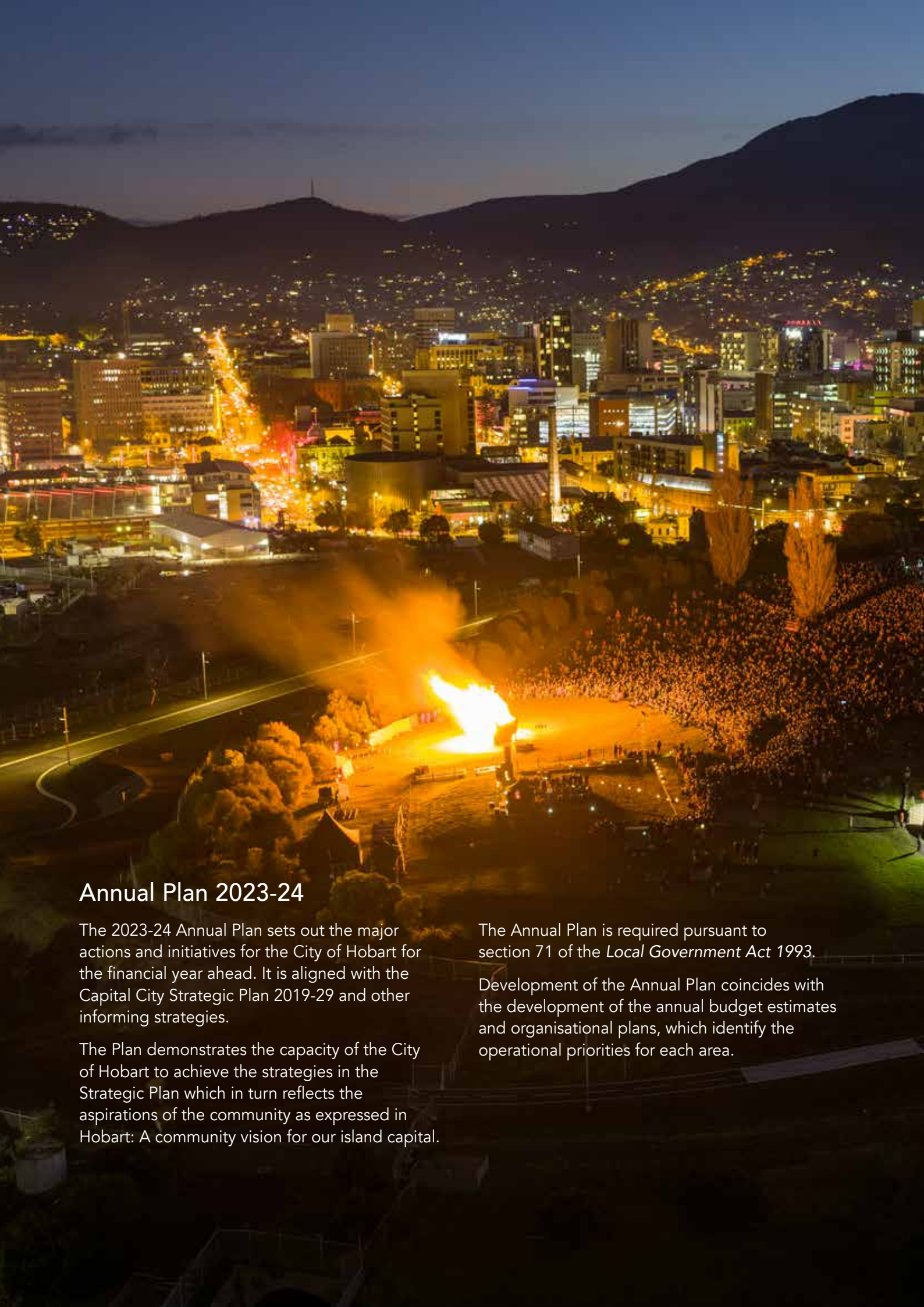
In 2023-24 we have committed to:

- Focussing on strategic and land use planning to prepare the city for growth and change. We will shape a Future Hobart Plan 2050 and neighbourhood plans for Sandy Bay/Mount Nelson and North Hobart.
- Investing in our community sport and recreation infrastructure including the construction of the new change room, amenities and public toilets at Queenborough Oval. We will also develop a Sport and Recreation Strategy to prioritise and unify the City's community facilities and services.
- Working with neighbouring Councils to identify shore-based infrastructure needed to support an expanded ferry service along the River Derwent.
- Continue to upgrade the Salamanca retail precinct; and improve the way we move around the City through a new Transport Strategy and Parking Plan.
- Develop the City of Hobart Climate Strategy 2030 to continue the City's commitment to urgent action on climate change.
- Review the Aboriginal Commitment and Action Plan and the Community Commitments that form the Hobart: A city for all framework.

A summary of the Budget Estimates for 2023-24 is also provided in this plan. I know our team from across the organisation is looking forward to working alongside the community to deliver the City's Annual Plan 2023-24.

**Kelly Grigsby**  
**Chief Executive Officer**





## Annual Plan 2023-24

The 2023-24 Annual Plan sets out the major actions and initiatives for the City of Hobart for the financial year ahead. It is aligned with the Capital City Strategic Plan 2019-29 and other informing strategies.

The Plan demonstrates the capacity of the City of Hobart to achieve the strategies in the Strategic Plan which in turn reflects the aspirations of the community as expressed in Hobart: A community vision for our island capital.

The Annual Plan is required pursuant to section 71 of the *Local Government Act 1993*.

Development of the Annual Plan coincides with the development of the annual budget estimates and organisational plans, which identify the operational priorities for each area.



## Integrated Planning and Reporting Framework

The City of Hobart Integrated Planning and Reporting Framework will be implemented over the coming year to align annual planning and reporting with performance evaluation and continuous improvement.

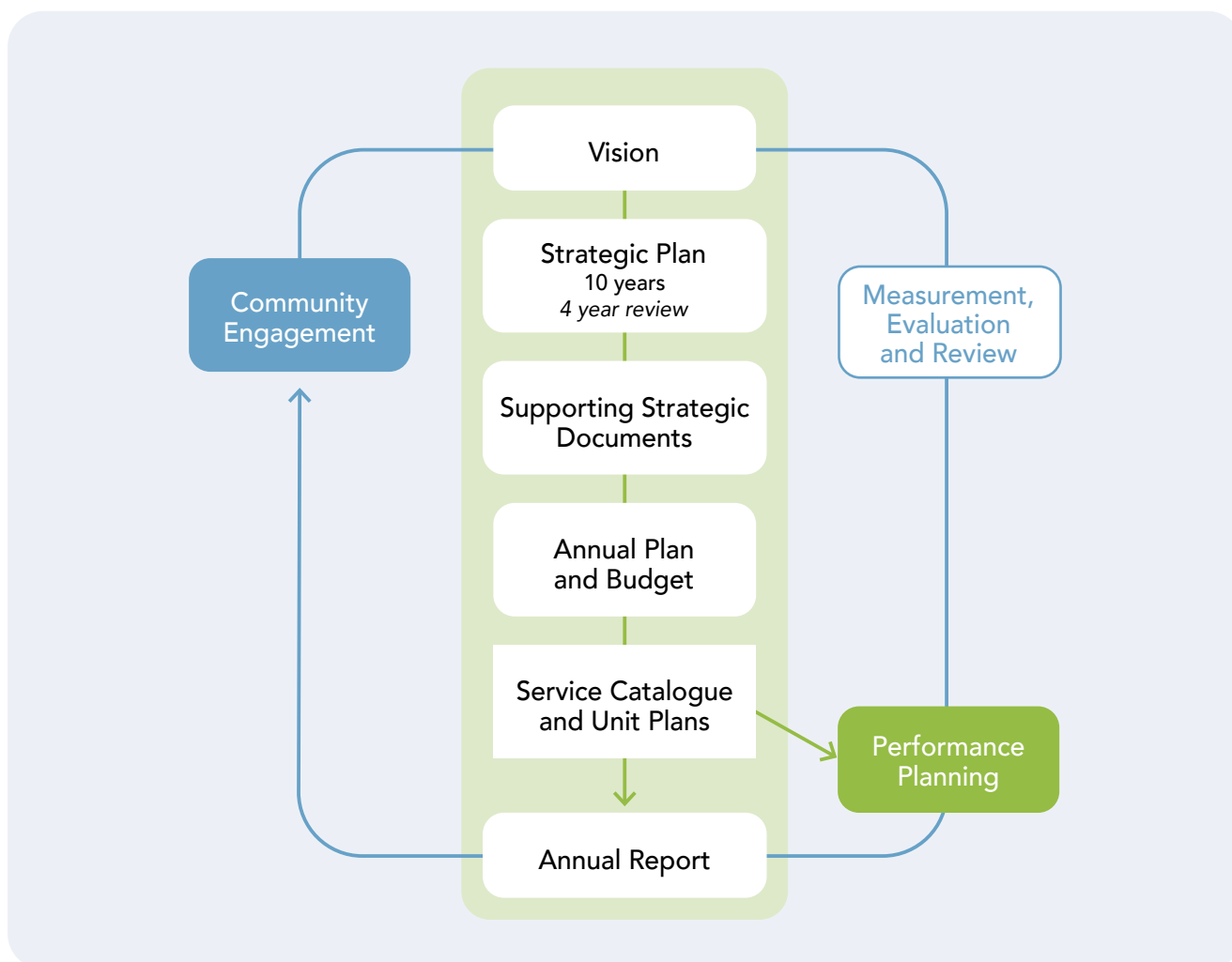
The Integrated Planning and Reporting Framework will also ensure that the Capital City Strategic Plan and Long-Term Financial Management Plan are put into action through the City's Annual Plan and Annual Budget Program.

The effectiveness of the strategic priorities, major actions and initiatives in the City's Annual Plan will be monitored through progress reports to the Council and through the City of Hobart Annual Report.

The City's community vision outlines what people value about Hobart and what they aspire to for its future. The vision guides the City of Hobart's work and calls on us to demonstrate long-term commitment to help create the Hobart our communities want.

The vision and its identity statements and pillars detail the values and special qualities that the community want to see reinforced, developed or improved and highlights the aspirations for the future of Hobart.

The vision is used to guide and direct the City's strategies, plans and priorities now and into the future. All strategic actions and programs are designed to deliver on the vision.











# PILLAR 1

## SENSE OF PLACE

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We are a city of unique beauty, environment, heritage and people, built on a shared sense of ownership, pride and wonder. This spirit of place has been shaped by Tasmanian Aboriginal people for tens of thousands of years and continues to be shaped by all who have called Hobart home. It is developed jointly by community, private enterprise and government, valuing and enhancing our Hobart identity.

Community Panel's Pillar Vision Statement

### OUTCOMES

- 1.1 Hobart keeps a strong sense of place and identity, even as the city changes.
- 1.2 Hobart's cityscape reflects the heritage, culture and natural environment that makes it special.
- 1.3 In City decision-making, we consider how different aspects of Hobart life connect and contribute to sense of place.

# PILLAR 1

## SENSE OF PLACE

Strategic Reference	Major Actions and Initiatives
1.1.1 6.4.2 6.4.3	Prepare an Open Space Strategy that will provide a 10-year planning framework for Hobart's public open space network.
1.1.4 6.4.1 6.4.3	Develop the 2030 Climate Strategy.
1.2.1 1.2.3 7.4.1 7.4.2 7.4.3	With community and stakeholder participation prepare a Future Hobart Plan 2050 that provides strategic and structural land use planning.
1.2.1 7.4.1 7.4.2 7.4.3	Commence the implementation of the Central Hobart Plan.
1.2.1 7.4.1 7.4.2 7.4.3	With community and stakeholder participation develop a neighbourhood structure plan for North Hobart.
1.2.1 7.4.1 7.4.2 7.4.3	With community and stakeholder participation develop a neighbourhood structure plan for Sandy Bay/Mount Nelson.
1.2.1 7.4.1 7.4.2 7.4.3	With community and stakeholder participation commence development of a structure plan that delivers a multi-use precinct for the Inner North-East area of the city.



Strategic Reference	Major Actions and Initiatives
1.2.1 7.4.2	Progress development of the Elizabeth Street Vision Plan.
1.2.1 7.4.2	Commence the development of the Collins Street Vision Plan.
1.2.1 7.4.2	Undertake further stages of the redevelopment of the Salamanca Precinct.
1.2.1	Deliver the corporate property, roads and fleet asset renewal capital works projects.
1.2.6 7.4.1	Progress the development of the Urban Design Guidelines and the Public Realm Hobart Design manual/s for streetscapes and public spaces.







## PILLAR 2

# COMMUNITY INCLUSION, PARTICIPATION AND BELONGING

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We are an island capital city that is socially inclusive and coherently connected, whose people are informed, safe, happy, healthy and resilient.

Community Panel's Pillar Vision Statement

### OUTCOMES

- 2.1 Hobart is a place that recognises and celebrates Tasmanian Aboriginal people, history and culture, working towards shared goals.
- 2.2 Hobart is a place where diversity is celebrated and everyone can belong, and where people have opportunities to learn about one another and participate in city life.
- 2.3 Hobart communities are active, have good health and wellbeing and engaged in lifelong living.
- 2.4 Hobart communities are safe and resilient, ensuring people can support one another and flourish in times of hardship.

# PILLAR 2

## COMMUNITY INCLUSION, PARTICIPATION AND BELONGING

Strategic Reference	Major Actions and Initiatives
2.1.1 2.1.3	Complete the review of the Aboriginal Commitment and Action Plan and deliver identified actions.
2.1.2	Progress the Hobart Waterfront Interpretation Plan to maximise the visibility of Aboriginal stories in Sullivans Cove.
2.2.1 2.2.2	Review all Community Commitments in line with the Hobart: A city for all framework and develop action plans.
2.2.1 2.2.2 2.2.3 2.4.6	Expand the Hobart Respects All initiative by involving other priority populations to promote inclusion and respect whilst challenging harassment, discrimination and violence based on personal attributes.
2.3.1 7.3.1 7.3.3	Commence the implementation of the Queenborough Oval Master Plan, including the construction of the new change room, amenities and public toilets.
2.3.1 7.3.1	Complete the New Town Sporting Precinct Facilities Plan and works to convert the bowling green to netball courts.
2.3.1 7.3.1	Finalise South Hobart Oval Master Plan to guide its future use and development.
2.3.1 7.3.1	Commence development of a Sport and Recreation Strategy to prioritise and unify the City's facilities and services.
2.3.1 7.3.1	Finalise the Self's Point Integration Plan.
2.4.1	Review the City of Hobart Municipal Emergency Management Plan and update in collaboration with the state government.



Strategic Reference	Major Actions and Initiatives
2.4.1	Commence planning and development of an emergency risk assessment for City of Hobart.
2.4.1	Prepare, conduct and evaluate a City of Hobart Emergency Management exercise.
2.4.1	Finalise the Hobart Community Recovery Plan 2023-26.
2.4.2 2.4.6 6.4.10	Continue the 'Sparkling Conversations, Igniting Action' bushfire resilience project.
2.4.3	Maintain an effective pandemic response to protect staff and the community from the impacts of COVID-19.
2.4.6	Research the development of a Health and Wellbeing Strategy.
2.4.6	Continue to engage with the youth sector and community partners to address issues of anti-social behaviour in the city.



## PILLAR 3 CREATIVITY AND CULTURE

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We are a city connected, embracing our diverse communities in cultural expression and creative and artistic participation; a city that enhances our homes, lifestyles and heritage; a city that bravely puts its people first.

Community Panel's Pillar Vision Statement

### OUTCOMES

- 3.1 Hobart is a creative and cultural capital where creativity is a way of life.
- 3.2 Creativity serves as a platform for raising awareness and promoting understanding of diverse cultures and issues.
- 3.3 Everyone in Hobart can participate in a diverse and thriving creative community, as professionals and hobbyists.
- 3.4 Civic and heritage spaces support creativity, resulting in a vibrant public realm.







Strategic Reference	Major Actions and Initiatives
3.1	Develop and establish the Creative City Strategy 2040.
3.1.1 3.3.5	Increase opportunities for mentorship and community participation in the arts for people living with disability through the Ability to Create program.



## PILLAR 4

# CITY ECONOMIES

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We are a city whose economies connect people, businesses, education and government to create a high-quality lifestyle in a thriving and diverse community. Our city is our workshop. We collaborate, embracing ideas, inventiveness and initiative.

Community Panel's Pillar Vision Statement

### OUTCOMES

- 4.1 Hobart's economy reflects its unique environment, culture and identity.
- 4.2 People have a range of opportunities to participate in the economic life of the city.
- 4.3 Diverse connections help Hobart's economy, businesses and workers thrive.
- 4.4 Hobart is a place where entrepreneurs and businesses can grow and flourish.
- 4.5 Hobart's economy is strong, diverse and resilient.





Strategic Reference	Major Actions and Initiatives
4.5.1 4.5.5	Deliver and implement the Economic Development Strategy.
4.5.2 4.5.3	Engage with other levels of government and local partners to leverage the Hobart port as the gateway to the Antarctic and Southern Ocean.
4.5.2 4.5.3	Develop a Memorandum of Understanding with the Australian Antarctic Division to set the foundation for collaboration on Antarctic Engagement and Advocacy.



## PILLAR 5 MOVEMENT AND CONNECTIVITY

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We are a city where everyone has effective, safe, healthy and environmentally friendly ways to move and connect, with people, information and goods, and to and through spaces and the natural environment. We are able to maintain a pace of life that allows us to fulfil our needs, such as work, study, business, socialising, recreation, accessing services, shopping, entertainment and spending time with loved ones.

Community Panel's Pillar Vision Statement

### OUTCOMES

- 5.1 An accessible and connected city environment helps maintain Hobart's pace of life.
- 5.2 Hobart has effective and environmentally sustainable transport systems.
- 5.3 Technology serves Hobart communities and visitors and enhances quality of life.
- 5.4 Data informs decision-making.





Strategic Reference	Major Actions and Initiatives
5.1.1 5.2.1 7.4.3	Prepare a Road Network Plan to provide guidance and direction in the future development of the City's road and access network as created through land development.
5.1.1 7.4.3	Engage with the community to develop Local Area Mobility Plans and prioritise works for delivery via the City's capital works program.
5.1.1 5.2.1 7.4.3	Develop a city-wide Transport Strategy 2035.
5.1.1 5.2.1 5.2.4	Work with neighbouring Councils to identify shore-based infrastructure needed to support an expanded ferry service.
5.1.1 5.1.2	Prepare a Queens Domain Transport Management Plan as part of the implementation of the Queens Domain Master Plan 2013-2033.
5.2.3 5.2.4	Develop detailed designs for the Collins Streetscape Improvement Plan.
5.2.3 5.2.5	Deliver the Argyle/Campbell Street Bike Lane Project.
5.2.11	Develop a city-wide Parking Plan.









## PILLAR 6

# NATURAL ENVIRONMENT

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We are a city whose people see ourselves as part of a beautiful and unique natural environment, from the mountain to the river, which embrace us and shape our identity. We are proud custodians and advocates, ensuring resources are appreciated rather than wasted, supporting biodiverse ecosystems in honour of past, current and future generations.

Community Panel's Pillar Vision Statement

### OUTCOMES

- 6.1 The natural environment is part of the city and biodiversity is preserved, secure and flourishing.
- 6.2 Education, participation, leadership and partnerships all contribute to Hobart's strong environmental performance and healthy ecosystems.
- 6.3 Hobart is a city with renewable and ecologically sustainable energy, waste and water systems.
- 6.4 Hobart is responsive and resilient to climate change and natural disasters.
- 6.5 Hobart's bushland, parks and reserves are places for sport, recreation and play.

# PILLAR 6

## NATURAL ENVIRONMENT

Strategic Reference	Major Actions and Initiatives
6.1.2 2.3.1	Complete community consultation for the Waterworks Reserve Master Plan and finalise the Plan to guide the future management and development of the reserve.
6.1.2	Reinstate the Partnership Agreement with the Wellington Park Management Trust.
6.1.5	Commence the review of the City of Hobart Street Tree Strategy 2017.
6.1.6	Develop Noise Management Guidelines for Events.
6.3.3	Continue the introduction of electric vehicle and hybrid vehicle options to enhance the City's passenger transport fleet.
6.3.7	Finalise and implement the City of Hobart Stormwater Strategy.
6.4.4	Implement actions in the Bushfire Management Strategy to enhance biodiversity and reduce bushfire risk.
6.4.6 6.4.7	Undertake flood mapping and priority works to reduce the vulnerability of the city to storms and floods.
6.5	Review the Dog Management Strategy in accordance with the requirements of the <i>Dog Control Act 2000</i> .



Strategic Reference	Major Actions and Initiatives
6.3.1 6.3.2	Develop a Construction and Demolition Resource Recovery Facility concept design, commence planning and seek external funding opportunities.
6.3.1	Commence engagement and planning with Southern Tasmania Regional Waste Authority on regional waste projects and initiatives.
6.3.1 6.3.2	Commence planning and implementation of a pilot program to provide a Household Hazardous Waste collection service for the community at the Waste Management Centre.
6.3.1 6.3.4	Contribute to the Commercial Food Waste recovery pilot trial at the Salamanca Precinct, in partnership with the Tasmanian Hospitality Association.
6.3.2	Commence preliminary planning around repurposing of the McRobies waste management centre post closure of the landfill site.



## PILLAR 7 BUILT ENVIRONMENT

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We are a city that maintains our unique built and ecological character, where we all have a safe, secure and healthy place to live. We are a city where people and communities can access world-class services and infrastructure and provide for their social, cultural and economic wellbeing. We embrace change but not at the expense of our Hobart identity and character.

Community Panel's Pillar Vision Statement

### OUTCOMES

- 7.1 Hobart has a diverse supply of housing and affordable homes.
- 7.2 Development enhances Hobart's unique identity, human scale and built heritage.
- 7.3 Infrastructure and services are planned, managed and maintained to provide for community wellbeing.
- 7.4 Community involvement and an understanding of future needs help guide changes to Hobart's built environment.





Strategic Reference	Major Actions and Initiatives
7.1.1	Develop the Hobart Housing Action Plan to increase housing supply in Hobart.
7.2 7.4.1	Provide input into the State Planning System reform process, including the Hobart Local Provisions Schedule and other major scheme amendments.
7.3.1 7.3.2 8.5.10	Prepare an Asset Management Plan for the Doone Kennedy Hobart Aquatic Centre.
7.3.1 7.3.2 8.5.10	Commence the development of Asset Management Plans for the Parks Program.
7.3.1 7.3.2 8.5.10	Commence development of the City Greening Asset Management Plan.
7.3.1 8.5.10	Identify suitable assets, and a strategy for, enhancement, development, or disposal.
7.3.1	Review the Doone Kennedy Hobart Aquatic Centre Masterplan 2017 to consider its viability as a future deliverable project and seek funding opportunities for delivery.
7.3.1 7.3.3 2.3.2	Enhance and improve accessibility, inclusivity and capability for the Doone Kennedy Hobart Aquatic Centre by commencing the construction of the warm water pool upgrade and associated improvements.
7.3.1 1.3.2	Develop the City of Hobart Project Management Framework.
7.3.1	Prepare a future projects plan for Queens Domain.
7.3.3 7.4.2	Progress tactical short-term interventions (e.g. Civic Square, Montpelier Retreat, Street-Side Dining) to improve public amenity and inform long-term visions of the public realm.
7.3.3	Progress outdoor dining guidelines to provide best practice advice.









## PILLAR 8

# GOVERNANCE AND CIVIC INVOLVEMENT

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We are a city of ethics and integrity. We govern with transparency and accountability, encouraging and welcoming active civic involvement. We collaborate for the collective good, working together to create a successful Hobart.

Community Panel's Pillar Vision Statement

### OUTCOMES

- 8.1 Hobart is a city of best practice, ethical governance and transparent decision-making.
- 8.2 Strong partnerships and regional collaboration make Hobart a thriving capital city.
- 8.3 City leadership is accessible and reflects Hobart communities.
- 8.4 People are involved in civic life, and the City's communication and engagement with Hobart communities are proactive and inclusive.
- 8.5 Quality services are delivered efficiently, effectively and safely.

# PILLAR 8

## GOVERNANCE AND CIVIC INVOLVEMENT

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Strategic Reference	Major Actions and Initiatives
8.1	Continue to implement and enhance the Council Governance Framework and undertake a 12-month review.
8.1.1	Coordinate all policies and strategies to align and integrate with the Capital City Strategic Plan including Annual Planning, Reporting and the Annual Budget Program.
8.1.1 8.5.3 8.5.5	Implement the Service catalogue as a baseline for the program of Service Reviews of service delivery as part of the implementation of stage 3 of the Organisational Transformation Project.
8.1.1 8.1.2	Comprehensively review the City's grants, sponsorships and partnerships.
8.2.1	Provide leadership in the Greater Hobart Strategic Partnership activities including the Hobart City Deal and Greater Hobart Committee.
8.2.4	Actively participate in the activities of the Council of Capital City Lord Mayors and support projects that benefit Hobart.
8.4.2 8.4.4 7.4.7	Develop and implement the revised Community Engagement Framework.
8.4.1 8.4.2 8.4.3	Develop and pilot a participatory budget engagement model in line with the Community Engagement Framework.
8.4.6	Prepare a comprehensive Positioning Hobart Strategy that builds a compelling narrative of the city.



Strategic Reference	Major Actions and Initiatives
8.5.1	Establish the Welcome Pad as the primary 'Front Door' for customers offering a contemporary customer experience.
8.5.4	Implement actions from the City of Hobart Procurement Strategy 2023-27.
8.5.5	Undertake phases 2 and 3 of the Organisational Transformation Project.
8.5.8	Undertake future rates modelling and develop a contemporary Rating and Valuation Strategy that supports fairness, capacity to pay and effectiveness and underpins the Long-Term Financial Management Plan.
8.5.9	Provide strong strategic financial management and leadership, ensuring long-term sustainability and accountability.
8.5.9	Review and update the Long-Term Financial Management Plan, ensuring sustainable, flexible and adaptable financial management aligned to key strategic priorities which accommodates changing business needs.







# PUBLIC HEALTH GOALS AND OBJECTIVES

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Section 71(2)(d) of the *Local Government Act 1993* requires the City of Hobart's Annual Plan to include a summary of the major strategies to be used to achieve the City's public health goals and objectives.

The City of Hobart's commitment to maintaining high levels of public health protection is identified under Pillars 2 and 6 of the Capital City Strategic Plan 2019-29:

## Strategic Outcome 2.4

Hobart communities are safe and resilient, ensuring people can support one another and flourish in times of hardship.

### Strategy – 2.4.3

Protect and improve public and environmental health outcomes.

## Strategic outcome 6.1

The natural environment is part of the city and biodiversity is preserved, secure and flourishing.

### Strategy – 6.1.6

Regulate and manage potentially polluting activities and protect and improve the environment.

## Major actions for 2023-24 are to:

- Develop Noise Management Guidelines for Events.
- Research the development of a Health and Wellbeing Strategy.
- Maintain an effective pandemic response to protect staff and the community from the impacts of COVID-19.

These actions are undertaken by the Environmental Health Unit of the Connected City Division.

# SUMMARY OF BUDGET ESTIMATES

Pursuant to the *Local Government Act 1993*, the Council is required to prepare estimates of its revenue and expenditure for each financial year. The estimates must be adopted by an absolute majority of the Council before 31 August.

## Operating Result Forecast

	2022-23 Budget (\$'000)	2022-23 Forecast (\$'000)	2023-24 Budget (\$'000)
<b>Revenue</b>			
Rates and Charges	101,108	101,276	109,702
Fire Levy Commission	535	535	569
Fines	7,170	7,569	8,320
Fees and Charges – Car Parks	12,691	12,893	13,562
Fees and Charges – On Street Parking	7,200	7,200	7,694
Other Fees and Charges	15,752	15,003	15,672
Operating Grants	3,806	4,505	4,343
Interest	248	1,803	1,657
Rents	3,167	3,167	3,419
Tas Water Distributions	2,606	2,606	2,606
	<b>154,283</b>	<b>156,558</b>	<b>167,544</b>
<b>Expenses</b>			
Labour	67,628	68,427	73,074
Materials and Services	29,414	30,328	34,414
Energy Costs	2,315	2,315	2,456
Finance Costs	2,032	2,032	1,815
Fire Levy	13,383	13,383	14,234
Depreciation	33,428	33,428	35,000
Asset Write-offs	1,200	1,200	1,200
Bad Debts	351	351	351
Other Expenses	3,999	4,191	4,500
	<b>153,750</b>	<b>155,655</b>	<b>167,044</b>
<b>Underlying Surplus/(Deficit)</b>	<b>533</b>	<b>903</b>	<b>500</b>
<b>Capital items</b>			
Capital Grants	11,575	11,575	10,575



## Cash Flow Forecast

	2022-23 Budget (\$'000)	2022-23 Forecast (\$'000)	2023-24 Budget (\$'000)
<b>Operating Activities</b>			
<b>Payments</b>			
Employee Costs	(66,433)	(61,915)	(76,728)
Payments to Suppliers	(34,890)	(43,395)	(42,804)
Other Payments	(13,383)	(16,517)	(18,937)
	<b>(114,706)</b>	<b>(121,827)</b>	<b>(138,469)</b>
<b>Receipts</b>			
Rates and Charges	101,108	130,590	132,325
Grants	3,806	3,981	4,321
Fees and Charges	43,376	50,692	49,806
Rents	3,167	1,559	3,824
Interest	248	2,022	1,449
Distributions from TasWater	2,606	2,606	2,606
	<b>154,311</b>	<b>191,449</b>	<b>194,332</b>
<b>Net Cash Flows from Operating Activities</b>	<b>39,605</b>	<b>69,622</b>	<b>55,863</b>
<b>Investing Activities</b>			
<b>Payments</b>			
Investments	(11,000)	(11,000)	(11,000)
Infrastructure – Employee Costs	(3,587)	(3,267)	(3,876)
Infrastructure and Facilities – Other	(62,629)	(42,028)	(42,980)
Property	(1,239)	(3,708)	(3,792)
Plant and Equipment	(4,599)	(7,417)	(7,585)
	<b>(83,055)</b>	<b>(67,420)</b>	<b>(69,233)</b>
<b>Receipts</b>			
Investments	11,000	11,000	11,000
Grants	11,585	5,278	2,681
Plant and equipment sales	410	684	700
Property sales	77	79	81
Sales of Intangibles	22	105	80
	<b>23,094</b>	<b>17,146</b>	<b>14,542</b>
<b>Net Cash Flows from Investing Activities</b>	<b>(59,961)</b>	<b>(50,274)</b>	<b>(54,691)</b>
<b>Financing Activities</b>			
<b>Payments</b>			
Repayment of Borrowings	(10,585)	(10,259)	(10,132)
Repayment of lease liabilities (principal repayments)	(832)	(832)	(807)
Interest	(1,972)	(1,966)	(1,496)
	<b>(13,389)</b>	<b>(13,056)</b>	<b>(12,434)</b>
<b>Receipts</b>			
Proceeds from Borrowings	1,500	-	-
	<b>1,500</b>	<b>-</b>	<b>-</b>
<b>Net Cash Flows from Financing Activities</b>	<b>(11,889)</b>	<b>(13,056)</b>	<b>(12,434)</b>
<b>Net Cash Surplus/(Deficit)</b>	<b>(32,245)</b>	<b>6,292</b>	<b>(11,263)</b>
<b>Opening Cash On Hand</b>	<b>53,288</b>	<b>37,033</b>	<b>43,325</b>
<b>Closing Cash On Hand</b>	<b>21,043</b>	<b>43,325</b>	<b>32,062</b>

## Reserved Funds Balance Sheet Forecast

	2022-23 Budget (\$'000)	2022-23 Forecast (\$'000)	2023-24 Budget (\$'000)
Closing Cash Balance ear-marked for:			
Grants and Contributions subject to Conditions	3,081	3,964	3,235
Heritage Funding	1,580	1,579	1,745
Trust Funds, Deposits and Retention	1,940	2,079	2,085
Bushland Acquisition	126	143	136
McRobies Gully Landfill Rehabilitation	4,544	4,547	4,955
Queens Domain Facility Upgrades	1,437	1,237	1,605
Street Tree Compensation Fund	24	33	24

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 decisions and may therefore be used for other purposes at Council's discretion.

## DELEGATIONS

At its meeting to approve the Annual Estimates, the Council approved the delegation of power to expend monies to all the Council committees and the Chief Executive Officer. The power to expend monies was linked to the delegation categories shown below.

The delegation categories are defined as follows:

Delegation 1: power to expend monies delegated to the Chief Executive Officer. Pursuant to the Council resolution and further pursuant to

section 64 of the *Local Government Act 1993*, the Chief Executive Officer is authorised by the Council to delegate this power to Council employees.

Delegation 3: power to expend monies reserved to the Council.

The expenditure of money within all budget functions listed in the Annual Plan are Delegation 1.



## Balance Sheet Forecast

	2022-23 Budget (\$'000)	2022-23 Forecast (\$'000)	2023-24 Budget (\$'000)
<b>Assets</b>			
<b>Current Assets</b>			
Cash and cash equivalents	21,043	43,325	32,062
Inventories	326	495	455
Receivables	7,906	8,318	8,499
Investments	-	41,000	41,000
Other	22	577	589
	<b>29,297</b>	<b>93,714</b>	<b>82,605</b>
<b>Non-current Assets</b>			
Employee Benefits	-	7,420	11,240
Investment in TasWater	158,401	170,991	165,866
Property, plant and equipment	2,398,498	2,477,224	2,532,073
Right-of-Use Assets	9,462	9,215	8,804
	<b>2,566,361</b>	<b>2,664,850</b>	<b>2,717,983</b>
<b>Total Assets</b>	<b>2,595,658</b>	<b>2,758,564</b>	<b>2,800,588</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	8,641	11,609	11,455
Trust, Deposits, Retention	2,276	2,729	2,506
Employee benefits	8,855	9,210	10,925
Unearned Revenue	2,068	3,422	3,377
Loans	10,398	10,939	4,882
Provision for landfill restoration	1,236	174	150
	<b>33,474</b>	<b>38,083</b>	<b>33,295</b>
<b>Non-Current Liabilities</b>			
Employee benefits	(7,245)	7,121	8,447
Loans	39,541	39,860	35,796
Other Provisions	4,584	4,197	3,908
Lease Liabilities	9,655	9,860	9,121
	<b>46,535</b>	<b>61,038</b>	<b>57,272</b>
<b>Total Liabilities</b>	<b>80,009</b>	<b>99,121</b>	<b>90,567</b>
<b>Net Assets</b>	<b>2,515,649</b>	<b>2,659,443</b>	<b>2,710,021</b>

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City of **HOBART**