



**SPECIAL MEETING
OF COUNCIL**

MINUTES

24 June 2019

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	NO ITEMS IN THIS AGENDA HAVE BEEN RECOMMENDED FOR CONSIDERATION IN CLOSED SESSION.	

THE PUBLIC IS ADVISED THAT IT IS COUNCIL POLICY TO RECORD THE PROCEEDINGS OF MEETINGS OF COUNCIL ON DIGITAL MEDIA TO ASSIST IN THE PREPARATION OF MINUTES AND TO ENSURE THAT A TRUE AND ACCURATE ACCOUNT OF DEBATE AND DISCUSSION OF MEETINGS IS AVAILABLE. THIS AUDIO RECORDING IS AUTHORISED BY THE *LOCAL GOVERNMENT (MEETING PROCEDURES) REGULATIONS 2015*

MINUTES OF AN SPECIAL MEETING OF THE WARATAH-WYNYARD COUNCIL TO BE HELD AT THE COUNCIL CHAMBERS, 21 SAUNDERS STREET, WYNYARD ON MONDAY 24 JUNE 2019, COMMENCING AT 6.00PM

	From	To	Time Occupied
Open Council	6.00PM	6.05PM	5MINS
Planning Authority	N/A		
TOTAL TIME OCCUPIED			5MINS

AUDIO RECORDING OF COUNCIL MEETINGS POLICY

The Chairman is to declare the meeting open (time), welcome those present in attendance and advise that the meeting will be recorded, in accordance with the Council Policy '**GOV.017 - Audio Recording of Council Meetings**' to "record meetings of Council to assist in the preparation of minutes and ensure a true and accurate account of debate and discussion at meetings is available".

ACKNOWLEDGEMENT OF COUNTRY

I would like to begin by acknowledging the traditional owners and custodians of the land on which we meet today, the Tommeginne people, and to pay our respect to those that have passed before us, their history and their culture.

1.0 RECORD OF ATTENDANCE

1.1 ATTENDANCE

Mayor Robby Walsh
Cr Mary Duniam
Cr Darren Fairbrother
Graduate Town Planner Jasmin Briggs
Councillor Celisa Edwards
Councillor Allie House
Councillor Gary Bramich
Councillor Kevin Hyland
IN ATTENDANCE

Shane Crawford - General Manager
Daniel Summers - Director Infrastructure and Development Services
Claire Smith - Director Organisational Performance
Tracey Bradley - Director Community and Engagement
Sally Blanc - Executive Officer

1.2 APOLOGIES

Councillor Andrea Courtney

1.3 LEAVE OF ABSENCE PREVIOUSLY APPROVED

Nil received.

2.0 DECLARATIONS OF INTEREST
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Councillor and Agenda Item Number

Nil

Staff and Agenda Item Number

Nil

3.0 REPORTS OF OFFICERS AND COMMITTEES

3.1 RATES AND CHARGES POLICY

To:	Council
Reporting Officer:	Director Organisational Performance
Responsible Manager:	Director Organisational Performance
Report Date:	28 May 2019
File Reference:	1111
Enclosures:	1. Rates and Charges Policy 

PURPOSE

The purpose of this report is to review Council's Rates and Charges policy in accordance with legislative requirements and update in accordance with the 2019/20 draft budget.

BACKGROUND

In accordance with legislation, Council's Rates and Charges Policy must be updated on a regular basis. Section 86 of the *Local Government Act 1993 (the Act)* requires councils to implement rates and charges policies to provide transparency in decision making and to educate their communities about how revenue is raised. Council is also required to review its rates policy following any major changes to rates charges.

DETAILS

The Rates and Charges Policy outlines Council's approach towards rating its community. This particular version has had no change to that adopted by Council in June 2018 however the policy will be adopted in June each year in line with the adoption of the budget and rates resolution.

The policy itself covers a variety of areas including:

- General Rates and Valuation Basis
- Valuations
- Service Rates and Charges
- Payment Options
- Payment Methods
- Objections to Rates Notices
- Rebates and Remissions
- Recovery of Rates and Rate Relief
- Sales of Property if Rates Remain Unpaid

The Rates and Charges Policy will be made publicly available on Council's website.

STATUTORY IMPLICATIONS

Statutory Requirements

The following statutes have application to the matter:

Local Government Act 1993 -

General principles in relation to making or varying rates

86A.

- (1) A council, in adopting policies and making decisions concerning the making or 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 a service; and
 - (b) the value of rateable land is an indicator of the capacity of the ratepayer in respect of that land to pay rates.

Rating and charging policies to be made available to public

86B.

- (2) A council's rates and charges policy must contain–
- (a) a statement of the policy that the council intends to apply in exercising its powers, or performing its functions, under this Part; and
 - (b) a statement of policy in respect of prescribed matters, if any.
- (3) A council's rates and charges policy in relation to the making or varying of a rate must take into account the principles referred to in section 86A(1).
- (4) A council must review its rates and charges policy–
- (a) by the end of each successive 4-year period after 31 August 2012; and
 - (b) at the same time as, or before, making a type of rate, charge or averaged area rate in respect of a financial year, if a rate, charge or averaged area rate of that type was not made in respect of the previous financial year; and
 - (c) at the same time as, or before, making under section 107 a variation of a rate or charge in respect of a financial year, if such a variation of that rate or charge was not made in respect of the previous financial year; and
 - (d) at the same time as, or before, setting a minimum amount under this Part; and
 - (e) at the same time as, or before, altering the circumstances in which a rate, charge or averaged area rate, or a variation of a rate or charge, is to apply to rateable land.
- (5) A council, as soon as reasonably practicable after adopting or altering its rates and charges policy, must make copies of the policy as so adopted or altered available to the public–
- (a) in paper form, on payment of a reasonable charge; and
 - (b) in electronic form, at a website of the council, free of charge.

STRATEGIC IMPLICATIONS

Strategic Plan Reference

GOAL 1: Leadership and Governance
Desired Outcomes
We highly value the use of an evidence-based approach to the development and implementation of strategies and policies that support and strengthen our decision making.
Our Priorities
1.6 Maintain accountability by ensuring council decisions are evidence based and meet all legislative obligations.

GOAL 1: Leadership and Governance
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Desired Outcomes
We make publicly transparent decisions on spending and future directions while encouraging community feedback.
Our Priorities
1.8 Review and adjust service levels to provide value for money.

POLICY IMPLICATIONS

There are no policy implications as a result of this report.

FINANCIAL IMPLICATIONS

Council must raise sufficient revenue from various sources to meet current and future spending needs, provide revenue stability and equality regarding intergenerational equity.

RISK IMPLICATIONS

Legislative compliance – Council has an obligation to meet the requirements of the Act in relation to the development and review of a Rates and Charges Policy.

CONSULTATION PROCESS

There are no consultation requirements as a result of this report.

CONCLUSION

The review and adoption of the Rates and Charges Policy is an annual process, taking place at the June Council meeting each year.

MOVED BY	CR DUNIAM
SECONDED BY	CR HOUSE

That Council endorse the draft Rates and Charges Policy

The MOTION was put and was CARRIED.

IN FAVOUR

MAYOR WALSH	CR DUNIAM	CR FAIRBROTHER	
CR EDWARDS	CR HOUSE	CR BRAMICH	CR HYLAND

	WARATAH-WYNYARD COUNCIL RATES AND CHARGES POLICY
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1.0 Purpose

- 1.1 The purpose of this policy is to outline Council's approach towards rating its community and to ensure compliance with the requirements of Section 86 of the *Local Government Act 1993 (the Act)*.

2.0 Background

- 2.1 Council has adopted this policy setting out the objectives that it aspires to achieve within its area. Where Council commits to achieving standards or requirements that are not imposed upon it by statute, its commitment is to endeavour to achieve those standards or requirements within available resources.
- 2.2 Each financial year, Council provides numerous services including but not limited to:
- Roads and bridges;
 - Street lighting;
 - Parks and reserves;
 - Children's services;
 - Tourism;
 - Youth activities;
 - Community services such as community grants and events;
 - Sporting facilities including various recreation grounds;
 - Emergency services (SES unit);
 - Building, Planning and Environmental Health services;
 - Animal Control;
 - Waste services including garbage pickups, recycling and the Waste Transfer Station;
 - Cemeteries;
 - Public toilets;
 - Stormwater services; and
 - Public halls.
- 2.3 In order to provide the services mentioned above, Council generates income from a variety of sources each financial year. Council must raise sufficient revenue from rates to meet current and future spending needs, provide revenue stability and equality regarding intergenerational equity.

3.0 Policy

3.1 General rates and valuation basis

Council has three choices under the Act for determining its rate charges:

- Land Value;
- Capital Value; and
- Assessed Annual Value (AAV).

DOC NO: FIN.005	VERSION NO: 3	APPROVAL DATE: 24 June 2019
CONTROLLER: General Manager	APPROVED BY: - COUNCIL	REVIEW DATE: 1 June 2020

	WARATAH-WYNYARD COUNCIL
RATES AND CHARGES POLICY	

Council have chosen to rate using the AAV (Assessed Annual Value), or the value of the rental potential of the property, as the valuation basis. Council has adopted this valuation basis as it considers this method of valuation to be the best available to Council as prescribed in the Act, therefore the fairest method of distributing the rate responsibly across all property owners.

The AAV represents an independent assessment of the rental value of a property or a 4 per cent minimum of the capital value (whichever is the greater).

Council has determined that a minimum rate is to apply each year to ensure that all customers contribute towards the provision of basic services as a reasonable level.

The method Council uses to calculate the cent in the dollar for the general rate is the total revenue required from the general rate, divided by the total combined AAV of all rateable properties in the municipality.

3.2 Valuations

The Office of the Valuer-General (VG) provides the valuations to Council on a cyclical basis (usually each six (6) years). Council was last subject to a municipal wide revaluation with an effective date of 1 July 2016.

Under the Act, Council is mandatorily required to use the valuations provided to it in setting its rates each year. Council has no role in determining the valuation of properties and all ratepayers are able to dispute their valuation direct with the Valuer-General's Office.

Council is also provided with adjustment factors for the various classes of property in the municipal area by the Valuer-General each two years. Council is required to consider these adjustment factors in determining the rates and charges to apply.

3.3 Service Rates and Charges

In addition to the general rate, Council charges for other services under the benefit principle, in accordance with Sections 93 and 94 of the Act.

Stormwater

Council sets a Stormwater levy, based upon the operational expenditure for the function plus an allowance for capital renewals, for residents of Wynyard and Somerset.

Waste Management

Council provides an urban waste collection service and domestic recycling service. Levies apply for the Kerbside Garbage Collection and Kerbside Recycling Collection based upon cost recovery of each function.

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RATES AND CHARGES POLICY	

A charge per property for Waste Management Services is applied to cover the operational expenditure of the service as well as an allowance for capital renewals.

Fire Service Levy

Council is required by the provisions of the *Fire Services Act 1979* to collect the Fire Service levy on behalf of the Tasmanian Fire Service. The value of this levy is determined by the Tasmanian Fire Service and is not influenced by the Council. This rate is set in accordance with the provisions of section 93 of the Act.

3.4 Payment options

Payment options are determined by the Council each year as part of the budget process.

Options available for payment include:

- Payment in full by end of August to receive a 5% discount;
- Payment in full by the end of the first week in October (no discount option); or
- Payment by two equal instalments at the end of the third weeks of September and January.

Ratepayers having difficulty in paying their rates either in full or by the instalment dates are encouraged to make a payment plan by contacting Council's rates office.

3.5 Payment methods

Rates may be paid using the following methods:

- In person at Council offices with cash, credit card (MasterCard or VISA) or EFTPOS;
- At the Somerset Newsagency (cash and cheque only);
- By mail to Waratah Wynyard Council, PO Box 168, Wynyard, TAS 7325;
- By phone – (03) 6443 8333;
- BPay through various financial institutions;
- Centrepay (Centrelink direct debit system); and
- Bpoint over the phone or via Council website (credit card only).

3.6 Objections to Rate Notices

Property owners have the ability to object to the valuation provided by the VG. This is administered by the Valuation Department.

Council will consider any objections to rate notices in accordance with Section 123 of the *Local Government Act 1993*.

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	WARATAH-WYNYARD COUNCIL RATES AND CHARGES POLICY
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3.7 Rebates and Remissions

Any individual application for a rebate and/or remission from payment of rates is to be provided to Council in writing.

Council will annually consider whether to provide any rebate or remission to not-for-profit community organisations where they own or are responsible for the payment of rates. Any not-for-profit organisation that wishes to be considered for either a rebate or remission is required to make a formal application for Council to consider.

Council may also from time to time determine to provide a remission to a ratepayer, group of ratepayers or a class of ratepayers where it has determined that special circumstances exist.

A pensioner remission is available to property owners, through Council by meeting the State Government criteria for eligibility. Council provides the property owner with the remission, and a claim is sought from the State Government. This is generally available to pension, health care and DVA card holders.

3.8 Recovery of rates and rate relief

Council does not charge daily interest or penalty on outstanding amounts.

Recovery of outstanding amounts is collected in accordance with Council's debt collection policy.

Council may consider rate relief due to financial hardship under section 129 of the Act. Applications are to be made in writing and lodged with the General Manager.

3.9 Sale of Property if Rates Remain Unpaid

Under section 137 of the Act, Council may sell any property where the rates have been in arrears for three or more years. Council is required to:

- (a) Notify the owner of the land of its intention to sell the land;
- (b) Provide the owner with details of the outstanding amounts; and
- (c) Advise the owner of its intention to sell the land if payment of the outstanding amount is not received within 90 days. Except in extraordinary circumstances, Council will enforce the sale of land for arrears of rates.

4.0 **Legislation**

Part 9 of the Act provides councils with the legislative power to raise rates and charges.

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	WARATAH-WYNYARD COUNCIL RATES AND CHARGES POLICY
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To provide services Council must consider the method by which it raises this revenue. Amendments to the *Local Government Act* in December 2011 have clarified that rates are a form of taxation.

The key principle in levying rates recognises that rates constitute a system of taxation on the community for local government purposes.

In developing this policy, Council has also given consideration to the following five principles that apply to the imposition of taxes on communities:

- a) Equity (taxpayers with the same income pay the same tax (horizontal equity), wealthier taxpayers pay more (vertical equity);
- b) Benefit (taxpayers should receive some benefits from paying tax, but not necessarily to the extent of the tax paid);
- c) Ability to pay (in levying taxes, the ability of the taxpayer to pay the tax must be taken into account);
- d) Efficiency (if a tax is designed to change consumer's behaviour, and the behaviour changes the tax is efficient, if the tax is designed to be neutral in its effects on taxpayers and it changes taxpayer's behaviour a tax is inefficient); and
- e) Simplicity (the tax must be understandable, hard to avoid, easy to collect).

The principle of "benefit" above supports the philosophy that rates should not be regarded as a user pays system and it should be recognised that benefits are consumed differently over the life cycle of a ratepayer.

To some extent these principles are in conflict with each other in practice. Councils must therefore strike a balance between:

- a) The application of the principles;
- b) The policy objectives of taxation;
- c) The need to raise revenue; and
- d) The effects of the tax on the community.

Council applies the principles of taxation; namely capacity to pay, benefit and simplicity to implement. Those with a higher capacity to pay tax should pay more than those with a lesser capacity to pay. Council balances this with the benefit principle as some groups benefit more from specific rates and charges, such as garbage, which are rated for as a separate charge.

5.0 Responsibility

The General Manager has overall responsibility for this policy.

6.0 Minute Reference

The Minute reference for this policy is 10.1.

7.0 Council Meeting Date

This policy was adopted on 24 June 2019.

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3.2 ANNUAL PLAN AND BUDGET ESTIMATES 2019/2020

To: Council
Reporting Officer: Director Organisational Performance
Responsible Manager: Director Organisational Performance
Report Date: 28 May 2019
File Reference: 1111
Enclosures: 1. Draft 2019/20 Annual Plan 

PURPOSE

The 2019/20 Annual Plan has been prepared in accordance with the provisions of the *Local Government Act 1993* and Applicable Australian Accounting Standards and is presented to Council for consideration.

The budget estimates have been prepared in consultation with Councillors and staff through a series of workshops over the past few months. The revenue measures in the Budget Estimates include the proposed rates and service charges for 2019/20 which are also presented to Council for adoption.

Following adopting of the Annual Plan and Budget Estimates, rates notices will be raised and issues in respect of the rates and charges in July 2019.

The Annual Plan will be made available for public viewing on the Council's website at www.warwyn.tas.gov.au or at the Council offices, 21 Saunders Street, Wynyard.

BACKGROUND

The Annual Plan as presented seeks to satisfy the requirements of the *Local Government Act 1993*.

With the introduction of the *Local Government Act 1993* and the requirement for Council to present an Annual Report to the community specifically addressing the Council's achievements during the previous twelve (12) months, the Annual Plan is an integral part of the calendar of events for Council. The document outlines Council's plans for the next financial year along with the allocation of financial resources to achieve those plans.

The Annual Plan is the key document around which Council's operations will be delivered in 2019/20 and will provide the focus for performance measurement in the 2019/20 Annual Report. The preparation of the Annual Plan has taken into consideration the Council's adopted Strategic Plan and Action Plans.

The Annual Plan incorporates the budget estimates and performance indicators against which performance outcomes will be measured. The Plan includes Council's Income Statement, Balance Sheet, Estimated Cash Flows, Capital Program, Fees and Charges Schedule and actions for the 2019/20 financial year.

By adopting the Annual Plan, Council indicates its direction and focus for the next twelve months.

DETAILS

The budget has been prepared on the basis of an estimated total income for 2019/20 of \$19,531,322 and total expenditure of \$19,445,449. Provision for depreciation of Council's assets of \$4,272,038 is included within the operational expenditure.

The 2019/20 delivers a balanced budget with Council projecting a small underlying surplus of approximately \$85,873 with a closing cash position of approximately \$6.27 million, after all carry forward capital works have been completed.

As well as delivering a minimal rate increase, operational efficiencies and a small underlying surplus, Council's operational budget includes several changes to service levels and one-off projects in response to community feedback. These projects deliver strategic priorities and annual plan actions identified as development and improvement opportunities and in the 2019/20 budget total \$400,067. Some of the notable budget items of significance and public interest include:

- Increased service levels - animal control/compliance
- Increased service levels - public camping monitoring/compliance
- Development of a Settlement Strategy
- Completion of an Environmental Strategy
- Rural Roads Safety Audit

Discount and Instalments

Ratepayers have traditionally been encouraged to pay their rates in one lump sum within 30 days of the demand date, which entitles them to a 5% discount for 2019/20. Alternatively, rates can be paid in two (2) equal instalments whereby no discount is applicable.

The proposed date to which the discount will be available is Wednesday 31 August 2019. Instalment due dates will be as follows:

- Friday 20 September 2019
- Friday 17 January 2020

The instalment due dates are consistent with those that applied in the last financial year. Where neither the discount or instalment options are chosen as a payment method, then the total amount of rates is due and payable by Friday 4 October 2019.

Where ratepayers have difficulty in meeting the required payments on the due date(s) alternative arrangements can be made by negotiation with council officers. Arrangements do not usually extend beyond the twelve-month period however; council officers may negotiate payment alternatives based on individual circumstances and capacity to pay.

The total rates estimated to be raised by council for the 2019/20 financial year are \$11,331,753. These include:

General Rate

Council is acutely aware of the financial pressures that members of the community are facing and have applied a modest general rate increase of **1.88%**.

The 2019/20 General Rate increase is 1.5% below the 2019 Council Cost Index (CCI) of 3.38%. The CCI indicates the average rate increase across the State that is necessary to allow current levels of service to be maintained, assuming other revenue sources (e.g. grants) also increase in line with costs. The CCI is calculated using a three-part index model developed for Tasmanian Local Government in 2013 and recognises CPI and construction cost indexation and is used as a guide for setting rates along with estimated operating expenditure.

While the budget as presented applies a General Rate increase of 1.88% the \$AAV as defined in the Act applies an adjustment factor under Sections 89 and 89A of the Act. Adjustment factors are used to adjust the level of value of properties in a locality and class, and not on an individual property as determined by the Valuer-General annually. Property sales information, current rental data and a range of relevant market evidence are used to determine the level of value of each *class of property* within a selected area and often sees some movement from year to year although not a formal valuation.

The adjustment factor has been applied in full and as a result some properties receive a higher than 1.88% increase in their rates (due to the higher AAV) and conversely a number of properties may receive rating changes less than the Council increase. The majority of businesses and rural properties will receive a discount on their overall rates as a result of the adjusted AAV. In real dollar terms, after allowing for a 4% fire levy increase and an adjustment factor valuation movement, the average Wynyard residential property (with an AAV of \$13,340), will increase \$35.35 for the year or 68 cents per week.

Waste

Waste charges have not increased and are maintained at the 2019/20 levels.

Waste Collection Charge

There has been no increase for waste collection which is the charge for the kerbside garbage collection. Wynyard, Somerset, Boat Harbour and Sisters Beach residents receive weekly garbage collection service. Waratah residents receive a fortnightly garbage collection service. This matter will be reviewed as part of the Waste Strategy consultation soon to commence.

Recycling Collection Charge

There has been no increase for Recycling Collection which is the charge for kerbside recycling collection. This service is provided to Wynyard, Somerset, Boat Harbour and Sisters Beach residents on a fortnightly basis.

Waste Management Charge

There will be no increase in the \$100 per property fee for the 2019/20 year. Included with this charge, property owners will receive 10 tip tickets which will be posted out in July along with the rates notice. This matter will be reviewed as part of the Waste Strategy consultation soon to commence.

Fire Protection

The *Fire Services Act 1979* at section 81B states:

The Commission must, not later than 30 April in each year, notify each local council of the contribution that the council is required to make in relation to the permanent brigade rating district land, composite brigade rating district land, volunteer brigade rating district land and general land in its municipal area for the immediately following financial year.

The budget as presented requires a change in the rate in the \$AAV for urban properties to 0.385 cents and 0.368 cents for other properties. The minimum amount payable is now \$41 as advised by the State Fire Commission. This represents a 408% increase in the Fire Levy.

Stormwater

The stormwater rates for Wynyard is 1.4 cents and Somerset 1.37 cents respectively.

The stormwater rate covers the full cost of providing this service to both the Somerset and Wynyard townships. Council's stormwater infrastructure is being assessed regarding its flood capabilities into the future, which may result in increased costs into the future.

Capital Works

Several projects included in the 2018/19 capital works program are yet to be completed; including the Wynyard Waterfront Project, resulting in budgeted infrastructure investment through capital works of \$11.7m which includes \$5.98m in new assets and \$2.02m for the reconstruction, renewal and rehabilitation of existing assets. A complete list of carried forward projects and actual amounts will be reported to council following the completion of the end of year reconciliation processes.

Fees and Charges

All fees and charges have been reviewed as part of the budget process and are detailed in the attached enclosures and documents. While there has been a slight movement in some fees and charges, many fees and charges remain unchanged from the previous year.

STATUTORY IMPLICATIONS

Statutory Requirements

The *Local Government Act 1993* outlines the responsibility of Council in relation to the preparation, adoption and implementation of its Annual Plan and Budget Estimates as follows:

Annual plan

71. (1) *a council is to prepare an annual plan for the municipal area for each financial year.*

(2) *An annual plan is to –*

- (a) Be consistent with the strategic plan; and*
- (b) Include a statement of the manner in which the council is to meet the goals and objectives of the strategic plan; and*
- (c) Include a summary of the estimates adopted under section 82; and*
- (d) Include a summary of the major strategies to be used in relation to the council's public health goals and objectives.*

(3) *As soon as practicable after a council adopts an annual plan, the general manager is to –*

- (a) Make a copy of the annual plan available for public inspection at the public office during ordinary business hours; and (b) Provide the Director of Local Government and the Director of Public Health with a copy of the annual plan.*

Estimates

82. (1) *the General Manager must prepare estimates of the council's revenue and expenditure for each financial year.*

(2) *Estimates are to contain details of the following:*

- (a) The estimated revenue of the council;*
- (b) The estimated expenditure of the council;*
- (c) The estimated borrowings by the council;*
- (d) The estimated capital works of the council;*
- (e) Any other detail required by the Minister.*

(3) *Estimates for a financial year must –*

- (a) Be adopted by the council, with or without alteration, by absolute majority; and*
- (b) Be adopted before 31 August in that financial year; and*
- (c) Not be adopted more than one month before the start of that financial year.*

(4) *A council may alter by absolute majority any estimate referred to in subsection (2) during the financial year.*

(5) *A council may make adjustments to individual items within any estimate referred to in subsection (2) by a simple majority so long as the total amount of the estimate is not altered.*

(6) A council, by absolute majority, may authorise the general manager to make minor adjustments up to specified amounts to individual items within any estimates referred to in subsection (2) so long as the total amount of the estimate is not altered.

(7) The general manager is to report any adjustment and an explanation of the adjustment at the first ordinary meeting of the council following the adjustment.

Part 9 of the *Local Government Act 1993* applies to Council's consideration of the rating provisions, in particular sections 90, 93 and 94 of the Act.

General Rate

(90) (1) A council may, not earlier than 1 June and not later than 31 August in any year, in respect of each financial year, make one general rate for that year on all rateable land in its municipal area.

(2) A council may make a general rate on rateable land whether or not it provides any services in respect of that land.

(3) A general rate is to be based on one of the following categories of values of land:

(a) The land value of the land;

(b) The capital value of the land;

(c) The assessed annual value of the land.

(4) In making a general rate, a council may set a minimum amount payable in respect of that rate if that rate does not include a fixed charge.

(5) A minimum amount payable in respect of a general rate may not be set by a council under subsection (4) if the minimum amount would –

(a) in respect of the 2012-2013 financial year, apply to more than the relevant percentage in respect of the council, as determined under section 89B for that financial year, of the number of areas of land that is rateable land to which no variation under section 107 of the general rate applies; or

(b) in respect of any other financial year, apply to more than the relevant percentage in respect of the council, as determined under section 89B for that financial year, of the number of areas of land that is rateable land to which no variation under section 107 of the general rate applies.

Service Rate

93 (1) A council may make a service rate for a financial year on rateable land for any, all or a combination of the following services:

(a)

(b)

(c) Nightsoil removal;

(d) Waste management;

(e) Stormwater removal;

(f) Fire protection;

(g) Any other prescribed service.

(2) A service rate for a financial year is to be based on the same category of value of land as the general rate is based on under section 90(3) for that financial year.

(3) In making a service rate, a council may set a minimum amount payable in respect of that rate.

(4) A council must not make a service rate for a service referred to in subsection (1) in respect of land owned by the Crown if the council does not supply that service to that land.

(5) For the purpose of this Part, establishing, managing, providing or rehabilitating waste management facilities is to be taken to be part of

(a) a waste management service; and

(b) the supplying, or making available, of waste management services to land.

Service Rate for Fire Protection

93A (1) A council may make a service rate or several service rates in respect of the fire service contributions it must collect under the Fire Service Act 1979.

(2) A service rate or service rates made under subsection (1) must be for the contribution specified in a notice issued under section 81B of the Fire Service Act 1979.

Service Charge

94 (1) In addition to, or instead of, making a service rate under section 93, a council, when making a general rate in respect of a financial year, may make a separate service charge for that financial year for any or all of the services specified in that section which the council supplies or makes available.

(2)

(2A)

(3) A council may, by absolute majority, declare that a service charge varies within different parts of the municipal area according to any or all, or a combination of any or all, of the factors specified in section 107.

(3A) In addition to the powers conferred on a council under subsection (3), a council may, by absolute majority, vary a service charge according to the level of service provided.

(4) A council must not make a service charge for a service referred to in section 93(1) in respect of land owned by the Crown if the council does not supply that service to that land.

STRATEGIC IMPLICATIONS

Strategic Plan Reference

GOAL 1: Leadership and Governance
Desired Outcomes
We make publicly transparent decisions on spending and future directions while encouraging community feedback.
Our Priorities
1.6 Maintain accountability by ensuring council decisions are evidence based and meet all legislative obligations.
1.8 Review and adjust service levels to provide value for money.
1.9 Collaborate with, understand and satisfy our external customers' needs and values.

Sustainable Murchison Community Plan 2040

Community Future Direction Theme	Key Challenges & Opportunities:
Strong communities and social capital	Enduring community capital – Growing, proud, self-reliant communities that are inclusive and engaged with volunteers and shared facilities.
Access and infrastructure	Local, regional and global transport and infrastructure access – Safe and efficient access alternatives, growing freight capacity, renewable energy, water management and contemporary communications. Community infrastructure that supports economic development.
Place making and liveability	Liveable places for all ages – Liveable attractive townships, relaxed lifestyles and community pride attract people to Murchison. Communities have history and character that drive their place-making strategies. Sport and recreation is widely supported especially by young people. Multi-purpose recreational and cultural facilities are well utilised.
Governance and working together	Working together for Murchison – Everyone plays a part in achieving the objectives of the Sustainable Murchison Community Plan. There is cooperation, resource sharing and less duplication between Councils. Leadership is provided across all community sectors.

POLICY IMPLICATIONS

There are no policy implications as a result of this report.

FINANCIAL IMPLICATIONS

The Annual Plan incorporates the budget estimates and performance indicators against which performance outcomes will be measured for the 2019/20 financial year.

RISK IMPLICATIONS

Legislative compliance - Council has a statutory requirement to annually adopt its Annual Plan and Budget Estimates. No risks have been identified in relation to the adoption of the Annual Plan or Budget Estimates included therein. Any delay in adoption of the Annual Plan may have an impact on Council's ability to satisfy its legislative requirements.

CONSULTATION PROCESS

In the 2019 Community Survey (yet to be released) undertaken in April/May 2019, the community was asked what projects they believe should be included in the next Council budget.

A wide range of projects were suggested by community members however the most commonly mentioned projects related to the following:

- New playgrounds
- Sporting upgrades
- Foreshore development
- New public toilets
- Street Lighting
- Road Safety
- Environmental management
- Bike paths

-
- Dog Park
 - Security

The majority of this list has been addressed as part of the Annual Plan and Budget, whether as an action or through a specific budget allocation

CONCLUSION

The Annual Plan is a comprehensive document that endeavours to clearly outline the goals and objectives for the coming year and is a legislative requirement of Council.

It is recommended that the Council adopts the Rates Resolution, Annual Plan and Budget Estimates for 2019/20 financial year.

MOVED BY	CR DUNIAM
SECONDED BY	CR HOUSE

That Council:

- A. Adopts by absolute majority the Annual Plan and Budget Estimates, in accordance with Section 71 and 82 of the *Local Government Act 1993* (as amended), including the estimates of revenue and expenditure (including estimated capital works) for the 2019/20 financial year as detailed in the attached enclosure and documents;**
- B. Adopts the proposed Fees and Charges for the 2019/20 financial year as detailed in the attached enclosure and documents;**
- C. Authorises the General Manager by absolute majority, in accordance with section 82(6) of the act, to make minor adjustments up to \$20,000 to any individual estimate item as deemed necessary during the financial year; and**
- D. Adopts by absolute majority the following Rates Resolution for the period 1 July 2018 to 30 June 2019:**

That in accordance with the provisions of Part 9 of the *Local Government Act 1993* ("the Act") and the *Fire Service Act 1979*, the Council makes Rates and Charges for the period 1 July 2018 to 30 June 2019 in accordance with the following resolutions.

1. Definitions and Interpretation

In this resolution:

- 1.1 'AAV' means assessed annual value as defined in the Act and adjusted under Sections 89 and 89A of the Act.**
- 1.2 'land' means as defined in the Act.**

-
- 1.3 'General Land' means all land within the municipal area of Waratah Wynyard (the municipal area) that is not within the township of Somerset or the township of Wynyard.
 - 1.4 'The Act' means the *Local Government Act 1993*.
 - 1.5 Terms used in this resolution have the same meaning as given to them in Part 9 of the Act, unless it is inconsistent with context of this resolution.
 - 1.6 Each of the rates and charges made by this Resolution may be cited by reference to the heading immediately preceding the clause.

2. General Rate

- 2.1 Council makes a General Rate under Section 90 of the Act of 6.86 cents in the dollar.
- 2.2 Council sets a minimum amount payable in respect of that rate of \$195 in accordance with Section 90(4) of the Act.
- 2.3 Council elects the AAV to be the basis of the general rate for the purpose of this Rates Resolution.

3. Fire Service Rates

- 3.1 The following Fire Protection Rates are made pursuant to Sections 93 and 93(A) of the Act which the Council declares by absolute majority to be varied as follows:
 - (a) a rate of 0.385 cents in the dollar of AAV for all land within the township of Somerset and Wynyard; and
 - (b) a rate of 0.368 cents in the dollar of AAV on all General Land.
- 3.2 With a minimum amount payable of \$41 for all land.

4. Waste Management Charges

- 4.1 The following Waste Management Charges are made pursuant to Sections 94 and 94(3A) of the Act which the Council declares by an absolute majority to be varied according to the level of service provided as follows:
- 4.2 \$100 for all land (other than land classified by the Valuer- General as land use code "bush or forestland (L3)" and land that is not used for any purpose listed in section 107(2) of the Act) for waste management services (other than kerbside collection) provided in the municipal area
- 4.3 \$155 for all land to which the Council provides a kerbside garbage collection
- 4.4 \$65 for all land to which Council provides a kerbside recyclables collection service

5. Stormwater Removal Service Rate

- 5.1 Council makes the following Stormwater Removal Service Rate under Section 93 of the Act for stormwater removal services for all land that Council supplies or makes available to which the:
 - (a) For land within the Wynyard drainage district, 1.4 cents in the dollar of the AAV; or
 - (b) For land within the Somerset district, 1.37 cents in the dollar of the AAV

6. Discount for Early Payment

- 6.1 In accordance with the provisions of Section 130 of the Act the Council will provide a discount of 5.0% on the total current rates and charges specified in a rates notice, for payment of the total rates and charges (including all arrears) that are paid by 31 August 2019, but excluding the fire protection service rate.**

The MOTION was put and was CARRIED.

IN FAVOUR

MAYOR WALSH	CR DUNIAM	CR FAIRBROTHER	
CR EDWARDS	CR HOUSE	CR BRAMICH	CR HYLAND



DRAFT
ANNUAL PLAN
2019 / 2020



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Section 71 of the Local Government Act 1993 requires all Councils to produce an Annual Plan for the municipal area each financial year.

MESSAGE FROM THE MAYOR AND GENERAL MANAGER

We are delighted to present the 2019/20 Annual Plan and Budget Estimates.

Essentially, the 2019/20 budget builds on much of the work started and underway in the 18/19 financial year.

Council's Operating Budget includes projected income of \$19,531,322 and expenses of \$19,445,449 resulting in a small underlying surplus of \$85,873. This balanced budget follows on from surplus budgets in each of the past two years. The Comprehensive Result indicates a projected surplus of \$1,564,864 and the closing cash position will be approximately \$6.8 million, after all carry forward capital works have been completed.

Pleasingly, in conjunction with achieving a surplus operating position, Council has been able to include a number of service increases in the budget and a number of projects that will have long term benefits for the community. Council has maintained all existing service levels and included in the Operating budget items such as:

- Increased service levels for greater animal control/compliance
- Increased service levels for greater public camping monitoring/compliance
- Settlement Strategy development
- Environmental Plan development
- Rural Roads Safety Audit
- Reusable and environmentally friendly products for the Tulip Festival

Council is acutely aware of the financial pressures that members of the community are facing and have applied a modest general rate increase of **1.88%**. The 2019/20 General Rate increase is 1.5% below the 2019 Council Cost Index (CCI) of 3.38%. The CCI indicates the average rate increase across the State that is necessary to allow current levels of service to be maintained, assuming other revenue sources (e.g. grants) also increase in line with costs.

Council has also applied an adjustment factor (used to adjust the value of properties by locality and class) in accordance with *Section 89 and 89A* of the *Local Government Act* as determined by the Valuer General. The adjustment factor has been applied in full and as a result some properties receive a higher than 1.88% increase in their rates (due to the higher AAV) and conversely a number of properties may receive rating changes less than the Council increase.

The Wynyard Waterfront redevelopment construction programs have commenced and again become a central focus for our Capital Budget in 2019/20. 2019/20 will see the completion of the Wynyard Wharf Carpark, Boardwalk, Seawall, reclamation of Camp Creek and in the coming year construction of the Multi-Purpose Facility incorporating the Wynyard Yacht Club will commence. \$3.6m has been included in the budget for this project.

The Capital Works budget for 19/20 totals \$11.7m which includes carry forwards, new assets of \$5.98m and \$2.02m for asset renewals. The Community will benefit from projects such as:

- CCTV in the Wynyard and Somerset CBDs
- Pedestrian Crossings in Jackson and Goldie Street, Wynyard
- Completion of the Wynyard CBD Plaza
- In-ground irrigation at a number of sporting facilities
- New changerooms at the Wynyard Recreation Ground
- New public toilets at East Wynyard
- Upgrade of the Zig Zag Path, Somerset

The capital budget includes \$791,000 for plant; \$766,735 for rural road resheeting; \$234,207 for rural road resealing and \$158,660 for Urban Roads renewal.

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Waste Management and the environment will be two key areas for Council in 2019/20 with a draft Waste Strategy to be considered by the community early in the financial year and implemented following adoption. An Environmental Plan will be developed using community reference groups.

Whilst ambitious the Annual Plan actions stated for next year will provide benefit for all areas of the community and include tasks such as the development of a Cam River Masterplan, recreation plan for Sisters Beach, a feasibility study for Waratah Falls walks, and the finalisation of the Boat Harbour Beach Masterplan.

It has been refreshing to work with our new and returning Councillors on the first budget since the 2018 Council elections and we thank them and Council staff for their ongoing contributions to the community. Council will commence community forums in July and look forward to greater engagement with our community in coming months.

We look forward to a positive and rewarding year ahead and commend the 2019/20 Annual Plan and Budget Estimates to you all.



CR ROBBY WALSH
Mayor



SHANE CRAWFORD
General Manager

ELECTED MEMBERS



Mayor
Robby Walsh



Deputy Mayor
Dr Mary Duniam



Cr
Gary Bramich



Cr
Andrea Courtney



Cr
Celisa Edwards



Cr
Darren Fairbrother



Cr
Allie House



Cr
Kevin Hyland

EXECUTIVE MANAGEMENT TEAM



General Manager
Shane Crawford



**Director
 Community &
 Engagement**
Tracey Bradley



**Director
 Infrastructure &
 Development
 Services**
Daniel Summers

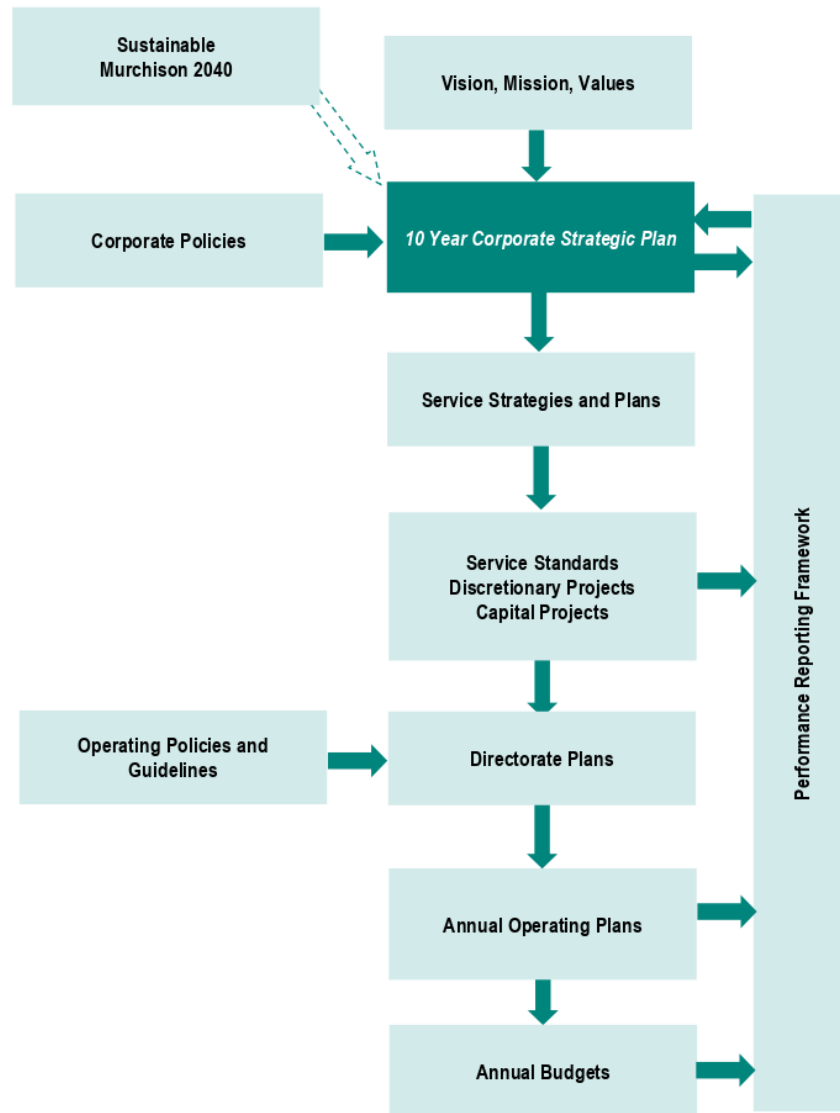


**Director
 Organisational
 Performance**
Claire Smith

Departmental Portfolios

- | | | | |
|--|---|--|---|
| <ul style="list-style-type: none"> • Civic & Ceremonial • Elected Members • Executive Management • Human Resource Management | <ul style="list-style-type: none"> • Children's Services • Community Activation • Workplace Health and Safety • Risk and Insurance • Emergency Management • Customer Service • Communications • Tourism Development • Wonders of Wynyard • Events | <ul style="list-style-type: none"> • Asset Planning • Buildings and Compliance • Building and Plumbing Permit Authority • Civil Works • Cleaning • Emergency Services • Environmental Health • Infrastructure Operations • Land Use Planning • Light Vehicles • Natural Resource Management • Parks and Recreation • Projects • Regulations • Transport Works | <ul style="list-style-type: none"> • Strategic Financial Management • Strategic Services • Information Technology • GIS • Information Management • Strategic Projects • Economic Development • Governance |
|--|---|--|---|

INTEGRATED PLANNING FRAMEWORK



VISION, MISSION AND VALUES

Council's Mission, Vision and Values are embedded through all planning processes to enable a high level of strategic alignment while pursuing best possible outcomes for the community. Guiding principles should guide and inform decision-making priorities and behaviours across the organisation. Key focus areas inform actions to deliver out desired outcomes and strategies.

VISION

To deliver innovative, sustainable services to our community through strong leadership, clear direction and collaborative relationships.

MISSION

Building our community and region, providing leadership, a strong voice and delivering outcomes based on value for money.

VALUES

Respect – Honesty – Ethical – Pride – Fairness - Trustworthy

GUIDING PRINCIPLES

We care: engagement

We are a team: cooperation and collaboration are key

We find better ways: value for money

We are professional: ethical, honest and reliable

We are innovative: progressive

KEY FOCUS AREAS

Leadership and Governance

Organisational Support

Connected Communities

Community Recreation and Wellbeing

Economic Prosperity

Transport and Access

Environment

INCOME STATEMENT

YEAR ENDING 30 JUNE 2020

	2018/19 Budget \$	2019/20 Budget \$
INCOME		
Rate Revenue	11,099,094	11,331,753
User Charges	2,461,944	2,613,127
Reimbursements/Contributions	739,929	708,309
Grants and Subsidies	3,821,689	3,935,370
Interest	275,010	225,000
Proceeds from Sales	189,500	155,763
Other	576,000	562,000
TOTAL INCOME	19,163,166	19,531,322
EXPENSES		
Employee Costs	6,838,463	7,006,172
State Levies	531,718	527,258
Remissions and Discounts	397,384	401,695
Materials and Contracts	6,956,401	6,974,750
Depreciation	3,986,635	4,272,038
Borrowing Costs	65,340	32,293
Value of sold/assets written off	302,480	231,243
TOTAL EXPENSES	19,078,421	19,445,449
UNDERLYING OPERATING SURPLUS/(DEFICIT) ¹	84,745	85,873
Donated Assets	-	-
Capital Grants/Contributions	3,620,175	2,966,131
Fair Value Adjustment	-	-
Asset Revaluations	-	-
Advance Payment of FAGS Grant	(1,406,496)	(1,487,140)
COMPREHENSIVE SURPLUS/(DEFICIT)	2,298,424	1,564,864

¹ The Underlying Operating Surplus/(Deficit) is the figure required by the Local Government Ministerial Orders and represents the recurrent surplus which is then reconciled to the Comprehensive Surplus/(Deficit) in accordance with Australian Accounting Standards.

FINANCIAL ANALYSIS

EXPLAINING THE INCOME STATEMENT

Income

Rate Revenue (increased by \$232,659)

This is Council's main form of revenue raising covering the general rate, drainage and fire based on an assessed annual value and service charges for garbage, waste and recycling. Rate revenue has seen a general rate increase of 1.88% with the fire levy, collected on behalf of the State Fire Commission, increasing by 4.08%. The value of this levy is determined by the Tasmanian Fire Service and is not influenced by Council.

User Charges (increased by \$151,183)

Council charges fees for services including the use of facilities, child care, planning and building fees, animal registrations and licences. The fees have increased in some cases as per the attached schedule.

Reimbursements (decreased by \$31,620)

This revenue includes incomings from the resource sharing agreement with Circular Head Council and reimbursements for expenses paid on behalf of facility users. The decrease is due to changes in the resource sharing arrangements.

Operational Grants and Subsidies (increased by \$113,681)

Grants and subsidies include monies received from both Federal and State Governments to assist with funding the delivery of services provided by Council.

Interest (decreased by \$50,000)

Interest is generated on the cash holdings of Council. The decrease is due to a fall in interest rates and expected capital expenditure.

Proceeds from Sales (decreased by \$33,737)

This income represents the funds received from the sale of assets, specifically trade in and disposal of plant and equipment.

Other Income (decreased by \$14,000)

This income represents distributions from TasWater due to Council's share in the entity.

Expenditure

Employee Costs (increased by \$167,709)

Operational employee cost expected for the year. This has increased primarily as a result of the annual Enterprise Bargaining Agreement increase.

State Levies (decreased by \$4,460)

These levies include Fire Levy and Land Tax. The Fire Levy has increased by 4.08% as requested by the State Fire Commission.

Remissions and Discounts (increased by \$4,311)

This covers the 5% discount given for early payment of rates and has increased due to the rise in rates and expected take up of the discount.

Materials and Contracts (increased by \$18,349)

This includes the purchase of consumables, payments to contractors, utility costs, and other goods and services. No real increase from last year.

Depreciation (increased by \$285,403)

An accounting measure to reflect the usage of Council owned infrastructure and assets. The increase is due to the expected asset take on from the high capital project delivery. The budgeted figure better reflects 2018/19 figures.

Borrowing Costs (decreased by \$33,047)

This is the interest on funds borrowed by Council. It has decreased because the Coastal Pathway Project has been delayed.

Value of sold/write off of assets (decreased by \$71,237)

This is the written down value of sold and replaced infrastructure assets.

Underlying operating surplus/(deficit)

The underlying surplus or deficit (underlying result) is the amount that is the recurrent income (not including income received specifically for new or upgraded assets, physical resources received free of charge or other income of a capital nature) for a financial year less the recurrent expenses of the council for the financial year.

The intent of the underlying result is to show the outcome of a council's normal day-to-day operations, as required by the Local Government Ministerial Orders.

Capital Grants/Contributions

This income is non-recurrent funding for capital projects normally provide by State or Federal Governments. Includes funding for Roads to Recovery, Anzac Park and Community multi-use facility.

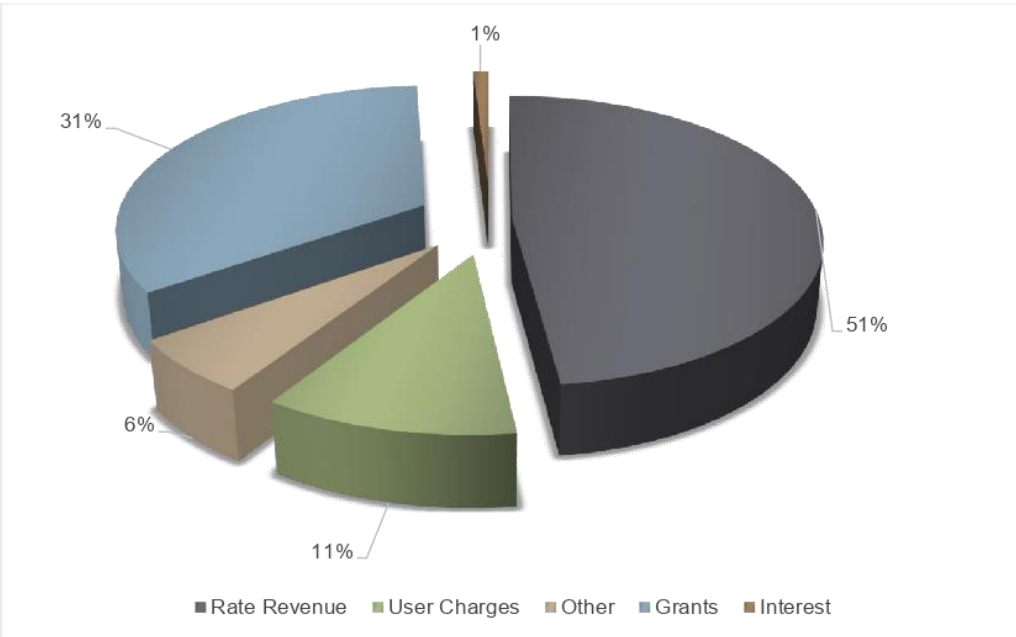
Advance Payment of FAGs Grant

The Financial Assistance Grant (FAG) is provided by the Federal Government to assist Council in the delivery of services. Payment of two instalments of the 2019/20 grant to be received in the 2018/19 financial year. Accounting Standards require Council to recognise this income in the year it was received, thus giving Council a higher comprehensive result, however to comply with Local Government Ministerial Orders this grant is included in Grants and Subsidies as operational income for the year.

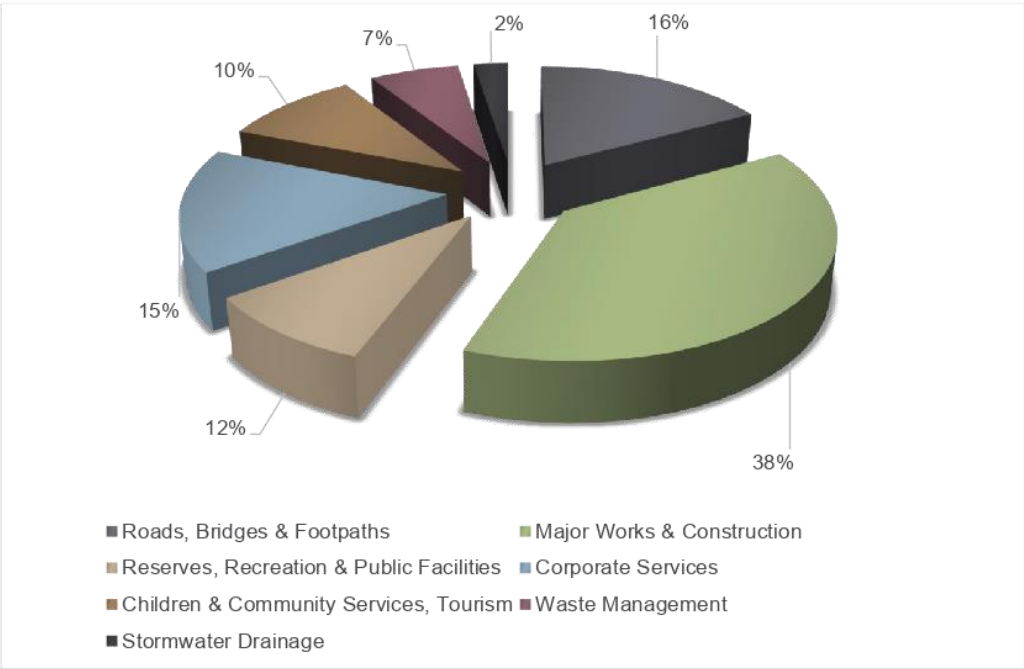
Comprehensive surplus/(deficit)

This amount is the figure gained by adjustments to the underlying result to obtain a comprehensive result to reflect current Accounting Standards.

WHERE THE MONEY COMES FROM....



.....AND GOES



BALANCE SHEET

YEAR ENDING 30 JUNE 2020

	2019 Budget \$	2020 Budget \$
CURRENT ASSETS		
Cash and Cash Equivalents	4,958,654	6,272,242
Receivables	836,533	891,000
Inventories (Inc. land held for sale)	226,649	227,000
Other	190,000	190,000
TOTAL CURRENT ASSETS	6,211,836	7,580,242
NON-CURRENT ASSETS		
Property, Plant and Equipment	161,565,700	168,822,714
Other	45,120,600	46,117,782
TOTAL NON-CURRENT ASSETS	206,686,300	214,940,496
TOTAL ASSETS	212,898,136	222,520,738
CURRENT LIABILITIES		
Payables	1,434,383	1,418,407
Interest-Bearing Loans	243,675	119,862
Provisions	1,941,386	1,923,745
TOTAL CURRENT LIABILITIES	3,619,444	3,462,014
NON-CURRENT LIABILITIES		
Interest-Bearing Loans	2,180,392	750,312
Provisions	371,083	406,607
TOTAL NON-CURRENT LIABILITIES	2,551,475	1,156,919
TOTAL LIABILITIES	6,170,919	4,618,933
NET ASSETS	206,727,217	217,901,805
EQUITY		
Accumulated surplus	152,213,186	156,003,558
Reserves	54,514,031	61,898,247
TOTAL EQUITY	206,727,217	217,901,805

SUMMARY OF CASH FLOWS

YEAR ENDING 30 JUNE 2020

	2019 Budget \$	2020 Budget \$
Forecast Cash on Hand		
Trading Account and Investments	8,814,732	11,648,828
Public Open Space Reserve	146,746	163,172
Asset Purchase Reserve	850,018	154,018
Total	9,811,496	11,966,018
Income		
Budgeted Operating Income	16,350,174	18,044,182
Add: Capital Grants and Funding	3,620,175	2,966,131
Add: Loan Borrowings	1,500,000	-
Total	21,470,349	21,010,313
Expenditure		
Budgeted Operating Expenditure	19,078,422	19,445,449
Less: Depreciation	(3,986,635)	(4,272,038)
Less: Carrying Amount of NCA Sold	(201,453)	(300,000)
Add: Capital Works	11,258,677	11,714,744
Add: Loan Repayments	174,182	115,936
Total	26,323,193	26,704,090
Budgeted Cash on Hand	4,958,654	6,272,242
Increase/(Decrease) in Cash Held	(4,852,843)	(5,693,776)

PROPOSED OPERATING BUDGET

YEAR ENDING 30 JUNE 2020

SUMMARY OF EXPENDITURE

Department/Business Function	2019 Budget \$	2020 Budget \$
Council and General Manager's Office		
Council and General Manager's Office	1,205,115	1,406,488
Organisational Performance		
Financial Services	1,135,087	1,097,616
Strategic Services	560,558	451,888
Community and Engagement		
Children Services	1,316,273	1,349,075
Community Activation	982,447	1,295,268
Community Services	341,086	380,124
Corporate Services	855,782	452,075
Infrastructure and Development Services		
Asset Management Services	144,158	141,516
Cemetery	150,691	168,836
Development and Regulatory Services	1,245,195	1,115,143
Drainage	634,365	757,981
Engineering Governance and Projects	68,498	65,314
Footpaths	263,189	319,351
Garbage	1,107,195	1,084,794
Parks and Reserves	2,248,732	2,050,580
Public Halls	92,860	206,058
Public Toilets	246,026	212,408
Sporting Facilities	941,034	1,045,713
Transport	4,566,770	4,849,064
Waste	876,769	887,947
Works – Infrastructure Services	96,592	108,211
TOTAL	19,078,422	19,445,449

RATES RESOLUTION

RECOMMENDATION

That Council:

- A. Adopts by absolute majority the Annual Plan and Budget Estimates, in accordance with Section 71 and 82 of the *Local Government Act 1993* (as amended), including the estimates of revenue and expenditure (including estimated capital works) for the 2019/20 financial year as detailed in the attached enclosure and documents;
- B. Adopts the proposed Fees and Charges for the 2019/20 financial year as detailed in the attached enclosure and documents;
- C. Authorises the General Manager by absolute majority, in accordance with section 82(6) of the act, to make minor adjustments up to \$20,000 to any individual estimate item as deemed necessary during the financial year; and
- D. Adopts by absolute majority the following Rates Resolution for the period 1 July 2019 to 30 June 2020:

That in accordance with the provisions of Part 9 of the *Local Government Act 1993* ("the Act") and the *Fire Service Act 1979*, the Council makes Rates and Charges for the period 1 July 2019 to 30 June 2020 in accordance with the following resolutions.

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In this resolution:

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- 1.6 Each of the rates and charges made by this Resolution may be cited by reference to the heading immediately preceding the clause.

2. General Rate

- 2.1 Council makes a General Rate under Section 90 of the Act of 6.86 cents in the dollar.
- 2.2 Council sets a minimum amount payable in respect of that rate of \$195 in accordance with Section 90(4) of the Act.
- 2.3 Council elects the AAV to be the basis of the general rate for the purpose of this Rates Resolution.

3. Fire Service Rates
 - 3.1 The following Fire Protection Rates are made pursuant to Sections 93 and 93(A) of the Act which the Council declares by absolute majority to be varied as follows:
 - (a) a rate of 0.385 cents in the dollar of AAV for all land within the township of Somerset and Wynyard; and
 - (b) a rate of 0.368 cents in the dollar of AAV on all General Land.
 - 1.2 With a minimum amount payable of \$41 for all land.
4. Waste Management Charges
 - 4.1 The following Waste Management Charges are made pursuant to Sections 94 and 94(3A) of the Act which the Council declares by an absolute majority to be varied according to the level of service provided as follows:
 - 1.3 \$100 for all land (other than land classified by the Valuer- General as land use code "bush or forestland (L3)" and land that is not used for any purpose listed in section 107(2) of the Act) for waste management services (other than kerbside collection) provided in the municipal area
 - 4.3 \$155 for all land to which the Council provides a kerbside garbage collection
 - 1.4 \$65 for all land to which Council provides a kerbside recyclables collection service
5. Stormwater Removal Service Rate
 - 5.1 Council makes the following Stormwater Removal Service Rate under Section 93 of the Act for stormwater removal services for all land that Council supplies or makes available to which the:
 - (a) For land within the Wynyard drainage district, 1.4 cents in the dollar of the AAV; or
 - (b) For land within the Somerset district, 1.37 cents in the dollar of the AAV
6. Discount for Early Payment
 - 6.1 In accordance with the provisions of Section 130 of the Act the Council will provide a discount of 5.0% on the total current rates and charges specified in a rates notice, for payment of the total rates and charges (including all arrears) that are paid by 31 August 2019, but excluding the fire protection service rate.

2019/20 ANNUAL PLAN AND BUDGET ACTIONS

KEY FOCUS AREAS, OUTCOMES AND STRATEGIES

The Annual Plan and Budget contains the major actions and initiatives for the Council's 2020 operations. Of all the documents that sit within the integrated planning framework, the Annual Plan has the most significant influence on the daily activities of Council staff.

Development of this year's Annual Plan has included a strong engagement process through which the operational priorities and major actions/initiatives were identified along with the annual budget estimates for each functional area.

The progress of these actions and initiatives will be reported to Council on a quarterly basis with the year end results being presented in the Council's Annual Report.



Athenaeum Hall, Hut Street Scene - Waratah

KEY FOCUS AREA 1: LEADERSHIP AND GOVERNANCE

Waratah-Wynyard Council will deliver an openly transparent, inclusive, community-focussed governing body. We will pride ourselves on a strong sense of belonging and fairness based on trust, honesty and approachability.

Desired Outcomes

We make publicly transparent decisions on spending and future directions while encouraging community feedback.

We maintain and manage our assets sustainably.

We encourage broad community input to create a focussed and strong sense of belonging.

We cherish fairness, trust and honesty in our conduct and dealings with all.

We highly value the use of an evidence-based approach to the development and implementation of strategies and policies that support and strengthen our decision making.

We are recognised for proactive and engaged leadership.

Strategy	Action
Outcome 1.1 – We make publicly transparent decisions on spending and future directions while encouraging community feedback.	
Commit to best practice in community engagement.	Work with Waratah Community Board to develop a feasibility proposal for Waratah Falls walk to secure funding.
Strengthen our community with the community using diverse communication channels relevant to the demographic.	In conjunction with the community, develop a plan for Sisters Beach informed by OSSR and other relevant plans.
	Establish a program of community engagement forums across the municipality to seek feedback from residents.
We highly value the use of an evidence-based approach to the development and implementation of strategies and policies that support and strengthen our decision making.	Conduct the four-year review of the 10-year Corporate Strategic Plan.
Outcome 1.2 – We maintain and manage our assets sustainably.	
Review and adjust service levels to provide value for money.	Undertake a review of town planning services.
	Update the Stormwater Asset Management Plan.
	Develop a Stormwater Service Level document.
	Develop a Stormwater Management Plan.
	Undertake reserve irrigation installation at Frederick Street Reserve and Somerset Recreation Ground.

Strategy	Action
Outcome 1.3 – We encourage broad community input to create a focused and strong sense of belonging.	
Facilitate the meeting of community needs through strong advocacy and local and regional collaboration for shared outcomes.	Implement Public Camping Strategy and practices.
	Implement year one actions identified through the Sustainable Murchison 2040 governance framework Memorandum of Understanding.
Outcome 1.4 – We cherish fairness, trust and honesty in our conduct and dealings with all.	
Collaborate with, understand and satisfy our external customers' needs and values.	Process map customer service function to inform proposal for enabling technology.
	Review complaint handling procedures relating to services provided by council to address legislative requirements.
Outcome 1.6 – We are recognition for proactive and engaged leadership.	
Encourage increased participation by all stakeholders.	Develop Partnership agreements with key community organisations to formalise working relationship.

KEY FOCUS AREA 2: ORGANISATIONAL SUPPORT

Waratah-Wynyard Council will provide relevant information, training and development to our people in a timely manner, supporting great leadership to deliver services to the community.

Desired Outcomes

We are a knowledgeable organisation—we demonstrate best practices in our business processes.

We are technology-enabled with information available on demand on different levels.

We are focused on the needs of our internal customers.

We have a learning culture that embraces the development and growth of our people.

We are future-focussed and value continuous improvement.

We attract, retain and develop the workforce we need.

Strategy	Action
Outcome 2.2 – We are technology-enabled with information available on demand and different levels.	
Review and update systems and processes to ensure best practice and customer-centric outcomes.	Progress actions and continue to explore shared service and resource sharing opportunities.
	Complete review of after-hours and call out arrangements.
Outcome 2.6 – We attract, retain and develop the workforce we need.	
Promote Best-practice and foster innovation.	Undertake a review of the internal employee classification system.

KEY FOCUS AREA 3: CONNECTED COMMUNITIES

Waratah-Wynyard community members will feel a sense of inclusion, belonging and value within a thriving, innovative and diverse population. They will be actively engaged in developing Council facilities, services and programs, and will be encouraged to provide input to planning for community needs.

Desired Outcomes

Waratah-Wynyard is a modern community—moving forward but not forgetting where it started.

We listen and engage with our community in decision making.

Our natural and built environment aids the community with an active and healthy lifestyle.

Our strong local economy allows for the development of affordable services and programs for all ages.

Our community uses its voice to shape its future alongside a strong Council willing to listen and implement where reasonable and practical.

Strategy	Action
Outcome 3.1 – Waratah Wynyard is a modern community, moving forward but not forgetting where it started.	
Deliver planning for activation through effective urban design and planning that promotes urban design and planning that promotes liveability, social gathering and connectedness, and which recognises and celebrates local history.	Develop a detailed and prioritised implementation plan for the Boat Harbour Beach Masterplan and complete year-one actions.
	Develop a Municipal Signage Strategy.
Promote and strengthen community safety to retain and attract families to live and recreate in Waratah Wynyard.	Review Waratah Wynyard Council Emergency Management Plan.
	Complete and implement CCTV project in Somerset and Wynyard CBD's.
Outcome 3.2 – We listen and engage with our community in decision making.	
Deliver engagement strategies that adapt to community needs to ensure effective communication and collaboration.	Implement year-one priorities from the Communications and Engagement Strategy 2019-21.
Outcome 3.3 – Our natural and build environment aids the community with an active and healthy lifestyle.	
Provide high quality shared and multi-use community hubs that combine a range of recreational, sporting and educational uses.	Complete the ANZAC Park All Ability Playground.
Facilitate activities and events that promote inclusion, health, safety and a sense of place.	Develop a program of community events including a Christmas themed event for the retail hubs.
Outcome 3.4 – Our strong local economy allows for the development of affordable services and programs for all ages.	
Promote and work with stakeholders to provide affordable quality services.	Complete detailed design for infrastructure proposal for Warawyn Early Learning and seek funding for the project.

Outcome 3.5 – Our community uses its voice to shape its future alongside a strong Council willing to listen and implement where reasonable and practical.

Build community capacity through services and programs that strengthen, support and care for our community.

Develop implementation plan for Health and Wellbeing Plan and implement year-one deliverables.

Develop implementation plan for Youth and Age Friendly Communities plans and implement year-one deliverables.

KEY FOCUS AREA 4: COMMUNITY RECREATION AND WELLBEING

Waratah-Wynyard will be a healthy community with access to more recreational choices in safe and welcoming environments. The community will enjoy programs and recreational spaces that are inclusive, thriving and energetic, and will have access to high quality facilities, services and equipment.

Desired Outcomes

- Our community is welcoming and supportive.
- Our community values, encourages and supports physical, social and cultural activities.
- We provide recreational opportunities to the community for all ages and abilities.
- Our community enjoys access to visually appealing safe spaces and facilities for recreation.

Strategy	Action
Outcome 4.1 – Our community is welcoming and supportive.	
Collaborate with community organisations that provide recreation opportunities to our community.	Undertake Wynyard Recreation Ground changeroom construction.
Encourage community providers to be welcoming, supportive and inclusive, and to provide for all ages, abilities and cultures.	Implement year two actions for Warawyn Early Years Reconciliation Action Plan.
Outcome 4.2 – Our community values, encourages and supports physical, social and cultural activities.	
Focus on the value of recreation in promoting the health and wellbeing of our community.	Review and improve educational information relating to animal control.
Outcome 4.3 – We provide recreational opportunities to the community for all ages and abilities.	
Commit to ongoing recreation and open space planning to ensure evidence-based decisions are made about the role of Council and its partners in recreation.	Develop facility/sponsorship policy.
	Develop detailed design for the Somerset Recreation Precinct.
Outcome 4.4 – Our community enjoys access to visually appealing safe spaces and facilitates for recreation.	
Employ land-use planning strategies to promote connectivity and equity in the allocation or use of open space for recreation purposes.	Develop a masterplan for the Cam River area.

Outcome 4.4 – Our community enjoys access to visually appealing safe spaces and facilitates for recreation.	
Strategy	Action
Provide and maintain quality and safe places and spaces for physical, social and cultural activities, including shared and multi-use facilities where possible.	Continue flood mitigation projects, including – Cotton Street, Stanwyn Court and Port Creek Wynyard.
	Continue the Wynyard Waterfront Project including seawall, boardwalk and multi-purpose facility.
	Secure an operator for the café within the new multi-purpose (Yacht Club) facility.
	Review all Council infrastructure leases, agreements and fees and implement any required changes to ensure equity and consistency.

KEY FOCUS AREA 5: ECONOMIC PROSPERITY

Waratah-Wynyard will have a sustainable economy that creates jobs and delivers long-term regional and local benefits which are environmentally aware and improve liveability.

Desired Outcomes:

We understand our local and regional potential, and we plan for and encourage investment in it.

Education and training opportunities are available and targeted.

Long-term sustainable economic growth is achieved through adaptability and innovation.

Pathways to improve liveability now and in the future are provided.

Strategy	Action
Outcome 5.1 – We understand our local and regional potential, and we plan for, and encourage investment in it.	
Investigate and embrace new economic opportunities.	Implementation of recommendations of the Destination Action Plan 2017 – progress and complete the 'Loo with a View' concept plan and feasibility plan.
Support existing and encourage new innovative activities/industries to the area.	Review and update the Tourism Plan (2011-2020).
Outcome 5.3 – Long-term sustainable economic growth is achieved through adaptability and innovation.	
Assess potential capability for economic expansion.	Develop detailed design and pricing for Inglis/Park/Church Street intersection and surrounding business area.
Actively manage community and economic growth through community engagement.	Develop a list of priority actions from the Central Area Development Plan.
Outcome 5.4 – Pathways to improve liveability now and in the future are provided.	
Ensure evidence-based allocation of infrastructure and land use to enable sustainable growth.	Develop and deliver a Settlement Strategy to guide future growth and development within the municipality.

KEY FOCUS AREA 6: TRANSPORT AND ACCESS

Waratah Wynyard's roads, traffic management and infrastructure will be sustainable and fit for purpose, facilitating the transport of goods and enabling people to undertake their daily activities.

Desired Outcomes:

Our transport and access network can accommodate the changing needs of our industry and community.

Our transport and access network is sustainable, affordable and fit for purpose.

We represent our community and are a strong advocate for contemporary regional transport and access network needs.

Strategy	Action
Outcome 6.1 – Our transport and access network can accommodate the changing needs of our industry and community.	
Develop service levels to inform the delivery of a transport network that affordably meets demand and transparently communicates accepted risk.	Undertake a Roads Condition Assessment.
	Update the Roads Asset Management Plan.
	Update the Roads Service Level documentation.
Prioritise and address service gaps with a road hierarchy.	Undertake a Rural Roads Safety Audit.

KEY FOCUS AREA 7: ENVIRONMENT

Waratah-Wynyard will be an environment where green meets blue; where natural beauty and heritage values are appreciated and managed through best practice. The natural environment will be shared and enhanced through sustainable development.

Desired Outcomes

Our community uses the renewable and natural environment to meet its energy needs and assist in reducing the effects of global warming.

Tourists and residents visit and appreciate our natural environmental attractions and unique surroundings.

Residents and visitors are provided with information and helped to access and appreciate our natural and heritage assets.

Elements of our natural environment provide opportunity for economic development through the manufacture and distribution of our renewable energy industry and reduced land use conflict.

Stewardship of our land, water and marine ecosystems respects past, present and future generations.

Strategy	Action
Outcome 7.1 – Our community uses the renewal and natural environment to meet its energy needs and assist in reducing the effects of global warming.	
Foster opportunity through sustainable development and community engagement.	Waste Strategy adoption and implement year-one actions.
Outcome 7.2 – Tourists and residents visit and appreciate our natural environmental attractions and unique surroundings.	
Practice effective urban and landscape design and planning that promotes liveability and connectivity and recognises local heritage.	Tasmanian Planning Scheme Implementation.
Outcome 7.3 – Residents and visitors are provided with information and helped to access and appreciate our natural and heritage assets.	
Provide education to facilitate awareness and appreciation of built and natural assets.	Develop and adopt Environmental Plan.
Outcome 7.5 – Stewardship of land, water and marine ecosystems respects part, present and future generations.	
Consider and encourage biodiversity through forward thinking and planning.	Complete Camp Creek reclamation stages 2 to 4.

2019/20 CAPITAL WORKS PROGRAM

Project	\$
Governance	
Council	
Renew Chamber Facia and Eaves	52,000
Replace Chambers Atrium Roof	8,000
Council Chambers Security Improvements	12,000
RSL Honor Board	1,570
Multi-use Community Facility	3,666,100
Wynyard Wharf Entrance Augmentation *	200,000
New Board Walk and Seawall Renewal *	679,000
HR Management System *	30,000
Organisational Performance	
Strategic Services	
CCTV Camera Project	160,000
Finance/Assets Software *	160,000
Information Technology	
IT Replacement	28,000
GIS Aerial Imagery Update	30,000
Community Services	
Children Services	
Links Child Care Security	5,368
Links Child Care Drainage Upgrade	4,500
Links Child Care Playground Replacement *	60,000
Tourism	
WOW – Duress Alarm	2,500
Waratah Museum Veranda	2,000
General	
Online Booking System for Facilities *	20,000
Public Art	10,000
Somerset Christmas Decorations	15,000
Skate Park Art Boards	4,000
Infrastructure and Development	
Engineering Services	
Asset System Upgrade	22,632
360 Degree Site Traffic Camera	4,000
Depot Trade Waste Pre-treatment System	37,623
Depot Car Park and Security *	29,000
Depot Radio System	5,000
Small Plant *	87,200
Major Plant *	609,340
Vehicles	95,237
Public Conveniences	
Boat Harbour Beach Toilets Stainless Steel Lining *	22,000
East Wynyard Foreshore Toilet	95,000

Project	\$
Waste Management	
Relocate RV Dump Point *	25,000
Transport – Rural Resheeting	
Allens Road (000-1035m) Surface	45,000
Deep Creek Road (05809-07509m) Surface	73,000
Deep Creek Road (07509-0877m) Surface	53,000
Doctors Road (0000-0992m) Surface	40,000
Elphinstones Road (0000-1903m) Surface	85,000
Masons Road (0000-1090m) Surface	49,000
Oldina Road (20015-20611m) Surface	42,288
Reservoir Drive (7338-8931m) Surface	20,000
Rulla Road (1971-4207m) Surface	99,000
West Calder Road (50-03025m) Surface	120,000
Scotts Road (1621-3933m) Surface	95,000
Transport – Rural Reseals	
Guildford Road (0000-0069m) Surface	3,614
Ten Foot Track (0000-0017m) Surface	8,556
Preolenna Road (13516-15518m) Surface	65,881
Irby Boulevard (0246-1429m) Surface	47,185
Table Cape Road (3646-4282m) Surface	30,333
Table Cape Road (2958-3646m) Surface	34,088
Kenelm Avenue (0145-0391m) Surface	9,969
East Boulevard (0085-0327m) Surface	17,129
Irby Boulevard Surface	10,576
East Boulevard – 1 Surface	6,876
Transport – Urban Roads Reseals	
George Street (Somerset) *	58,000
George Street (Somerset) Sec 2 Surface	20,000
George Street (Somerset) Sec 4 Surface	30,000
George Street (Somerset) Sec 5 Surface	10,000
Caravan Park Access (Off Old Bass Highway) Sec 1 Surface	5,957
Main Pump station Road Sec 1 Surface	2,462
Main Pump station Road Sec 1 Surface	12,175
Newhaven Drive (0395-0617m) Surface	8,286
Port Road Sec 2 Surface	3,989
Port Road Sec 1 Surface	3,656
Edward Street Sec 1 Surface	4,135
Footpaths	
Major Repairs Old Bass Highway Dodgin Street to Wharf Entrance *	25,000
Urban Footpaths – DDA Compliance	30,000
Belton Street/Frederick Street Continuity	66,505
Bridge Street Sisters Beach	71,100
General	
Woolworths Car Park *	79,643
Somerset CBD Public Art *	47,740
Somerset CBD Masterplan Works *	262,615

Project	\$
General Cont.	
Railway Institute Hall Windows – Replace Brick Section	25,000
Railway Institute Hall Windows – Replace Rear Section	10,000
Rural Roads Junction Upgrades	15,000
Wynyard CBD Bin Replacement	51,000
Retaining Wall – 57 Jackson Street	21,854
Retaining Wall – 96 Jackson Street	56,301
Wynyard CBD Heavy Vehicle Detour Signage	8,150
Jackson Street Vulnerable Road User Crossing	30,000
Goldie Street Pedestrian Crossing Point	30,000
Exhibition Link Vulnerable Road Users Link	12,500
Tennis Court Road Speed Hump	9,988
Inglis Street Guard Rail Over Big Creek	91,875
Park Street DDA Compliant Parking Bays	20,470
Wynyard CBD Plaza	500,000
Bridges	
Rural Road Bridges – Upgrade Bridge Approaches	10,000
Sporting Facilities	
Wynyard	
Wynyard Recreation Ground Change Rooms *	400,000
Wynyard Recreation Ground Fence Replacement	279,790
Wynyard Sports Centre Renew line marking and footpath	6,758
Wynyard Tennis Courts – Upgrade Lights to LED	13,000
Wynyard Wharf Replace Damaged Pylons	20,000
Frederick Street Underground Irrigation	153,379
Somerset	
Somerset Soccer Ground Fence Repair, Security and Gate *	10,000
Somerset Indoor Recreation Centre – Replace Box Gutters	9,500
Somerset Indoor Recreation Centre – Install LED Lights West Wing	16,000
Langley Park - Install Grease Trap	7,000
Somerset Surf Club – Install Grease Trap	9,000
Cardigan Street Underground Irrigation	148,470
Parks and Gardens	
Wynyard	
Camp Creek Remediation *	601,864
Camp Creek Pedestrian Bridge *	75,000
East Wynyard Foreshore Playground *	500,000
Gutteridge Garden Replace Fencing at Sound Shell *	20,000
Bollard Replacement	46,588
Lyons Street - Zig Zag Walking Track Upgrade	135,476
Inglis River - Walking Track over Telford Creek	38,000
Somerset	
ANZAC Park All Ability Playground *	150,000
General	
BBQ Renewals	5,000
Park Furniture Renewal	10,000

Project	\$
Parks and Gardens – General Cont.	
Waratah Falls Lookout – New Walking Track	10,658
Sisters Beach – Access Repairs *	83,050
Sisters Beach Hardstand	70,000
Stormwater Drainage	
Replacements and Upgrades	
Rural Road Culvert Replacement	30,000
Dart Street Outfall Upgrade *	49,245
General	
Gully Pits	23,000
Manhole Covers	23,000
TOTAL	11,714,744

* Includes carryforward amount, summarised below per department/function

SUMMARISED CAPITAL WORKS PROGRAM

Department/Function	* Carry Forward \$	Renewal \$	New and Upgrade \$	Total \$
Governance	909,000	60,000	3,679,670	4,648,670
Organisational Performance	160,000	58,000	160,000	378,000
Community and Engagement	80,000	-	43,368	123,368
Engineering Services	180,200	221,869	487,963	890,032
Waste Management	25,000	-	-	25,000
Public Conveniences	15,000	-	102,000	117,000
Transport	472,998	1,163,009	952,889	2,588,896
Sporting Facilities	410,000	336,048	326,849	1,072,897
Parks and Gardens	1,429,914	106,588	209,134	1,745,636
Stormwater Drainage	25,000	76,000	24,245	125,245
TOTAL	3,707,112	2,021,514	5,986,118	11,714,744

2019/20 FEES AND CHARGES SCHEDULE

FEE DESCRIPTION	FEE BASIS	\$
CORPORATE SERVICES		
ADMINISTRATION		
Photocopying A4	per page	0.30
Photocopying A3	per page	0.60
Photocopying - Agenda & Minutes Extracts (set by regulation per 5 pages)	per 5 pages	1.62
Right to Information Request (set by Regulation - 25 fee units)	per application	40.50
Code of Conduct Complaints (set by regulation)	per complaint	81.00
FINANCE		
132 Certificates (set by Regulation - 30 fee units)	each	48.60
337 Certificates (set by Regulation - 132.5 fee units)	each	214.65
Rural Transaction Centre - Printing A4 Colour	each	0.40
Rural Transaction Centre - Printing A4 Black/White	each	0.30
CHILDREN/YOUTH SERVICES		
Wynyard Child Care Centre - Weekly	per week	380.00
Wynyard Child Care Centre - Day	per day	95.00
Wynyard Child Care Centre - Day - (7:30 am - 5:30 pm)	per day	95.00
Wynyard Child Care Centre - (7:00 am to 1:00 pm)	per session	62.00
Wynyard Child Care Centre - (1:00 pm to 6:30 pm)	per session	57.00
Wynyard Child Care Centre - Before School	per session	22.00
Wynyard Child Care Centre - After School	per session	32.00
Wynyard Child Care Centre - Cancellation	Standard fee for session/service cancelled	
School Holiday Programme Fees	per day	60.00
After School Hours Care	per session	32.00
TOURISM		
Camping Ground - Unpowered Site	per day	22.00
Camping Ground - Powered Site	per day	28.00
Self-Contained Campers	per day	6.00
Camping Ground - Facilities Use	per day	16.00
TULIP FESTIVAL		
Market Stall Holder Fee - Non-Powered Site		16.00
Market Stall Holder Fee - Powered Site		45.00
Market Prepaid Reserved Powered Site - Annual Fee		650.00
Market Prepaid Reserved Non-Powered Site - Annual Fee		280.00
Market Stall Holder Food Van Fee - Non-Powered Site \$35		35.00
Market Stall Holder Food Van Fee - Non-Powered Site 6months \$350		350.00
Festival Holders Fee 3x3 - Powered Site Own Marquee/Van (food and drink and corporate)		170.00
Festival Holders Fee 3x3 - Powered Site Supplied Marquee (food and drink and corporate)		200.00
Festival Holders Fee 3x3 - Non-Powered Site Own Marquee/Van (food and drink and corporate)		150.00
Festival Holders Fee 3x3 - Non-Powered Site Supplied Marquee (food and drink and corporate)		180.00
Festival Holders Fee 6x3 - Powered Site Own Marquee/Van (food and drink and corporate)		190.00
Festival Holders Fee 6x3 - Powered Site Supplied Marquee (food and drink and corporate)		240.00

FEE DESCRIPTION	FEE BASIS	\$
Festival Holders Fee 6x3 - Non-Powered Site Own Marquee/Van (food and drink and corporate)		170.00
Festival Holders Fee 6x3 - Non-Powered Site Supplied Marquee (food and drink and corporate)		230.00
Entertainment Site		220.00
Festival Holders Fee 3x3 - Powered Site Own Marquee/Van (craft)		130.00
Festival Holders Fee 3x3 - Powered Site Supplied Marquee (Craft)		160.00
Festival Holders Fee 3x3 - Non-Powered Site Own Marquee/Van (craft)		110.00
Festival Holders Fee 3x3 - Non-Powered Site Supplied Marquee (craft)		140.00
Festival Holders Fee 6x3 - Powered Site Own Marquee/Van (craft)		150.00
Festival Holders Fee 6x3 - Powered Site Supplied Marquee (craft)		190.00
Festival Holders Fee 6x3 - Non-Powered Site Own Marquee/Van (craft)		130.00
Festival Holders Fee 6x3 - Non-Powered Site Supplied Marquee (craft)		170.00
Cool Room Hire		260.00
WONDERS OF WYNARD EXHIBITION CENTRE		
Adult Entry	per person	8.50
Concession Entry	per person	7.50
Child Entry under 15 free (must be accompanied by an adult)	per person	0.00
School Groups (For up to 2 adults and 30 children)	per family	40.00
Annual Pass	per person	17.00
Group (15 people or more)	per person	6.00
PUBLIC HALLS		
Hall/room - Private Function (Meetings, forum, party, wedding)	per day	130.00
Hall/room - Private Function (Meetings, forum, party, wedding)	per hour	30.00
Hall/room Hire - Private Function - Damage Bond		765.00
Hall/room Hire - Key Bond (applies to all hirers)		65.00
Hall/room hire - Not for Profit Groups - Per Day	per day	50.00
Hall/room hire - Not for Profit Groups - Per Hour	per hour	15.00
DEVELOPMENT SERVICES		
BUILDING		
<u>Building Act 2016 - Permit Authority</u>		
Building Permit (<\$25,000 value) All Permits inclusive		
Category 1		N/C
Category 2 - Filing Fee		60.00
Category 3 - Filing Fee		210.00
Category 4		420.00
Renewal/Extension of Building or Plumbing Permit		210.00
Amend Building or Plumbing Permit		420.00
Temporary Occupancy Permit		210.00
Permit of Substantial Compliance		365.00
Plumbing Permit (All Permits inclusive of Cert of Completion)		
Category 1 - Low Risk Plumbing Work (Owner, Competent Person)		N/C
Category 2A - Low Risk Non-Notifiable Plumbing Work (Licenced Plumber)		0.00
Category 2B - Low Risk Post Notifiable Plumbing Work (Licenced Plumber)		60.00

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FEE DESCRIPTION	FEE BASIS	\$
Category 3 - Notifiable Plumbing Work (Licensed Plumber)		735.00
Category 4 - Plumbing Permit Work (Licensed Plumber)		945.00
Building Certificate	210 + 210/hr inspection and report	
Training Levy Collection	0.2% of Building Value	
Building Permit Levy	0.1% of Building Value	
Building Inspection and Report	210/hr	
Search & Copying of Building Plans	155 + copy fees per page	
Environmental Health Officer Report		420.00
HEALTH		
Food Business Registration	per annum	190.00
Registration of Temporary Food Premises incl. markets (Not Charged for charities and Not for Profit)	restricted timeframes	85.00
State-wide Registration of a Mobile Business		190.00
All one-off Temporary Food Stall permits (Not for Profit no fee applicable)		30.00
Registration of Public Health Risk Premises	per annum	190.00
Registration of Regulated System	per annum	190.00
Registration of User/Supplier of Private Water Supply (N/A if Registered Food Business)	per annum	190.00
Place of Assembly Licence - Specific Event	per day	190.00
Transfer of Registration Fee		40.00
Additional Inspections		210/hr
PLANNING		
Planning Permit Application Fees		
Assessment and determination of a permit application under s58 Land Use Planning and Approvals Act 1993 (Permitted application)	application	250 plus 1.15 per 1,000 of value for use or development
Assessment and determination of a permit application under s57 Land Use Planning and Approvals Act 1993 (Discretionary application)	application	350 plus 1.50 per 1,000 of value for use or development
No Permit Required or Exemption certificates		60
Level 2 Environmental Activity - Additional charge to permit application		460.00
Visitor Accommodation application (in accordance with Interim Planning Directive no.6)		250.00
Extension of Time	application	180.00
Minor Amendment Application Fees		200.00
Request to Initiate a Draft Scheme Amendment		
Request under Land Use Planning and Approvals Act 1993 to initiate a draft scheme amendment	application	2,200 + notification fee
Request under Land Use Planning and Approvals Act 1993 to initiate a draft scheme amendment and under s43A to concurrently consider a permit application	application	2,200 + notification fee + permit application fee

FEE DESCRIPTION	FEE BASIS	\$
Other		
Consolidation	application	315.00
Sealing of Final Plan	application	180.00
Petition to amend a Sealed Plan	application	300 + 500 if a hearing is required
Part 5 Agreement (Lodgement & Stamp Duty Additional)	application	330.00
Strata Titles	application	220 + 50/unit
Adhesion Orders	application	330
Advertising - Level 2 Activity and Planning Scheme Amendment	application	By Quote
Printing of plans and documentation where application lodged electronically		By Quote
Search & Copying of Planning Permits including Plans & Certificates - A3		65 + copy fees/page
ENGINEERING SERVICES		
Assess Construction Plans for Subdivisions (>3 lots) - Roadworks		810 + 13 per lot
Assess Construction Plans for Subdivisions (>3 lots) - Drainage Works		385 + 16 per lot
Road Reservation Permit Fees:		
Application to Open Road		130
Inspection Fees		130
New Crossover Application Fee		130
Sight Distance Assessment Fee		130
Location Charges (during bus hours)		130
Hawkers & Street Vendor Licence	licence	190
Supply plans of Council infrastructure - A4 (Colour)	per page	30
Supply of digital GIS data	per theme	95
Supply of Property Drainage Plans	copy	25
New traffic counter information	per count	275
ANIMAL CONTROL		
Registration Renewal Discount Period (closes 31/07/2019)		
Dogs - Domestic Unsterilised	per dog	50.00
Dogs - Working Dog	per dog	25.00
Dogs - Registered Breeder	per dog	25.00
Dogs - Registered Greyhound	per dog	25.00
Dogs - Sterilised	per dog	25.00
Dogs - Pensioner (applies to first dog only, addnl dogs at standard applicable rate)	per dog	12.50
Dogs - Guide Dog	per dog	N/C
Dogs - Dangerous Dog		300.00
Registration Renewal Non-Discount Period		
Dogs - Domestic Unsterilised	per dog	100.00
Dogs - Working Dog	per dog	50.00
Dogs - Registered Breeder	per dog	50.00
Dogs - Registered Greyhound	per dog	50.00
Dogs - Sterilised	per dog	50.00
Dogs - Pensioner 1 dog (applies to first dog only, addnl dogs at standard applicable rate)	per dog	25.00
Dogs - Guide Dog	per dog	N/C
Dogs - Dangerous Dog	per dog	300.00
New Registration Non-Discount Period		

FEE DESCRIPTION	FEE BASIS	\$
Dogs - Domestic Unsterilised	per dog	50.00
Dogs - Working Dog	per dog	25.00
Dogs - Registered Breeder	per dog	25.00
Dogs - Registered Greyhound	per dog	25.00
Dogs - Sterilised	per dog	25.00
Dogs - Pensioner 1 dog (applies to first dog only, addnl dogs at standard applicable rate)	per dog	12.50
Dogs - Guide Dog	per dog	N/C
Dogs - Dangerous Dog	per dog	300.00
Licenses and Fees		
Dogs - Kennel Licence	per licence	195.00
Dogs - Renewal of Kennel Licence	per licence	50.00
Replacement Tags	each	6.00
Impounding of Animals other than dogs	each impounding	Cost plus 20%
Maintenance of Animals other than dogs	per animal	Cost plus 20%
Dogs - Impounding Fee - 1st offence dog registered		70.00
Dogs - Impounding Fee - 1st offence dog not registered		105.00
Dogs - Impounding Fee - 2nd and subsequent offence		150.00
Investigation and report fee		210/hr
Barking Dog Investigation fee		75.00
CEMETERY FEES		
Exhumation	per exhumation	2,105.00
Reservation of Wynyard memorial wall lot	per burial	420.00
Wynyard Lawn cemetery interment - full size	per burial	1,965.00
Wynyard Lawn interment - under 5 years	per burial	840.00
Other interments (including private burial)	per burial	2,525.00
Ashes in wall or reservation or existing grave	per burial	475.00
Record search fee	per record	28.00
WYNYARD WASTE TRANSFER STATION		
Cars/Station Wagons	each	6.00
Clean builders' rubble conc, brick etc. (if not clean standard fees will apply)		50% of standard charge
Clean Green Waste and timber (if not clean standard fees will apply)		50% of standard charge
Utilities/Vans/Trailers (Less than 2.4m X 1.5m <u>and</u> maximum of 3.6m3 volume)	each	12.00
Utilities/Vans/Trailers (Greater than 2.4m X 1.5m <u>or</u> greater than 3.6m3 volume)	each	24.00
Wheelie Bin	each	6.00
Trucks < 5t GVM	each	212.00
Trucks 6-12t GVM	each	844.00
Trucks 13-16t GVM	each	1,265.00
Trucks 17-23t GVM	each	1,685.00
Car Tyres	tyre	10.00
Truck and Larger Tyres	tyre	30.00
Tractor Tyres	each	49.00
Refrigerators/Freezers - certified gas free	each	Free
Refrigerators/Freezers - uncertified	each	39.00

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FEE DESCRIPTION	FEE BASIS	\$
Sorted Recyclables		Free
SOLID WASTE		
Disposal of Car Bodies - contact Council offices	each	Free
PARKS AND RESERVES		
Key Bond		50.00
Access to reserve electricity - small event (wedding, organised picnic)	each	50.00
Access to reserve electricity - large event (festival, concert, etc) Per KW consumed minimum fee \$50	kWh	1.00
Circus	Hire Fee plus electricity usage at cost	
Asset Protection Bond	To be determined on application	
SPORTING GROUNDS & FACILITIES		
Bond		730.00
Key Bond		50.00
Line-marking - Estimates provided	per marking per ground	at cost
Sporting ground hire fee - club	per club per season	1,206.00
Sporting ground hire fee - casual user	per day	199.00
Sporting ground hire fee - casual user	per hour per ground	37.00
Indoor sports centre - Adults (not including lights)	per hour per court	25.00
Indoor sports centre - West Wing - Adults (not including lights)	per hour per court	12.00
Indoor sports centre - Junior (not including lights)	per hour per court	12.00
Indoor sports centre - full day rate adult or junior (not including lights)	per day per court	199.00
Indoor sports centre - Lights	per hour per court	11.00
Squash Centre	token (20 mins)	6.00
Squash Centre	per day all courts	111.00
Squash Centre	per hour all courts	28.00
Wynyard Wharf Berthing Fees - Commercial		145/ metre
- Gated Pontoon		1,336.00
>8m up to 10m		1,604.00
>10m up to 16m		2,008.00
>16m		2,685.00
casual		145/week

PUBLIC AND ENVIRONMENTAL HEALTH GOALS AND OBJECTIVES

Council has a responsibility under various legislation such as the *Local Government Act 1993*, *Public Health Act 1997*, *Food Act 2003* and the *Environmental Management and Pollution Control Act 1994*, to promote and support a healthy environment and lifestyle for residents and visitors to our area. The goal is to provide our community with education and an environment in which risks to health regarding food, air, water, noise etc. are mitigated. Officers endeavour to maintain a high standard for the food prepared and sold within our area through the education of Food Business Operators and the assessment of Food Premises.

The above objectives are met by the on-going inspection, licensing and registration of the relevant businesses and temporary food stalls involved, and the promotion of education programs for food handlers.

The quality of water used for recreational purposes is also monitored, sampled for testing regularly during the warmer months and investigated whenever concerns are evident or raised.

A school immunisation program is carried out in conjunction with the Department of health and Human Services and an adjoining contractual Council.

A Sharps Container Disposal System is provided by Council to help promote the proper disposal of needles and syringes etc and therefore reduce the adverse effects of spreading communicable diseases.

Council has an ongoing commitment to minimising the adverse effect of pollution or nuisances by preventing and controlling those incidents, wherever possible. Officers regularly carry out investigations regarding noise, smoke, dumping of wastes etc when it is reported or noted and work with the relevant parties involved to educate them and resolve issues in breach of the legislation.

Officers also continue developing information sheets which will provide guidance to the general public in avoiding or reporting if necessary, the most regular public concerns. These documents are made available on the Council web site and on display as developed.

The public health goals for 2019 – 2020 are as follows:

- Promote public health education and community engagement opportunities.
- Review relevant service delivery standards.
- To better assess and manage health and environmental threats arising from human activities.
- Review the suite of Public and Environmental Health documents and issues on display and on Council's website.



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3.3 FINANCIAL MANAGEMENT STRATEGY

To:	Council
Reporting Officer:	Director Organisational Performance
Responsible Manager:	Director Organisational Performance
Report Date:	28 May 2019
File Reference:	1111
Enclosures:	1. Financial Management Strategy 

PURPOSE

The purpose of this report is to provide an overview of Council's proposed Financial Management Strategy developed in accordance with *Local Government Orders* to comply with legislative requirements.

BACKGROUND

Section 70A (1) and (2) of the *Local Government Act 1993* requires a council to prepare a financial management strategy for the municipal area. The Financial Management Strategy (FMS) is informed by the Long-Term Financial Plan (LTFP), Strategic Asset Management Plan (SAMP) and the 10-year Corporate Strategic Plan. Council currently does not have an FMS and therefore is non-compliant with the *Local Government Act 1993*.

DETAILS

An FMS articulates actions council proposes to follow to achieve its financial targets. The strategy should in most circumstances be based on council maintaining or where warranted improving its long-term financial sustainability whilst delivering preferred service levels and equitably generating appropriate levels of revenue. The best way to achieve this is for the FMS to focus on maintaining, or incrementally moving towards achievement of a small underlying operating surplus.

The FMS has been prepared to guide Council in its financial decision-making, with a view to the future when developing the Annual Plan and Budget Estimates (APBE) each year.

The FMS and LTFP are the key 10-year financial planning documents of Council governed by a series of financial strategies and accompanying performance indicators Council considers and adopts. It establishes the financial framework upon which sound financial decisions are made. The financial strategy necessary to achieve an annual and long-term underlying operating result target includes:

- An overview of the purpose and intent of the strategy.
- Financial principles that are to guide the determination of financial management strategies.
- The key financial management strategies that are to be employed.
- The financial aims and targets of Council.

Over recent years Council has improved its operating position, although on average recording underlying deficits in seven out of 10 years, Council has recorded underlying surpluses in the past two years which is positive.

The intent of the underlying result is to show the outcome of council's normal day-to-day operations, removing factors that could create volatility and therefore make it difficult for users to understand the outcomes of Council's normal operations.

The FMS is not about determining what Council will spend on individual projects, rather identifying financial strategies and assumptions that will effectively determine the amount of funds Council will have at its discretion to allocate in future years. The FMS has the following objectives:

- To establish a financial framework over the next 10 years to ensure Council's strategic goals are realised.
- To provide an assessment of the resources (financial and non-financial) required to accomplish objectives and strategies included in the Council's strategic Plan.
- To ensure community's finances are managed responsibly to enhance the wellbeing of residents.
- To establish a basis to measure the Council's adherence to its policies and strategies.
- To assist Council to comply with sound financial management principles, in accordance with legislative requirements and to plan for the long-term financial sustainability of the municipal area.

The principles contained within the FMS provide guidance when setting the APBE and will deliver strong financial sustainability into the future. The principles are given practical effect through strategies. Strategies are measured by the setting of medium-term targets.

Recommended benchmark targets for 'ratio' indicators listed in the Local Government (Management Indicators) Order inform the LTFP and are applicable in setting the APBE. The LTFP demonstrates Council's obligation and commitment to sound financial planning to ensure Council is able to meet its aims and targets.

Council is to at least every 4 years review its FMS, however, it is suggested once adopted and in place further work is undertaken to review the application of financial management indicators when reviewing and updating the LTFP. In addition to this, the FMS could include specific financial targets, financial modelling and sensitivity analysis based on additional principles and strategies developed. As such, it is expected a revised version of Council's FMS will be adopted within the 2019/20 financial year.

STATUTORY IMPLICATIONS

Statutory Requirements

The following statutes have application the matter:

Local Government Act 1993 -

Section 70A. Financial management strategies

- (1) A council is to prepare a financial management strategy for the municipal area.
- (2) A financial management strategy for a municipal area is to -
 - (a) Be consistent with the strategic plan for the municipal area; and

-
- (b) Contain at least the matters specified in an order made under section 70F and required to be included in a financial management strategy.

Section 70F. Orders determining minimum contents of plans

- (3) The Minister, by order, may specify the matters that are required to be included in -
- (c) A financial management strategy.

Section 70G. Plans, strategies and policies to be published on council website

- (1) Within one month after a council adopts a plan, strategy or policy under this Part, the council is to publish on its website a copy of the plan, strategy or policy.
- (2) A plan, strategy or policy is to remain on the website until the plan, strategy or policy is repealed or replaced.

Section 70E. Review of plans, strategies and policies

- (1) A council, at least every 4 years, is to review its -
- (d) A financial management strategy.
- (2) As soon as practicable after a council adopts a plan, strategy or policy referred to in subsection (1), the general manager is to notify the Director accordingly.

The Local Government (Contents of Plans and Strategies) Order 2014, Clause 6(2) requires the Financial Management Strategy to include the following matters:

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

STRATEGIC IMPLICATIONS

Strategic Plan Reference

GOAL 1: Leadership and Governance
Desired Outcomes
We maintain and manage our assets sustainably.
Our Priorities
1.8 Review and adjust service levels to provide value for money.

GOAL 1: Leadership and Governance
Desired Outcomes
We highly value the use of an evidence-based approach to the development and implementation of strategies and policies that support and strengthen our decision making.
Our Priorities

1.5 Build our knowledge base to apply in decision-making processes.

1.6 Maintain accountability by ensuring council decisions are evidence based and meet all legislative obligations.
--

POLICY IMPLICATIONS

There are no policy implications as a result of this report.

FINANCIAL IMPLICATIONS

Council must prepare a financial management strategy for the municipal area, which must be consistent with the strategic plan and contain at least the matters specified in an order made under section 70F and required to be included in a financial management strategy.

RISK IMPLICATIONS

- Legislative compliance
Council has an obligation to meet the requirements of the Act in relation to the development and review of a Financial Management Strategy.
- Reputational Risk
The FMS and LTFP are the key 10-year financial planning documents of Council governed by a series of financial strategies and accompanying performance indicators Council considers and adopts.
- Financial Sustainability
Council has an obligation to manage its finances to achieve financial sustainability whilst at the same time generating revenue and delivering services, equitably. The best way to achieve this is for the FMS to focus on maintaining, or incrementally moving toward achievement of a small underlying operating surplus.

CONSULTATION PROCESS

There are no consultation requirements as a result of this report.

CONCLUSION

The preparation and adoption of the Financial Management Strategy will ensure Council meets legislative requirements.

MOVED BY	CR DUNIAM
SECONDED BY	CR HYLAND

That Council adopts the Financial Management Strategy.

The MOTION was put and was CARRIED.

IN FAVOUR

MAYOR WALSH	CR DUNIAM	CR FAIRBROTHER	
CR EDWARDS	CR HOUSE	CR BRAMICH	CR HYLAND



2019

FINANCIAL MANAGEMENT STRATEGY

Delivering innovative, sustainable services to our community through strong leadership, clear direction and collaborative relationships.



2019 FINANCIAL MANAGEMENT STRATEGY

VERSION NO.	DATE	SECTION(S) AFFECTED AMENDMENTS	AUTHOR	REVIEWER	APPROVER
1.0	28/05/2019	ALL – NEW	CS	SC	COUNCIL

BACKGROUND

A financial management strategy (FMS) articulates actions a council proposes to follow to achieve its financial targets. The strategy should in most circumstances be based on the council maintaining or where warranted improving its long-term financial sustainability whilst providing preferred service levels and equitably generating appropriate levels of revenue.

The FMS is informed by the Long-Term Financial Plan (LTFP), Strategic Asset Management Plan (SAMP) and 10-year Corporate Strategic Plan.

LEGISLATIVE REQUIREMENTS

Sections 70A (1) and (2) of the Tasmanian *Local Government Act 1993* requires council to prepare a financial management strategy for the municipal area.

The FMS is to:

- Be consistent with the strategic plan; and
- Contain at least the matters that are specified in an order made under section 70F as required to be included in a financial management strategy.

Section 70E requires the FMS to be reviewed at least every four (4) years and the General Manager to notify the Director as soon as practicable after the council adopts an FMS.

The *Local Government (Contents of Plans and Strategies) Order 2014*, Clause 6(2) requires the FMS to include the following matters:

- An overview of the purpose and intent of the strategy.
- The financial principles that are to guide the determination of the financial management strategies.
- The key financial management strategies that are to be employed.
- The financial aims and targets of Council.

FINANCIAL MANAGEMENT PURPOSE AND INTENT

An FMS should be based on the principle of achieving ongoing financial sustainability whilst at the same time generating revenue and delivering services, equitably. The best way to achieve this is for the FMS to

focus on maintaining, or incrementally moving towards achievement of a small underlying operating surplus.

The FMS and LTFP are the key 10-year financial planning documents of Council governed by a series of financial strategies and accompanying performance indicators Council considers and adopts. It establishes the financial framework upon which sound financial decisions are made.

The financial strategy necessary to achieve an annual and long-term underlying operating result target may include:

- Various proposals to increase rate and/or to source other revenue over and above any increase in operating cost levels;
- Greater reliance on the use of debt;
- Disposal of surplus assets, and
- Changes in service levels and action to improve productivity (both of which may impact on otherwise proposed future capital and recurrent expenditure).

Council's financial strategy needs to have appropriate regard to its operating environment, a decision for example to increase rates or not (for all or some classes of ratepayers) may consider the council's existing relative rating levels and the financial circumstances of its community.

If Council needed to improve its projected underlying operating result it may for example decide to instead delay proposed new, additional capital works (which are likely to add to long-run costs) and reduce some existing lower priority service levels to be able to continue to provide other higher priority ones on an ongoing basis.

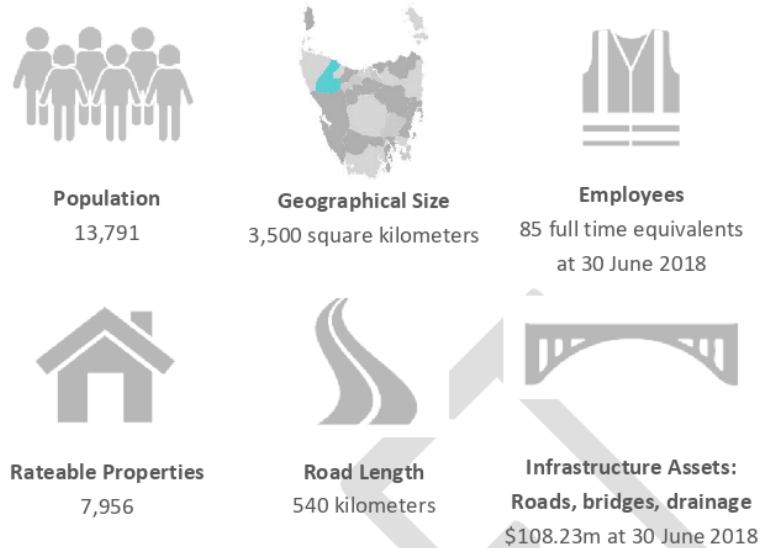
FINANCIAL MANAGEMENT OVERVIEW

Council is currently in a relatively strong financial position, over recent years it has improved its operating position, has strong liquidity and cash flow, relatively low debt levels and its asset renewal requirements are being satisfactorily funded. A generally accepted definition of financial sustainability is whether council has sufficient financial capacity to meet current and prospective financial requirements. Therefore, to be sustainable, council needs to have capacity to be able to manage financial risks without having to radically adjust current revenue or expenditure policies.

Council's strategic planning framework guides Council in identifying community needs and aspirations over the long term (Our Vision), medium term (Strategic Plan) and short term (Annual Plan and Budget Estimates) and is accountable and transparent through the Audited Financial Statements and Annual Report.

The FMS is not about determining what Council will spend on individual projects. It is about the various financial strategies that will effectively determine the amount of funds Council will have at its discretion to allocate in future years.

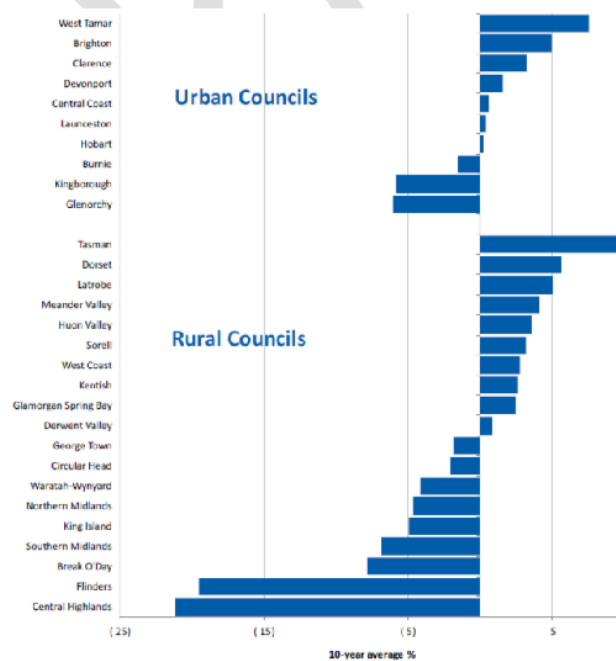
Snapshot



Underlying Result

Although on average council has recorded underlying deficits in seven out of 10 years, council recorded underlying surpluses in the past two years which is positive. Overall the sectors underlying result has been improving, primarily due to the containment of expenditure relative to increase revenue activity.

Figure 1. 10-year Average Underlying surplus ratio



For the purpose of calculating council's underlying surplus or deficit (underlying result) the definition in the *Local Government (Management Indicators) Order 2014*, is used as follows: 'underlying surplus or deficit is the amount that is the recurrent income (not including income received specifically for new or upgraded assets, physical resources received free of charge or other income of a capital nature) of a council for a financial year less the recurrent expenses of the council for the financial year.'

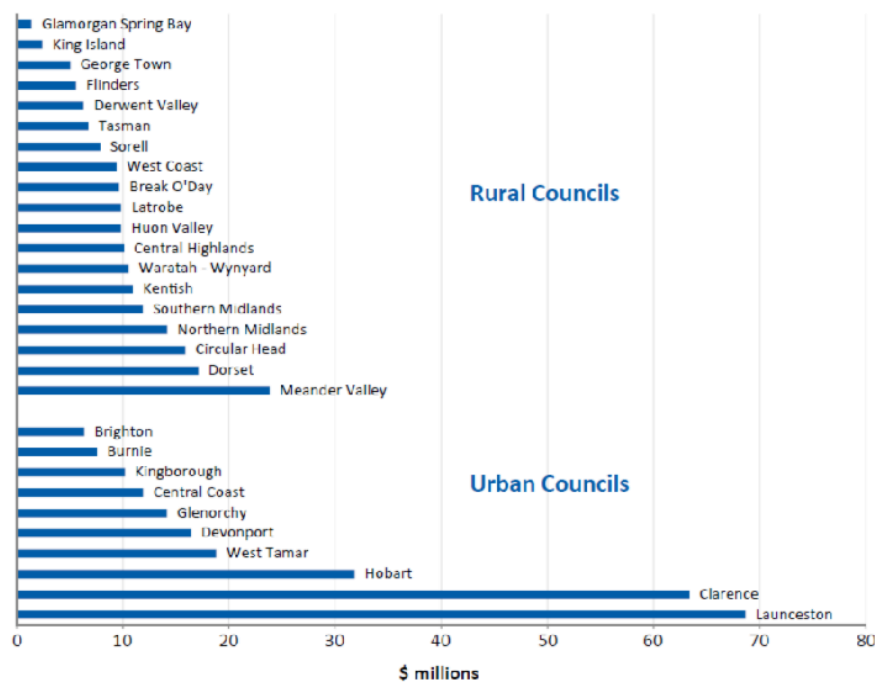
The intent of the underlying result is to show the outcome of a council's normal day-to-day operations, removing factors that could create volatility and therefore make it difficult for users to understand the outcome of a council's normal operations.

Cash and Borrowings

At 30 June 2018, council had a low level of debt in comparison to cash held resulting in a strong working capital.

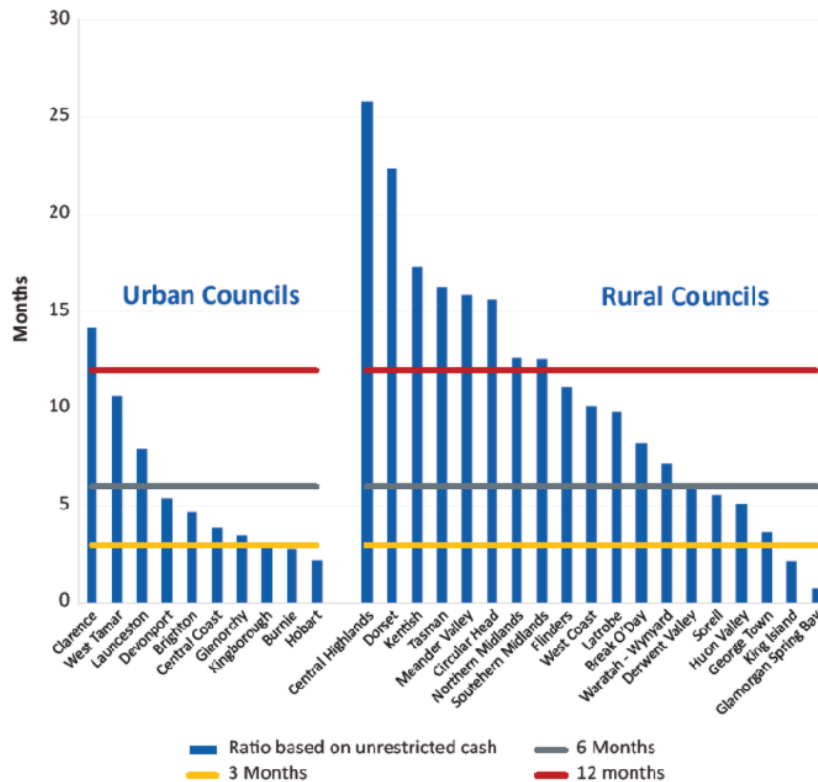


Figure 2. Cash and financial assets held 30 June 2018



A cash expense cover ratio provides an assessment whether the level of unrestricted cash held by council is appropriate. On determining the level of cash held, cash subject to external restrictions, unexpended specific purpose grants and grant funds received in advance are excluded to arrive at an unrestricted cash balance.

Figure 3. Cash expense cover ratio – unrestricted cash at 30 June 2018



The ratio represents the number of months a Council can continue operating based on monthly expenditure and does not take into consideration capital expenditure requirements. The following benchmarks were adopted by the Tasmanian Audit Office to assess the adequacy of cash balances held:

- Less than three months – level of cash considered less than adequate
- Three to six months – level of cash considered adequate
- Six to 12 months – level of cash considered more than adequate
- Greater than 12 months – level of cash considered much more than adequate.

Based on the cash expense cover ratio Council held more than six months of unrestricted cash as at 30 June 2018, a cash balance of three to six months is considered adequate and therefore Councils acceptable minimum cash balance would be approximately \$4m.

FINANCIAL MANAGEMENT OBJECTIVES

For Council to be sustainable both present and future needs are required to be met. In other words, resources need to be managed so that financial commitments can be met both now and into the future whilst also ensuring the community needs are achieved.

2019 Financial Management Strategy v1.0

The FMS has been prepared to guide Waratah Wynyard Council in its financial decision-making, with a view to the future when developing the Annual Plan and Budget Estimates (APBE) each year and considering the following objectives:

- To establish a financial framework over the next 10 years to ensure Council's strategic goals are realised.
- To provide an assessment of the resources (financial and non-financial) required to accomplish objectives and strategies included in the Council's Strategic Plan (non-financial resources include human resources and Council's asset base.)
- To ensure community's finances are managed responsibly to enhance the wellbeing of residents.
- To establish a basis to measure the Council's adherence to its policies and strategies.
- To assist Council to comply with sound financial management principles, in accordance with legislative requirements and to plan for the long-term financial sustainability of the municipal area.

If Council follows the principles contained within the FMS when setting its APBE the organisation will show strong financial sustainability into the future. The principles are given practical effect through strategies. Strategies are measured by the setting of medium-term targets.

FINANCIAL MANAGEMENT PRINCIPLES

The following principles serve to guide Council in setting its financial management strategies.

Principle 1: The community's finances will be managed responsibly to enhance the wellbeing of residents.

Council will ensure it only raises the revenue it needs and will do so in the most efficient and equitable manner possible. Council will manage community funds according to best practice standards and ensure information regarding its financial management decisions is accessible to the community. Council will ensure it only delivers those services that cannot be delivered more efficiently and effectively by other providers.

Principle 2: Council will maintain community wealth to ensure the wealth enjoyed by today's generation may also be enjoyed by tomorrow's generation.

Council will seek to achieve equity across generations by recognising that each generation must pay its way with respect to recurrent expenses being met from recurrent revenue (the full cost of the service it consumes.)

Principle 3: Council's financial position will be robust enough to recover from unanticipated events and absorb the volatility inherent in revenues and expense.

Council will ensure it accumulates and maintains enough financial resources and has the borrowing capacity to deal with volatility and unexpected events. Council's operational budget will be flexible enough to ensure volatility in revenues and expenses resulting from changing economic environment can be absorbed.

Principle 4: Resources will be allocated to those activities that generate community benefit.

Council will ensure robust and transparent processes are in place for the allocation and prioritisation of resources through budgetary decision-making, as well as choosing the most effective methods for delivering specific services and projects. Strategies will include a vigorous cost-benefit analysis in preparing and assessing proposals. Council recognises its service obligations to the Waratah Wynyard community in its decision-making.

FINANCIAL MANAGEMENT STRATEGIES

The following financial strategies summaries the strategic direction in which Council's financial decisions are based including borrowing, infrastructure and service delivery.

1. Rating Strategy

Council ensures it only raises the revenue it needs and does so in the most efficient and equitable manner possible. Council must balance its service levels with the needs and expectations of the community and set appropriate levels of tax to adequately fulfil its role and responsibilities.

The following factors influence the level of rates and charges:

- Distribution and level of Commonwealth and State funding
- Socio-economic profile of the area (capacity to pay)
- User-pays policies
- Level and range of services including the level of regional responsibility
- Current economic environment

In determining its rates each year Council considers the current economic climate and capacity to pay for services and will always minimise any increase in rates and charges by managing costs where possible throughout the annual budget deliberation process.

The aim of rates and charges decisions-making is to spread the burden fairly across the community with those that have the greatest capacity to pay paying more than those with a lesser capacity to pay.

When considering how the rate burden will be distributed, Council must balance capacity to pay with the benefit principle acknowledging there are some groups of the community that have more access to and benefit from specific services.

APBE Key Assumptions:

- Council deems the Council Cost Index as a guide to set rates increases, considering increases in variable operational expenditure.
- An average increase of approximately 0.60% in the number of rated properties.
- Rates remissions and discounts are determined by Council and applied in accordance with Council's approved Rates and Charges Policy.

- Council aims to achieve full recovery of waste charges.
- Increases and adjustments in user-pays Fees and Charges are applied in accordance with the LTFF and Open Space Sport and Recreation Plan (OSSR).

More information regarding how Council determines Rates and Charges is contained in Council's Rates and Charges Policy (FIN.005).

2. Asset Management Strategy

The key objective of Council's Asset Management is to maintain Council's existing assets at desired condition levels. If funding is not sufficiently allocated to asset renewal, then Council's investment in those assets will reduce along with the capacity to deliver services to the community. Asset management involves the balancing of costs, opportunities and risks against the desired performance of the asset to achieve organisational objectives.

Council's Strategic Asset Management Strategy (adopted in 2015) outlines Council's approach to improve the way it delivers services from its infrastructure and shows how its asset portfolio will meet service delivery needs into the future. The strategy shows how Council's asset management policies will be achieved and integrated into Council's long-term planning.

Council's Asset Management Policy ensures that adequate provision is made for the long-term replacement of major assets by:

- Ensuring Council's services and infrastructure are provided reliably, with the appropriate quality levels of service to residents, visitors and the environment.
- Safeguarding Council assets including physical assets and employees by implementing appropriate asset management strategies and appropriate financial treatment of those assets.
- Creating an environment where all Council employees will take an integral part in overall management of Council assets (creating an asset management awareness throughout Council.)
- Meeting legislative compliance for asset management.
- Ensuring resources and operational capabilities are identified and responsibility for asset management is allocated.
- Demonstrating transparent and responsible asset management processes aligned with demonstrated best practice.

APBE Key Assumptions:

- Current service levels are maintained, any change in output or service levels will be as a result of service level reviews and funded by service level trade-offs and further efficiency gains from continuous improvement and have a net zero impact on expenditure.
- Asset renewals and upgrades are determined based on asset replacement requirements in accordance with agreed service levels, long-term financial plans and asset management plans.

- Capital works should be in alignment with the SAMP and the LTFP which inform the five-year capital works program. Capital expenditure budgets are determined in accordance with the agreed capital works program.
- New assets should consider whole of life costs, and councils ability to fund long term ongoing costs. Cost estimates are prepared in consultation with Infrastructure and Works.
- Capital expenditure should be based on informed decisions around service delivery. Risk, depreciation, value and service levels are considered along with whole of life costs. Justification forms are prepared and submitted for all proposed capital budget items.

More information regarding how Council manages Assets is contained in Council's Asset Management Policy (PR.004).

3. Fiscal Strategy

Council is committed to operating in financially sustainable manner and maintains a LTFP. Council manages the financing and funding of future wants and needs through forward financial planning and projections. The LTFP provides projections of future cash flow availability and needs. Although not general practice for Council to retain and quarantine money for future purposes unless required by legislation or agreement with other parties, Council currently holds reserves for asset acquisition, public open space, asset revaluations (namely TasWater) and financial assets available for sale. Reserves held will be reviewed and phased out at year end, unless there is a specific purpose or need for them. A policy will be developed to specify and determine when financial reserves should be retained.

Council's operating and capital expenditure decisions are made based on:

- Identified community need and benefit relative to other expenditure options;
- Cost effectiveness of the proposed means of service delivery; and
- Affordability of proposals having regard to Council's long-term financial sustainability.

APBE Key Assumptions:

- Budget amounts reflect intended or expected outcomes and should not be based on prior year budgets or cost without due consideration. Inflation factors are not applied without proper evaluation and justification.
- Interest Income based on market rates and estimated cash reserves held.
- Salary and wage increase in accordance with EBA or CPI (whichever is applicable).
- Total material costs maintained below CPI gain or 1% of LTFP.
- Depreciation based on SAMP and revaluations completed annually.
- Cash balance of three to six months of operating expenditure.

4. Investment Strategy

Cash reserves require careful management to achieve optimum investment income and to ensure cash is available when required. Council's APBE and FMS will be used to provide direction on the term of investments to be placed, to ensure enough funds are on hand to meet all current liabilities. Council will ensure its investment portfolio maximises its return on investments while maintaining an acceptable level of risk and retaining flexibility in accessing funds.

More information regarding how Council manages its investments is contained in Council's Investment Policy (FIN.004).

5. Borrowing Strategy

Council is dependent on a large investment in infrastructure assets to deliver its service objectives and is mindful of intergenerational equity in generating revenue to offset service costs. Council will seek to achieve equity across generations by recognising each generation must pay its way with respect to recurrent expenses being met from recurrent revenue (the full cost of the service consumed.)

Council aims to achieve an operating break-even position. This means on average over time it will generate enough funds to offset consumption of existing assets (through depreciation expense). On average over time it will have the capacity to accommodate asset renewal requirements without the need to raise additional borrowings.

Council may utilise borrowings to allow for potential timing inconsistencies between income and expenditure outlays. Borrowings may also be used as an effective mechanism of linking the payment for assets (i.e. debt repayments) to the populations who receive benefits over the life of the asset. This matching concept is frequently referred to as 'inter-generational equity'.

In considering new debt Council will consider the impact of borrowing costs on the sustainability of operating positions and capacity to repay debt. Council will maintain enough borrowing capacity to ensure it has the capacity to deal with significant unexpected events.

Council will aim to keep debt levels low at any point in time as its APBE, LTFP and associated cash flow projections allow. Any funds that are not immediately required to meet approved expenditure will be applied to reduce its level of borrowings where possible or to defer and/or reduce the level of new borrowings that would otherwise be required.

When borrowing Council shall raise all external borrowings at the most competitive rates available and from sources approved by legislation.

FINANCIAL MANAGEMENT AIMS AND TARGETS

Financial principles are given practical effect through strategies. Strategies are measured by the setting of medium-term targets. Although Council is yet to determine specific targets to measure Councils sustainability, recommended benchmark targets for 'ratio' indicators listed in the Local Government (Management Indicators) Order inform the LTFP and are applicable in setting the APBE. The LTFP demonstrates Council's obligation and commitment to sound financial planning to ensure Council is able to meet its aims and targets. The Local Government (Management Indicators) Order, indicators include:

- **Asset consumption ratio: greater than 60% (in total and possibly by asset class)**
Means an amount that is the depreciated replacement cost of an asset divided by the current replacement cost of the asset.
- **Asset renewal funding ratio: at least 90%**
Means an amount that is the current value of projected capital funding outlays for an asset identified in the LTFP divided by the value of projected capital expenditure funding for an asset identified in the SAMP.
- **Asset sustainability ratio: at least 100%**
Means an amount that is the amount of capital expenditure in a financial year on the replacement and renewal of existing council plant, equipment and assets for the financial year.
- **Net financial liabilities ratio: between negative 50% and zero**
Means an amount that is the amount of net financial liabilities for a financial year divided by an amount that is the recurrent income for the financial year.
- **Underlying surplus or deficit ratio: greater than zero**
Means an amount that is the underlying surplus or deficit for a financial year divided by the recurrent income for the financial year.

1. Operating Margin Ratio

In addition to the above, Council aims to maintain an operating margin of 1.00. The operating margin serves as an overall measure of operating effectiveness. A result less than 1.00 indicates an operating deficit. An operating margin benchmark of 1.00 is the point where recurring income is equal to recurring expenditure and means rates and charges imposed are equal to the cost of providing existing levels of service.

An operating margin below the benchmark would indicate Council might not be generating sufficient revenue to fulfil its operating requirements. Council seeks to achieve equity across generations by recognising each generation must pay its way with respect to recurrent expenses being met from recurrent revenue (the full cost of the service it consumes.)

2. Current Ratio

The current ratio measures the liquidity of Council. That is, Council's ability to meet its debt and financial obligations as they fall due. A ratio of 1.10 or more indicates there is enough cash and liquid assets to cover short-term liabilities. Influencing factors are planning and budgetary control, timing of completion of capital works program, timing of cash flows and credit policies around collection of debts.

A benchmark of greater than 1.10 indicates Council's short-term assets are greater than its short-term liabilities. In all years, Council aims to meet the benchmark set by the FMS through effective financial management and planning.

4.0 MATTERS PROPOSED FOR CONSIDERATION IN CLOSED MEETING

No items in this agenda have been recommended for consideration in Closed Session.

THERE BEING NO FURTHER BUSINESS THE CHAIRPERSON DECLARED THE MEETING CLOSED
AT 6.05PM

Confirmed,

MAYOR

15 July 2019