

# CITY OF HOBART

## ANNUAL PLAN 2024-25



City of **HOBART**





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# Vision Statement

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Hobart breathes.

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

We are brave and caring.

We resist mediocrity and sameness.

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

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





# Our Mission

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

We value:

## PEOPLE

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

## TEAMWORK

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

## FOCUS AND DIRECTION

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

## CREATIVITY AND INNOVATION

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

## ACCOUNTABILITY

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



An aerial photograph of a lush, green forest. A river or stream winds through the center of the forest, reflecting the surrounding trees. The forest is dense and covers a large area, with some open fields visible in the distance. The lighting is bright, suggesting a sunny day.

# Acknowledgement of Country

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In recognition of the deep history and culture of our city, we acknowledge the Tasmanian Aboriginal people as the Traditional Custodians of the land on which the City of Hobart was built. We acknowledge the determination and resilience of the palawa people of lutruwita (Tasmania), who have survived invasion and dispossession and continue to maintain their identity, culture and rights.

We recognise the value of Aboriginal knowledge and cultural practice and pay our sincere respects to Elders past and present and to all Aboriginal people living in and around Hobart.



# Introduction by the Lord Mayor



**I am proud to present the City of Hobart's 2024-25 Annual Plan to outline the important work of the City of Hobart for the coming year.**

The past year has seen changes for the City of Hobart as we welcomed new faces to key leadership positions, including a new Deputy Lord Mayor Councillor Dr Zelinda Sherlock, Chief Executive Officer Michael Stretton, and Councillor Gemma Kitsos. The City of Hobart's 2024-25 Annual Plan serves as our guiding compass for the year ahead. I hope it's a year of creating great results for our community.

Some of the new initiatives that we will be working on this year include:

- We'll develop a vision for Elizabeth Street to guide its development as one of Australia's most interesting and vibrant streets.
- We'll develop an in-depth plan for closing the McRobies Gully Waste Management Centre by 2030, and rehabilitating and repurposing the site.

- We'll work with the Greater Hobart councils to find a better way to work together to share our resources to improve community sports facilities.
- We'll continue our promotional campaigns to drive visitation and support local businesses through platforms such as 'Hello Hobart'.
- We'll ensure we have strong input into the State Government's recently announced review of kunanyi/Mount Wellington so that we can achieve positive results for visitor infrastructure and protection of the mountain's natural values.

We will also be continuing to implement:

- Our 20-year Central Hobart Plan which aims to create great streets and more opportunities for housing in the city over the coming decades.
- Our local area mobility plans to make our neighbourhood streets safer and easier to get around.
- The \$20 million of federal funding to develop Hobart ferry terminals, being led by the City on behalf of the four metro councils.

All of this work is on top of our \$35.75 million capital works program delivering new stormwater, playgrounds, rivulet rewilding, roads and footpath maintenance, improving the City's active transport network, building and facilities upgrades, and plant and equipment renewal.

These are just a few of the highlights from what will be a busy and productive year for the City of Hobart.

**Cr Anna Reynolds**  
**Lord Mayor, City of Hobart**

# Executive Summary

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**This year's Annual Plan marks my first as CEO of the City of Hobart and has been developed to bring focus to the key needs of our community and balance our commitment to support the future of Hobart with the needs of today.**

The City of Hobart operates at the level of government that works closest to the community and the places in which they live, work and visit. With this in mind, the City places community engagement at the core of everything we do. In 2023, the City developed and launched its Community Engagement Framework, which steps out our engagement process and establishes clear roles and responsibilities in carrying out engagement. We are committed to the community's meaningful and tangible input into the City's decisions that affect them.

Creating a vision for our city is one thing – but what's just as important is having a plan to make sure we get things done.

The Annual Plan and Budget is the key roadmap for delivering the strategic objectives determined by the elected members. It enables the City to achieve the targets it has prioritised in the financial year ahead.

The City's Annual Plan sets out the Strategic Directions, major actions and initiatives that will guide the priorities of the organisation over the coming 12 months.

Importantly, the Plan is consistent with the strategic plan and delivers on the strategies and commitments in the Capital City Strategic Plan and the City's community vision.

Looking ahead, our core service priorities remain the same: delivering quality services to the ratepayers across waste, recycling, open spaces, parks and gardens, footpaths, delivering new infrastructure, and maintaining our existing assets in an economically responsible manner.

In the year ahead, the City of Hobart will oversee the roll-out of \$35.75 million in capital works including:

- Collins Street Streetscape Improvement.
- Queenborough Oval Changerooms Redevelopment.
- Greater Hobart Ferry Service Expansion.
- New Town Rivulet Estuary Restoration.
- Building Accessibility Upgrades.
- Playground Equipment Renewals.



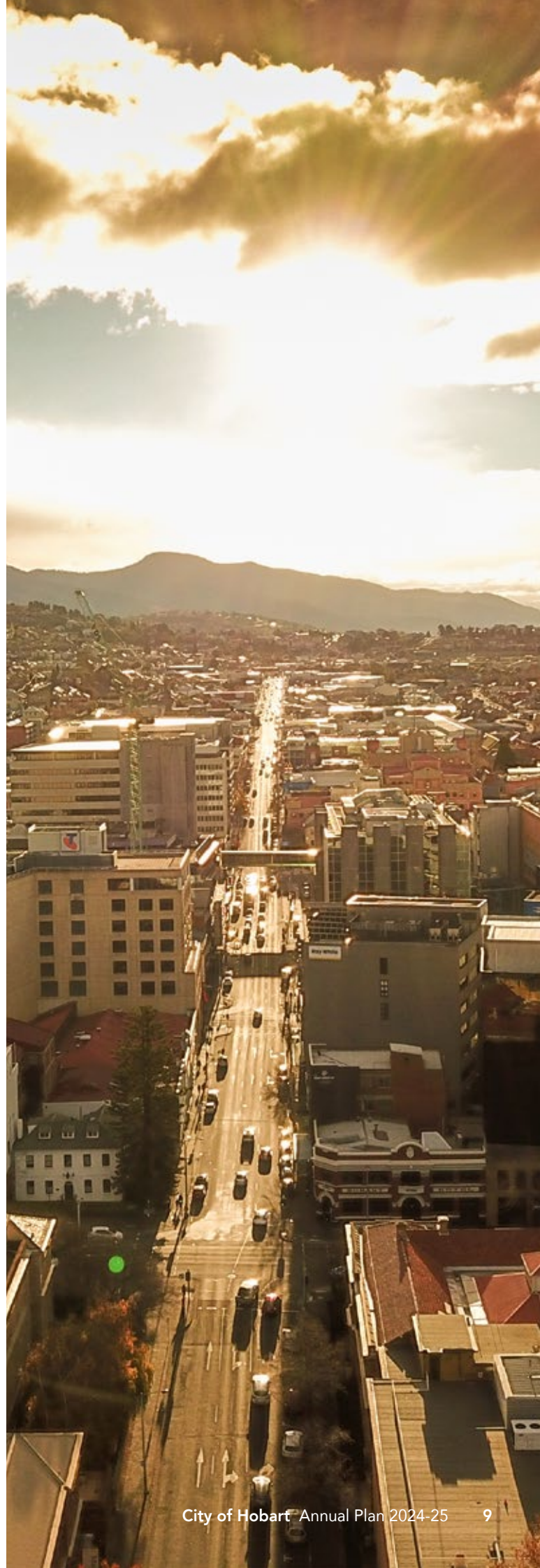
Additionally, in 2024-25 I will also be focused on several key strategic priorities including;

- Review of the City's asset management.
- Implementing a Service Review process which will identify efficiencies and cost reductions in the delivery of our services.
- Strong focus on people and culture and working hard with our leadership team to foster a stronger, positive, more constructive culture for our organisation. This journey is integral to the long-term sustainability of our organisation and success of the City of Hobart.

I am proud to be a part of the organisation delivering on our mission *"Working together to make Hobart a better place for the community"* combined with a culture of working together and supporting each other that we will embrace as we move forward into the next year. It's what drives my vision as CEO as we seek to raise the bar on what it means to be a great city and I'm looking forward to working alongside our dedicated team to deliver our 2024-2025 Annual Plan and Capital Works Program.

A summary of the Budget Estimates for 2024-25 is provided in this Plan.

**Michael Stretton**  
**Chief Executive Officer**









## ANNUAL PLAN 2024-25

The Annual Plan 2024-25 is a companion document to the annual budget. It details the major actions and initiatives we will undertake in the financial year ahead. It is aligned with the Capital City Strategic Plan 2023, the Capital Works Program and other informing strategies.

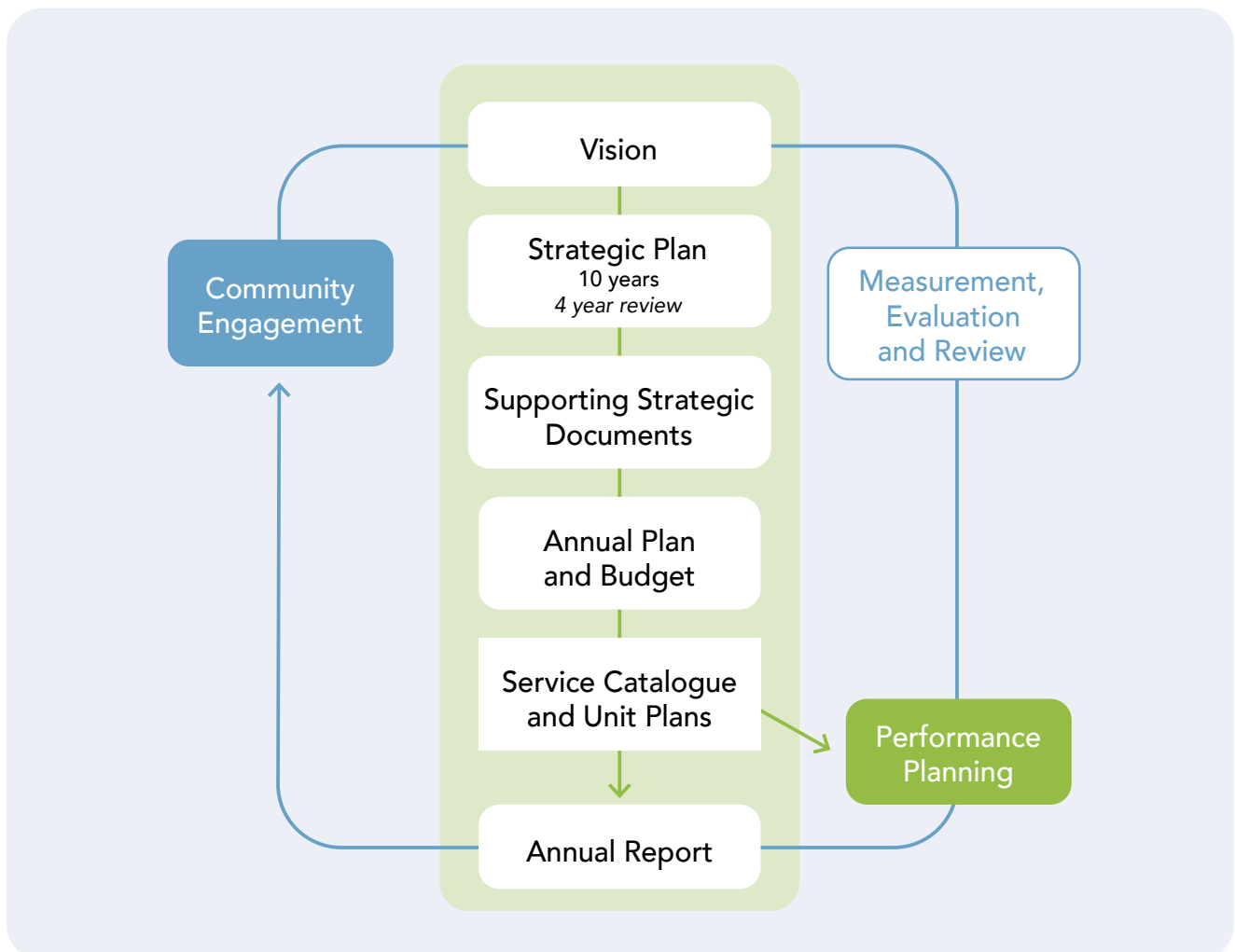
The Plan demonstrates the capacity of the City of Hobart to achieve the strategies in the Strategic Plan which in turn reflects the aspirations of the community as expressed in Hobart: A community vision for our island capital.

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

## INTEGRATED PLANNING AND REPORTING FRAMEWORK

The City of Hobart Integrated Planning and Reporting Framework aligns our annual planning and reporting with performance evaluation and continuous improvement.

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







# Pillar 1

## Sense of place

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





## STRATEGIC PLAN OUTCOMES

- 1.1 Hobart keeps a strong sense of place and identity, even as the city changes.
- 1.2 Hobart's cityscape reflects the heritage, culture and natural environment that makes it special.

Strategic Plan alignment	Major Actions and Initiatives
1.2.2	Finalise the draft Elizabeth Street Vision Plan and action plan to guide the evolution of Elizabeth Street from the Waterfront to Burnett Street over the coming 15 years.
1.2.5	Finalise Urban Design Guidelines that will provide an innovative placed-based guide outlining urban design principles and strategies which will apply equally to the public realm and private development in the municipality.





## Pillar 2

# Community inclusion, participation and belonging

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







## STRATEGIC PLAN OUTCOMES

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

Strategic Plan alignment	Major Actions and Initiatives
2.1.1	Develop and implement the updated Aboriginal Commitment and Action Plan.
2.2.1	Implement the findings of the outgoing grants and sponsorship review.
2.3.2	Develop a Masterplan for the Tasmanian Hockey Centre which balances the future sporting needs of the site together with potential affordable housing options.
2.3.3	Initiate, in collaboration with other Councils in the region, the development of a Regional Sports Facility Plan that reflects the needs of the Greater Hobart community over the next 20 years.
2.4.3	Update the Public Health Emergency Management Plan.





## Pillar 3

# Creativity and culture

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



## STRATEGIC PLAN OUTCOMES

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

Strategic Plan alignment	Major Actions and Initiatives
3.4.1	Develop a Creative City Strategy that provides an integrated approach to creative activities including arts and culture, events, and usage of facilities and spaces.





## Pillar 4

# City economies

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





## STRATEGIC PLAN OUTCOMES

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

Strategic Plan alignment	Major Actions and Initiatives
4.2.3	Undertake promotional campaigns and activations to drive visitation and spend with local businesses.





## Pillar 5 Movement and connectivity

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





## STRATEGIC PLAN OUTCOMES

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

Strategic Plan alignment	Major Actions and Initiatives
5.1.1	Engage with the community to develop Local Area Mobility Plans for West Hobart and Mount Nelson.
5.1.1	Endorsement and delivery of actions from the Transport Strategy and the Parking and Kerbside Management Plan.
5.1.3	Work with neighbouring Councils and the Tasmanian Government to develop the infrastructure that is needed to support the expansion of the ferry service.





## Pillar 6 Natural environment

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





## STRATEGIC PLAN OUTCOMES

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

Strategic Plan alignment	Major Actions and Initiatives
6.1.2	Finalise the Open Space Strategy.
6.1.2	Work with all relevant stakeholders including the Wellington Park Management Trust and State Government to review the governance and masterplanning for kunanyi / Mount Wellington and develop an agreed future direction and sustainable funding model.
6.3.1	Develop a plan for the closure, rehabilitation and repurposing of the McRobies Waste Management Centre and the ongoing implementation of the zero waste to landfill goal.
6.4.1	Endorsement and delivery of actions from the Climate Action Plan.
6.5.1	Finalise the review of Dog Management Strategy.





## Pillar 7 Built environment

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







## STRATEGIC PLAN OUTCOMES

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

Strategic Plan alignment	Major Actions and Initiatives
7.1.1	Implement homelessness actions under the Hobart:City for All Action Plan and progress housing initiatives outlined within the Central Hobart Plan including working with key stakeholders to prepare a development ready Masterplan for the Innovation Precinct.
7.4.4	Finalise the North Hobart Neighbourhood Plan.
7.4.4	Continue to develop the Mount Nelson and Sandy Bay Neighbourhood Plan.
7.4.4	Continue development of the Inner Northeast Neighbourhood Plan and contribute to the applicable planning processes concerning the development of the proposed stadium and surrounds at Macquarie Point Precinct.





## Pillar 8

# Governance and civic involvement

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



## STRATEGIC PLAN OUTCOMES

- 8.1 Hobart is a city that is well governed that recognises the community as an active partner that informs decisions.
- 8.2 Hobart is a city that delivers public value and excellence by being a financially responsible, high performing and accountable organisation that it responsive to the needs of the community.

Strategic Plan alignment	Major Actions and Initiatives
8.1.2	Lead regional collaboration through the Greater Hobart Strategic Partnership activities including the Hobart City Deal and Greater Hobart Committee and other bodies.
8.1.2	Identify priority projects and prepare a comprehensive advocacy strategy for the next Federal Election.
8.1.2	Further to the local Government reform process, explore opportunities to enhance cooperation and collaboration with the Glenorchy City Council.
8.2.1	Consider options for the future of the Hobart Council Centre, Town Hall Annex and Civic Square.
8.2.1	Review the long-term Strategic Asset Management Plan and develop and implement Asset Management Policies, Strategies and Plans that fully integrate and are aligned with the City's strategic objectives, finances, and direction.
8.2.4	Commence a review of our customer service approach to ensure customers are offered a contemporary and satisfactory customer experience.
8.2.6	Enhance sustainable, responsible and social procurement through the development of the procurement policy framework.









# Public Health Goals and Objectives

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Section 71(2)(d) of the *Local Government Act 1993* requires the City of Hobart's Annual Plan to include a summary of the major strategies to be used to achieve the City's public health goals and objectives. The City of Hobart's commitment to maintaining high levels of public health protection is identified under Pillars 2 and 6 of the Capital City Strategic Plan 2023:

## STRATEGIC OUTCOME 2.4

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

### Strategy – 2.4.1

Protect and improve public and environmental health, wellbeing and safety.

## STRATEGIC OUTCOME 6.1

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

### Strategy – 6.1.5

Regulate, measure and manage potentially polluting activities, prioritising air and water quality.

In the 2024-25 financial year the City of Hobart Public Health Emergency Management Plan will be updated.

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



# Capital Works Program 2024-25

	City of Hobart Funding	External Funding	Total Amount
<b>New works</b>			
Park and Street tree planting	\$100,000	–	\$100,000
Collins Street Streetscape Improvement	\$170,000	\$170,000	\$340,000
Workplace Health and Safety System	\$100,000	–	\$100,000
Crowther Reinterpreted – Interpretive Commission	\$30,000	–	\$30,000
Doone Kennedy Hobart Aquatic Centre Tile 50m concourse	\$150,000	–	\$150,000
McRobies Outlet GPT Installation	\$600,000	–	\$600,000
144 New Town Road – land aquisition	\$13,200	–	\$13,200
Greater Hobart Ferry Service Expansion	\$250,000	\$4,250,000	\$4,500,000
<b>Renewals</b>			
Argyle St Car Park Concrete Remediation L4 and 5	\$100,000	–	\$100,000
Building Disability Upgrades	\$20,000	–	\$20,000
Council Centre – Lift Number 1 and 2 Renewal	\$221,300	–	\$221,300
Town Hall Annexe Car Park Surface and Drainage Renewal	\$400,000	–	\$400,000
Bushland Infrastructure Asset Renewal (Signs, Bins, Seats, Bollards and Picnic Assets)	\$45,000	–	\$45,000
Fire Trail Renewal	\$180,000	–	\$180,000
Pipeline Track Extension – connecting city to mountain	\$317,000	\$182,000	\$499,000
Pipeline Track Resurface	\$190,000	–	\$190,000
Marlyn Road Fire Trail	\$70,000	–	\$70,000
Bushland Fund	\$50,000	–	\$50,000
Doone Kennedy Hobart Aquatic Centre 50m Pool UV filter replacement	\$170,000	–	\$170,000
Doone Kennedy Hobart Aquatic Centre Chemical Delivery Area/Vehicle Bay Fitout	\$42,000	–	\$42,000
Doone Kennedy Hobart Aquatic Centre Condition and Compliance Upgrades	\$421,000	–	\$421,000



	City of Hobart Funding	External Funding	Total Amount
Doone Kennedy Hobart Aquatic Centre Expansion Joints Renewal – pools and grandstand	\$39,000	–	\$39,000
Doone Kennedy Hobart Aquatic Centre Filter Internals Replacement	\$115,000	–	\$115,000
Doone Kennedy Hobart Aquatic Centre Heat Pump Compressor Unit Renewal	\$75,000	–	\$75,000
Doone Kennedy Hobart Aquatic Centre Moveable Bulkhead	\$632,073	–	\$632,073
Enterprise Technology – PMO365 Maintenance Iteration	\$106,600	–	\$106,600
Uninterruptible power supply (UPS) replacement	\$30,000	–	\$30,000
Inner City Cycle Way Concrete Repairs	\$22,000	–	\$22,000
Parks Bins	\$25,000	–	\$25,000
Parks Fences, Walls and Edging	\$30,000	–	\$30,000
Parks Playground Equipment Renewal	\$200,000	–	\$200,000
Parks Seating and BBQs	\$48,144	–	\$48,144
Parliament St Slide Replacement	\$140,000	–	\$140,000
Civil Reconstruction Program 1	\$500,831	–	\$500,831
Civil Reconstruction Program 2	\$971,818	\$685,132	\$1,656,950
Battery Sq – Hampden to McGregor – Correction Coat and Overlay	\$240,000	\$115,478	\$355,478
Marlyn Rd Bridge	\$20,880	\$83,520	\$104,400
Queens Walk Bridge	\$18,660	\$74,640	\$93,300
Footpath Program	\$857,789	–	\$857,789
Overlay Program	\$1,246,143	–	\$1,246,143
Road Reseal Prep Program 1	\$1,141,000	–	\$1,141,000
Road Reseal Prep Program 2	\$1,090,000	–	\$1,090,000
Road Reseals (Slurry) Program 1	\$1,141,000	–	\$1,141,000
Road Reseals (Slurry) Program 2	\$800,000	–	\$800,000
Road Spray Seal Program	\$400,000	–	\$400,000
CCTV and Safe City Infrastructure Maintenance	\$50,000	–	\$50,000
Castray Esplanade Light Pole Replacement	\$370,000	–	\$370,000
Domain Athletic Centre – Partial Replacement and Linemark	\$125,000	–	\$125,000



	City of Hobart Funding	External Funding	Total Amount
Marieville Esplanade Car Park – Partial surface replacement	\$30,000	–	\$30,000
North Hobart Oval Ryde Street Steps	\$50,000	–	\$50,000
Soldiers Memorial Oval Drainage Replacement	\$550,000	–	\$550,000
<b>Stormwater Reticulation and Rivulets:</b>			
225 Harrington and 250 Murray pipeline	\$350,000	–	\$350,000
Booker Highway (Adj ABC Building)	\$90,000	–	\$90,000
Harbroe Ave	\$30,000	–	\$30,000
Hobart Rivulet – Gore Street Debris Irons Renewal	\$200,000	–	\$200,000
Hobart Rivulet Wall Repair Left Bank 82-84 Liverpool	\$70,000	–	\$70,000
Liverpool Street 286 – DP30005 – Minor repairs	\$30,000	–	\$30,000
Market Place – Minor Renewals – Pit Lid and Short Pipe	\$50,000	–	\$50,000
New Town Rivulet Estuary Restoration Project	\$1,737,000	\$415,000	\$2,152,000
Sandy Bay Rd 747-751 SW Connections Renewal	\$110,000	–	\$110,000
Program Contingency	\$701,012		\$701,012
<b>Upgrade</b>			
Asset management software upgrade	\$100,000	–	\$100,000
Bridge Safety Upgrades	\$205,907	–	\$205,907
Parking meters upgrade 3G to 4G	\$431,266	–	\$431,266
New Town Netball Courts Upgrade		\$500,000	\$500,000
Queenborough Oval Changerooms Redevelopment	\$1,500,000	\$500,000	\$2,000,000
Huon Road Shoulder Sealing	\$20,000	\$130,000	\$150,000
Olinda Grove Roundabout – Partial Signalisation	\$150,000	–	\$150,000
Pedestrian Priority Phase – CBD Junction upgrades	–	\$160,000	\$160,000
<b>Capital Works Projects 2024-25</b>	<b>\$20,480,623</b>	<b>\$7,265,770</b>	<b>\$27,746,393</b>
<b>Carried Forward Capital Projects from 2023-24</b>	<b>\$1,518,537</b>	<b>\$2,985,070</b>	<b>\$4,503,607</b>
<b>Total Capital Works</b>	<b>\$21,999,160</b>	<b>\$10,250,840</b>	<b>\$32,250,000</b>
<b>Plant and Equipment</b>	<b>–</b>	<b>–</b>	<b>\$3,500,000</b>
<b>GRAND TOTAL</b>	<b>\$21,999,160</b>	<b>\$10,250,840</b>	<b>\$35,750,000</b>

# Summary of Budget Estimates

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

## OPERATING RESULT FORECAST

	2023-24 Budget (\$'000)	2023-24 Forecast (\$'000)	2024-25 Budget (\$'000)
<b>Revenue</b>			
Rates and Charges	109,702	109,451	115,618
Fire Levy Commission	569	569	599
Fines	8,320	6,800	8,736
Fees and Charges – Car Parks	13,562	13,562	14,240
Fees and Charges – On Street Parking	7,694	7,694	8,079
Other Fees and Charges	15,672	16,773	18,303
Operating Grants	4,343	4,762	4,837
Interest	1,657	3,257	2,661
Rents	3,419	3,419	3,493
Tas Water Distributions	2,606	2,606	2,606
	<b>167,544</b>	<b>168,893</b>	<b>179,172</b>
<b>Expenses</b>			
Labour	73,074	70,589	77,420
Materials and Services	34,414	33,976	39,635
Energy Costs	2,456	2,456	2,471
Finance Costs	1,815	1,815	1,346
Fire Levy	14,234	14,234	15,105
Depreciation	35,000	35,000	37,000
Asset Write-offs	1,200	5,300	1,500
Bad Debts	351	1,851	400
Other Expenses	4,500	4,500	5,500
	<b>167,044</b>	<b>169,721</b>	<b>180,377</b>
<b>Underlying Surplus/(Deficit)</b>	<b>500</b>	<b>(828)</b>	<b>(1,205)</b>
<b>Capital Items</b>			
Capital Grants	10,575	10,575	10,250



## CASH FLOW FORECAST

	2023-24 Budget (\$'000)	2023-24 Forecast (\$'000)	2024-25 Budget (\$'000)
<b>Operating Activities</b>			
<b>Payments</b>			
Employee Costs	(76,728)	(73,000)	(79,413)
Payments to Suppliers	(42,804)	(43,395)	(44,516)
Other Payments	(18,937)	(16,517)	(19,965)
	<b>(138,469)</b>	<b>(132,912)</b>	<b>(143,895)</b>
<b>Receipts</b>			
Rates and Charges	132,325	130,590	138,942
Grants	4,321	3,981	4,429
Fees and Charges	49,806	50,692	52,099
Rents	3,824	3,824	3,977
Interest	1,449	2,022	1,507
Distributions from TasWater	2,606	2,606	2,606
	<b>194,332</b>	<b>191,449</b>	<b>203,560</b>
<b>Net Cash Flows from Operating Activities</b>	<b>55,863</b>	<b>58,537</b>	<b>59,665</b>
<b>Investing Activities</b>			
<b>Payments</b>			
Investments	(11,000)	(11,000)	(11,000)
Infrastructure – Employee Costs	(3,876)	(3,267)	(4,012)
Infrastructure and Facilities – Other	(42,980)	(42,028)	(44,124)
Property	(3,792)	(3,708)	(3,893)
Plant and Equipment	(7,585)	(7,417)	(7,787)
	<b>(69,233)</b>	<b>(67,420)</b>	<b>(70,816)</b>
<b>Receipts</b>			
Investments	11,000	11,000	11,000
Grants	2,681	2,681	3,861
Plant and equipment sales	700	684	719
Property sales	81	79	83
Sales of Intangibles	80	105	62
	<b>14,542</b>	<b>14,549</b>	<b>15,724</b>
<b>Net Cash Flows from Investing Activities</b>	<b>(54,691)</b>	<b>(52,871)</b>	<b>(55,092)</b>

	2023-24 Budget (\$'000)	2023-24 Forecast (\$'000)	2024-25 Budget (\$'000)
<b>Financing Activities</b>			
<b>Payments</b>			
Repayment of Borrowings	(10,132)	(10,259)	(4,064)
Repayment of lease liabilities (principal repayments)	(807)	(832)	(818)
Interest	(1,496)	(1,966)	(1,323)
	<b>(12,434)</b>	<b>(13,056)</b>	<b>(6,204)</b>
<b>Receipts</b>			
Proceeds from Borrowings	-	-	-
	-	-	-
<b>Net Cash Flows from Financing Activities</b>	<b>(12,434)</b>	<b>(13,056)</b>	<b>(6,204)</b>
<b>Net Cash Surplus/(Deficit)</b>	<b>(11,263)</b>	<b>(7,390)</b>	<b>(1,631)</b>
<b>Opening Cash On Hand</b>	<b>43,325</b>	<b>37,033</b>	<b>32,062</b>
<b>Closing Cash On Hand</b>	<b>32,062</b>	<b>29,643</b>	<b>30,431</b>



## BALANCE SHEET FORECAST

	2023-24 Budget (\$'000)	2023-24 Forecast (\$'000)	2024-25 Budget (\$'000)
<b>Assets</b>			
<b>Current Assets</b>			
Cash and cash equivalents	32,062	32,000	30,431
Inventories	455	495	473
Receivables	8,499	8,318	8,911
Investments	41,000	41,000	41,000
Other	589	577	618
	<b>82,605</b>	<b>82,390</b>	<b>81,433</b>
<b>Non-Current Assets</b>			
Employee Benefits	11,240	7,420	8,536
Investment in TasWater	165,866	170,991	171,119
Property, plant and equipment	2,532,073	2,477,224	2,595,549
Right-of-Use Assets	8,804	9,215	8,076
	<b>2,717,983</b>	<b>2,664,850</b>	<b>2,783,280</b>
<b>Total Assets</b>	<b>2,800,588</b>	<b>2,747,240</b>	<b>2,864,713</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	11,455	11,609	11,970
Trust, Deposits, Retention	2,506	2,729	2,606
Employee benefits	10,925	9,210	11,308
Unearned Revenue	3,377	3,422	3,529
Loans	4,882	3,000	3,331
Provision for landfill restoration	150	174	122
	<b>33,295</b>	<b>30,144</b>	<b>32,866</b>
<b>Non-Current Liabilities</b>			
Employee benefits	8,447	8,447	8,743
Loans	35,796	39,860	32,465
Other Provisions	3,908	4,197	3,639
Lease Liabilities	9,121	9,860	8,728
	<b>57,272</b>	<b>62,364</b>	<b>53,575</b>
<b>Total Liabilities</b>	<b>90,567</b>	<b>92,508</b>	<b>86,441</b>
<b>Net Assets</b>	<b>2,710,021</b>	<b>2,654,731</b>	<b>2,778,272</b>

## RESERVED FUNDS BALANCE SHEET FORECAST

	2023-24 Budget (\$'000)	2023-24 Forecast (\$'000)	2024-25 Budget (\$'000)
<b>Closing Cash Balance ear-marked for:</b>			
Grants and Contributions subject to Conditions	3,235	3,000	3,070
Heritage Funding	1,745	1,579	1,656
Trust Funds, Deposits and Retention	2,085	2,079	1,979
Bushland Acquisition	136	-	50
McRobies Gully Landfill Rehabilitation	4,544	4,547	4,703
Queens Domain Facility Upgrades	1,605	2,400	2,400
Street Tree Compensation Fund	24	33	23

Some of Council's cash reserves are restricted. In some cases, this restriction is imposed by legislation (e.g. The Heritage Account). Others have been earmarked for certain purposes by Council decisions and may therefore be used for other purposes at Council's discretion.

## Delegations

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

The delegation categories are defined as follows:

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

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

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



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City of **HOBART**