

CITY OF HOBART

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# Annual Plan 2019–20



JUNE 2019



City of **HOBART**



WATERSIDE PAVILION

**Ability to create**  
a multi art form exhibition  
24 - 26 May 2019  
Waterside Pavilion, ...

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# INTRODUCTION

The Annual Plan sets out the major actions and initiatives for the 2019–20 financial year.

In 2015 the Hobart City Council endorsed a ten-year *Capital City Strategic Plan 2015–25*, which set out the priority areas of activity to achieve the future directions within the *Hobart 2025* community vision plan. Annual plans and annual reports are based on the ten-year strategic plan.

Following the endorsement of the ten-year *Capital City Strategic Plan 2015–25*, the City embarked on a review of the Hobart 2025 community vision. Between September 2017 and July 2018, the City engaged with community members and stakeholders to frame a community vision to guide the City’s work in the future. Over 1100 people contributed to the process. The new vision, *Hobart: A community vision for our island capital*, was endorsed by the Council in July 2018. It supersedes the Hobart 2025 community vision.

A statutory review of the ten-year *Capital City Strategic Plan 2015–25*, was carried out in the 2018–19 financial year. The review also provided the opportunity to ensure the new community vision was integrated into the plan and put into action the future aspirations expressed by the community.

The revised strategic plan was not completed in time for the commencement of annual planning for the 2019–20 financial year. Therefore, this Annual Plan is based on the *Capital City Strategic Plan 2015–25*.

The revised Capital City Strategic Plan will be submitted to the Council for endorsement in the first quarter of the 2019–20 financial year.

## GOALS

**The Capital City Strategic Plan 2015–25 focuses on the goals of:**

- GOAL 1 Economic development, vibrancy and culture
- GOAL 2 Urban management
- GOAL 3 Environment and natural resources
- GOAL 4 Strong, safe and healthy communities
- GOAL 5 Governance.



## **OUR MISSION – 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.

## PLANNING AND REPORTING FRAMEWORK

The Planning and Reporting Framework shows the relationship between the ten-year strategic plan, the annual plan and unit and divisional plans.

Priorities identified in the ten-year strategic plan are put into action through the annual divisional and unit plans and the City of Hobart annual plan.

The effectiveness of these actions is monitored through four progress reports to the Council each year.

## 2019–20 ANNUAL PLAN

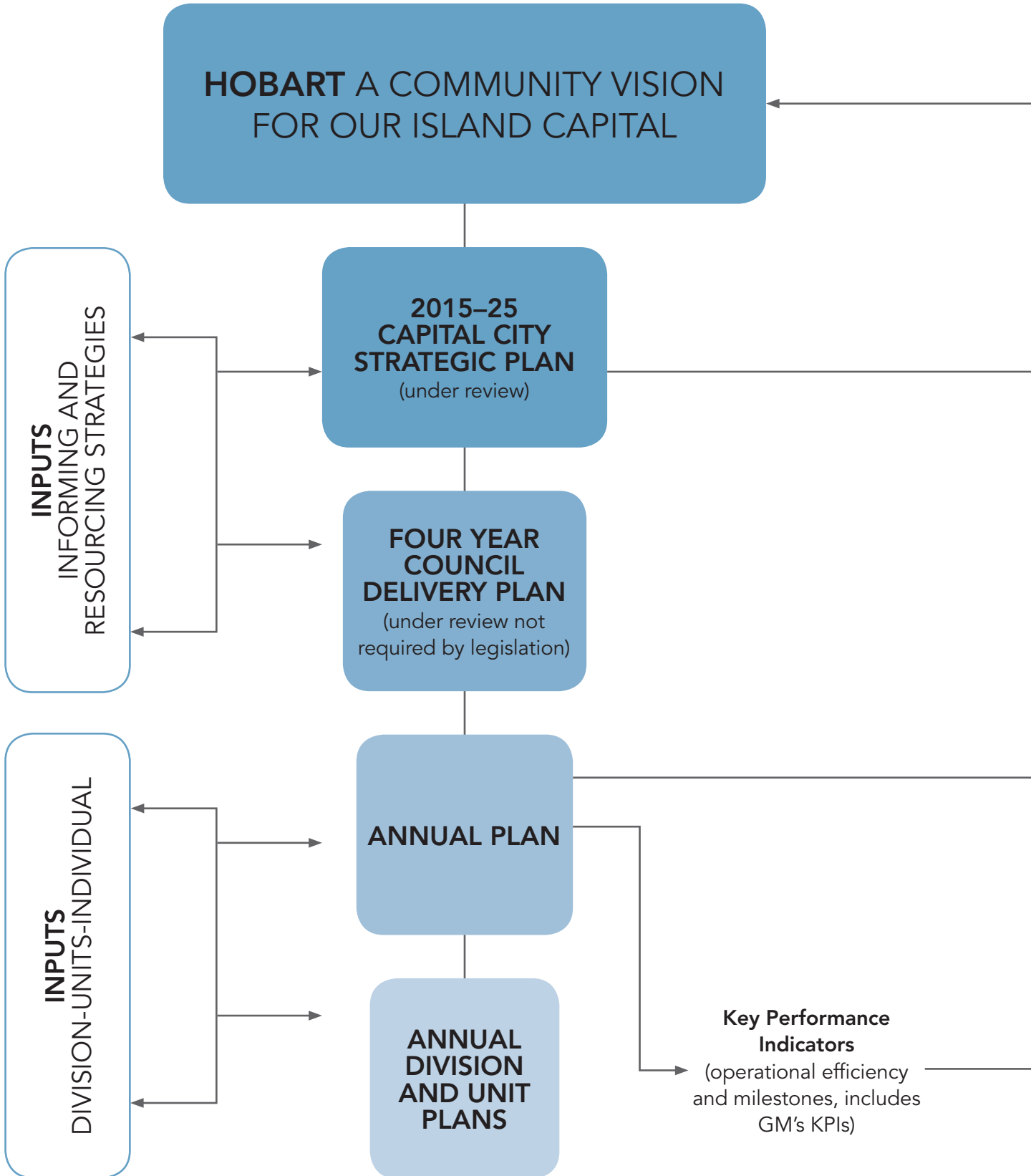
The Annual Plan contains the major actions and initiatives and is complemented by the Budget Estimates 2019–20, a summary of which can be found at appendix 1.

Development of the 2019–20 Annual Plan coincides with the development of divisional and unit plans, which identified the operational priorities and annual budget estimates for each function area.

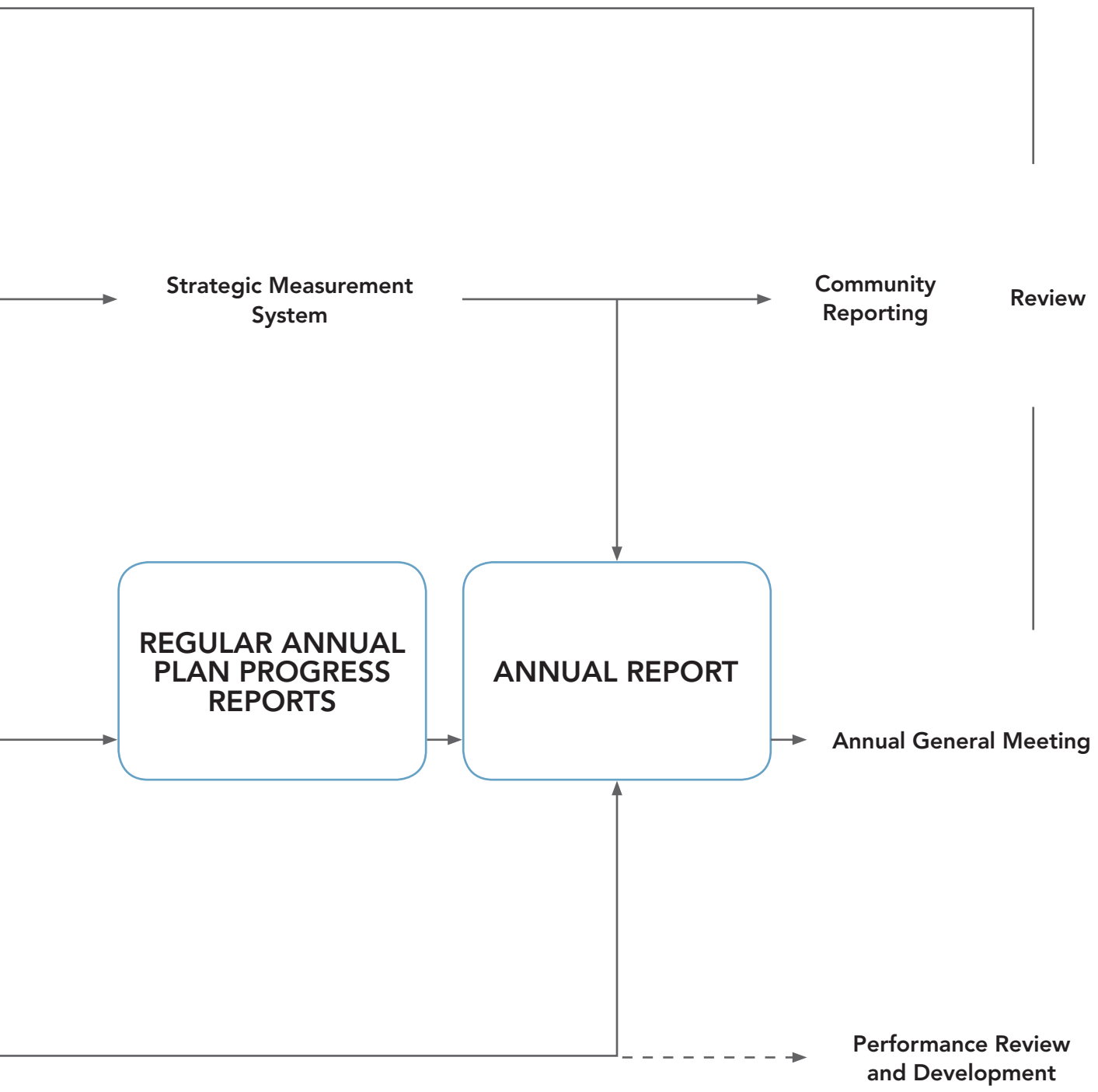
Copies of the *Capital City Strategic Plan 2015–25* are available on the City of Hobart website at [hobartcity.com.au](http://hobartcity.com.au).



PLANNING AND REPORTING FRAMEWORK









# GOAL 1 ECONOMIC DEVELOPMENT, VIBRANCY AND CULTURE

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

## STRATEGIC OBJECTIVES

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

## KEY FUNCTION AREAS

- Inclusive, Resilient and Creative Communities
- Planning Policy and Heritage
- Road and Environmental Engineering
- Community Activation and Grants
- Marketing
- The Taste of Tasmania
- Economic Development
- City Design
- Salamanca Market
- Cleansing and Solid Waste
- Project Portfolio Management
- Civil Works
- City Information
- City Parking

## 2019–20 MAJOR ACTIONS AND INITIATIVES

STRATEGY REFERENCE	MAJOR ACTIONS AND INITIATIVES
1.1.1	Deliver Economic Development activities in line with the Guiding Principles.
1.1.1	Continue to engage with the Hobart business community through City programs such as Hello Hobart and Connected Hobart.
1.1.2	Respond to and support the consolidation of the University of Tasmania's campus in central Hobart as part of the development of a Hobart Precinct Plan.
1.1.6	Deliver the actions associated with the Welcoming Cities Program.
1.2.4	Continue to review and deliver actions from the International Relations Action Plan 2016.
1.3.1	Develop a strategic plan for Salamanca Market.
1.3.1	Deliver the 2019–20 Taste of Tasmania festival.
1.3.1	Deliver a range of community events including the Christmas Program, annual floral shows and other activities as required.
1.3.1	Continue to work in partnership with key event organisers to deliver major events and festivals through sponsorship agreements and the City Partnership Program.
1.3.1	Develop Terms and Conditions of Use for Salamanca Square, Mathers Place, Collins Court, Wellington Court and Elizabeth Mall.
1.3.1 1.3.3 1.4.1	Adopt and implement initiatives within the Connected Hobart Action Plan smart city program.
1.3.1 1.3.4	Continue to deliver and further develop the City of Hobart Food Truck Program.
1.3.1 1.3.5	Provide support of events, festivals and activities that activate the Hobart local government area through the City of Hobart Grant Programs.
1.4.1	Provide cleansing services to support events, festivals and markets and ensure that city streets, public toilets and other streetscape infrastructure are cleaned and maintained to a high standard.
1.3.2	Investigate opportunities for improved pedestrian connections between Elizabeth Mall and Wellington Court.

## 2019–20 MAJOR ACTIONS AND INITIATIVES

STRATEGY REFERENCE	MAJOR ACTIONS AND INITIATIVES
1.3.3	Progress the Local Retail Precincts Plan: <ul style="list-style-type: none"> <li>• Complete detailed designs for the New Town Retail Precinct.</li> <li>• Complete the construction of the New Town Retail Precinct.</li> <li>• Complete the New Town Retail Precinct Interpretation Project.</li> <li>• Develop concept designs for the Elizabeth Street (Midtown) Retail Precinct.</li> </ul>
1.3.4	Develop an innovative activation framework for city facilities.
1.4.1	Implement the Hobart Waterfront Interpretation Project.
1.4.2	Undertake consultation with the State government and tourism stakeholder groups on the development of a Tourism Strategy for the City of Hobart.
1.4.3	Develop the information and booking service at the enhanced Elizabeth Mall information booth to provide services to locals, visitors and students.
1.4.3	Implement the Creative Hobart Strategy including hosting forums that engage the community and the cultural sector.
1.5.1	Implement the Public Art Framework.
1.5.1	Implement the biennial multi-disciplinary creative program in partnership with the Tasmanian Museum and Art Gallery.
1.5.1	Deliver a range of public art projects including the New Town Public Art Project.



KEEP LEFT

# GOAL 2

## URBAN MANAGEMENT

*City Planning promotes our city's uniqueness, is people focused and provides connectedness and accessibility*

### STRATEGIC OBJECTIVES

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

### KEY FUNCTION AREAS

- Traffic Engineering
- Parks and Recreation
- Design Services
- Cleansing and Solid Waste
- City Parking
- Road and Environmental Engineering
- City Design
- Planning Policy and Heritage
- Civil Works
- Project and Portfolio Management
- Development Appraisal
- City Information
- Smart and Sustainable City

## 2019–20 MAJOR ACTIONS AND INITIATIVES

STRATEGY REFERENCE	MAJOR ACTIONS AND INITIATIVES
2.1.1 2.1.2	Finalise the Transport Strategy and commence the implementation of the strategy actions.
2.1.2	Undertake construction of the Elizabeth Street Bus Mall improvements.
2.1.2 2.1.3 2.1.6	Design and commence construction of Huon Road widening between Hillborough Road and Pillinger Drive to provide improved uphill overtaking opportunities.
2.1.2 2.1.6 2.2.5	Develop concept designs for improved infrastructure for cyclists in the city centre and undertake temporary installations to connect the new Brooker Avenue bridge and the city.
2.1.2 2.1.3 2.1.6 2.3.3	Prepare the concept design for new traffic signals at the Collins and Molle Street intersection to improve safety for cyclists and pedestrians.
2.1.2 2.1.3	Undertake road shoulder improvements at Weld Street, South Hobart.
2.1.2 2.1.3	Undertake footpath and road surface improvements at New Town Road from Argyle Street to Risdon Road.
2.1.2 2.1.3	Undertake footpath renewal at Digney Street, Dynnyrne from Antill Street to Pillinger Street.
2.1.2 2.1.3	Undertake footpath and road surface improvements at Abermere Avenue to Elphinstone Road, Mount Stuart.
2.1.2 2.1.7	Understand the movement and access impacts of the future relocation of the University of Tasmania from Sandy Bay into the city.
2.1.2 2.2.2	Increase the availability of parking in North Hobart through expansion of existing car parks and identification of new parking areas.
2.1.2 2.2.5	Complete network and urban design planning for lower Campbell Street.
2.1.3	Commence installation of the guard rails on Pinnacle Road.
2.1.4	Review parking operations and develop and implement a new Parking Plan.



## 2019–20 MAJOR ACTIONS AND INITIATIVES

2.1.6 2.2.5 2.3.3	Finalise the concept design for improved bicycle connections along Collins Street.
2.1.7 2.3.3	Partner with the State Government to undertake the development of a Central Hobart Precinct Plan.
2.1.7 2.3.2	Commence the development of a Road Network Plan to provide guidance and direction for the future development of the City's road and access network.
2.2.1	Undertake the redevelopment of the South Hobart Community Centre.
2.2.1 2.2.2	Undertake the construction of the Stage 2 upgrade of Collins Court, including the 'Playful City' element.
2.2.1 2.2.2	Develop a Hobart Design Manual to guide public placemaking initiatives.
2.2.1 4.2.2	Investigate the establishment of a Park-lets Program.
2.2.1	Investigate the development of guidelines for outdoor dining infrastructure in Hobart.
2.2.2	Continue the implementation of the Public Toilet Strategy 2015 – 2025 by completing the following projects; <ul style="list-style-type: none"> <li>• Annual Accessibility Upgrades</li> <li>• Swan Street , North Hobart</li> <li>• Long Beach , Sandy Bay</li> <li>• Hobart Central Car park</li> <li>• Undertake the concept design for the Tolmans Hill Public convenience.</li> </ul>
2.2.2	Undertake the redevelopment of Swan Street park.
2.2.5	Oversee the completion of the Brooker Avenue pedestrian and cycling bridge.
2.2.5 2.3.3	Complete Stage 2 of the Salamanca Place Precinct Upgrade Project.
2.2.5 2.3.3	Complete the design and commence construction of Stage 3 of the Salamanca Place Precinct Upgrade Project.
2.3.3	Review the status of Inner City Action Plan (ICAP) projects in the context of a Central Hobart Precinct Plan.
2.3.4	Exhibit the Hobart Local Provisions Schedule and implement through the Tasmanian Planning Scheme.



# GOAL 3 ENVIRONMENT AND NATURAL RESOURCES

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

## STRATEGIC OBJECTIVES

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

## KEY FUNCTION AREAS

- Road and Environmental Engineering
- Bushland
- Smart and Sustainable City
- Cleansing and Solid Waste
- Asset Services
- Environmental Planning
- Civil Works
- Environmental Health
- Parks and Recreation
- City Information

## 2019–20 MAJOR ACTIONS AND INITIATIVES

STRATEGY REFERENCE	MAJOR ACTIONS AND INITIATIVES
3.1.1	Finalise the Hobart Climate Change Strategy.
3.1.3	Finalise the Hobart Coastal Hazards Strategy.
3.2.1	Progress the City's Fire Trail Renewal Program.
3.2.1	Continue to plan and implement a multi-year works program to improve the City's fuel break network, including the enhancement and extension of existing breaks and new breaks, which are consistent with current Tasmania Fire Service Fuel Break Guidelines.
3.2.2	Complete stormwater system management plans for all of the City's catchments.
3.2.3	Progress the completion of design work for flood mitigation works for the lower reaches of the Maypole Rivulet and New Town Rivulet catchments.
3.2.3	Continue with the program to repair flood damage to stormwater systems and rivulets.
3.2.4	Implement the Single-use Plastics by-law in a staged manner, maximising stakeholder engagement and educational opportunities, and providing information and tools to enable affected businesses to transition to compliance.
3.2.4	Participate in the Local Government Association of Tasmania / Environment Protection Authority five-year Work Program including Environmental Health Officer Workforce Development Plan and the shared resources project.
3.2.4	Consider and scope a background noise survey for the waterfront night time entertainment precinct to establish baseline data on reasonable levels of noise for the area.
3.2.4 3.2.5 3.4.3 3.4.4	Implement actions and initiatives from the Connected Hobart Action Plan.
3.2.5	Implement year three of the Waste Management Strategy Action Plan 2016-2019.
3.2.5	Consider the implementation of kerbside collection of Food Organics and Garden Organics (FOGO).
3.2.5	Deliver the Waste Education Plan in accordance with the Waste Management Strategy 2015-2030.

## 2019–20 MAJOR ACTIONS AND INITIATIVES

3.2.5	Complete construction and upgrade works for Kemp Street, specifically the streetscape and waste compactor installation works.
3.2.6	Progress implementation of the Environmental Management Plan for the McRobies Gully landfill.
3.3.1	Continue support of the Bushcare Program to assist in maintaining and improving the bushland network.
3.3.2	Complete the works associated with the Fern Tree Visitor Node Master Plan (including the new toilet).
3.3.2	Progress the implementation of the Queens Domain Summit Redevelopment Plan.
3.3.5	Progress the implementation of actions from the Biodiversity Plan.
3.4.4	Install a further 70 kilowatts of solar power panels on the City's buildings.



# GOAL 4 STRONG, SAFE AND HEALTHY COMMUNITIES

*Our communities are resilient,  
safe and enjoy healthy lifestyles*

## STRATEGIC OBJECTIVES

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

## KEY FUNCTION AREAS

- Doone Kennedy  
Hobart Aquatic Centre
- Bushland
- Inclusive, Resilient and Creative Communities
- Road and Environmental Engineering
- Environmental Health
- Planning Policy and Heritage
- Parks and Recreation
- Smart and Sustainable City
- Design Services
- Emergency Management
- City Technology
- City Information

## 2019–20 MAJOR ACTIONS AND INITIATIVES

STRATEGY REFERENCE	MAJOR ACTIONS AND INITIATIVES
4.1.1 4.2.2	Complete the redevelopment of the Youth ARC facility.
4.1.1 4.1.2	Review the Social Inclusion Strategy 2014 – 2019 and associated plans. (Children and Families; Youth; Positive Ageing; Equal Access; Multicultural; Resilience).
4.1.1 4.1.2	Complete the Reconciliation Action Plan.
4.1.2 4.4.1 4.4.3	Strengthen links with the Aboriginal community through involvement in City programs, community and cultural events and engagement activities.
4.1.2	Deliver the Still Gardening Program in accordance with the Department of Social Services funding agreement.
4.1.4 4.1.7 4.2.4 4.4.1	Deliver and support community events including Children and Families Week, National Youth Week, Harmony Day, Seniors Week, Adult Learners' Week, Homelessness Week, Anti-Poverty Week and Mental Health Week.
4.1.5	Deliver the City of Hobart Grants Program and explore opportunities to support applicants and recipients.
4.1.6	Strengthen and develop the Community and Culture volunteer programs.
4.2.1	Deliver a wide variety of health and wellbeing, aquatic and recreational programs and activities at the Doone Kennedy Hobart Aquatic Centre.
4.2.1	Progress the refurbishment of the Donne Kennedy Hobart Aquatic Centre in accordance with the master plan.
4.2.2	Complete the Intercity Cycleway extension from McVilly Drive to the boundary Macquarie Point.
4.2.2	Complete the connection of 'City to Gardens Way' from the Brooker Avenue Bridge to the Bridge of Remembrance.
4.2.2	Progress the connection of 'City of Gardens Way' from Davies Avenue to the Royal Tasmanian Botanical Gardens.
4.2.2	Undertake sporting grounds playing surface upgrades at Sandown Park and John Turnbull Park.
4.2.2	Work with sporting clubs to deliver major projects funded by external grants.



## 2019–20 MAJOR ACTIONS AND INITIATIVES

4.2.2 4.3.3 4.3.8	Implement actions from the Connected Hobart Action Plan.
4.3.1 4.3.2	Prepare Evacuation Centre Operating Procedures.
4.3.1 4.3.2 4.3.3	Implement recommendations from the evaluations of the May 2018 storm event and the January 2019 Southern Tasmanian fires.
4.3.2 4.3.6	Implement resilience projects which have been funded jointly by the Australian and Tasmanian governments under the Natural Disaster Relief and Recovery Arrangements
4.3.3	Commence implementation of actions arising from Hobart's Crowded Spaces public safety review.
4.3.5	Undertake regular outfall testing of stormwater systems.
4.3.5	Effectively implement the newly declared smoke-free areas and finalise an awareness and enforcement program for future management of these areas.
4.3.5	Provide Meningococcal ACWY vaccination extension programs for Grade 10 students.
4.3.5	Participate in the Department of Health pilot project for allergen management resources for food businesses.
4.3.5	Develop a local food policy/framework.
4.3.6	Review and update the Hobart Corporate Climate Adaptation Plan.
4.3.7	Complete the review of the Affordable Housing and Homelessness Strategy.
4.3.8	Implement actions from the Community Safety Commitment.



# GOAL 5 GOVERNANCE

*Leadership provides for informed decision making for our capital city*

## STRATEGIC OBJECTIVES

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

## KEY FUNCTION AREAS

- Financial Services
- Customer Services
- The General Manager's office
- Communications
- Marketing
- The Executive Leadership Team
- Future Communities
- Rates
- City Information
- Smart and Sustainable City
- Asset Services
- Community Activation and Grants
- City Technology
- People and Capability
- Council Support
- Inclusive, Resilient and Creative Communities
- Engaged Communities
- Procurement
- Project and Portfolio Management
- Road and Environmental Engineering

## 2019–20 MAJOR ACTIONS AND INITIATIVES

STRATEGY REFERENCE	MAJOR ACTIONS AND INITIATIVES
5.1.1	Deliver the new Asset Management Information System (AMIS) conversion from Conquest to AssetMaster.
5.1.2	
5.1.2	Progress the ongoing implementation and development of new management frameworks, procedures and business systems including: <ul style="list-style-type: none"> <li>• Finance (Navision)</li> <li>• Customer Services</li> <li>• Property and Rating</li> <li>• Project and Portfolio Management</li> <li>• Fleet Management</li> <li>• Records Management.</li> </ul>
5.1.2	Progress the implementation of integrated business systems and processes throughout the organisation.
5.1.2	Continue the enhancement of capabilities to manage the integration of business systems.
5.1.3	Implement the enhancement of audio-visual systems in the Council Chambers and Lady Osborne Room.
5.1.3	Implement live minute taking for Council meetings.
5.1.4	Undertake effective qualitative assessment of all grant programs.
5.1.4	Develop and implement a Strategic Measurement System to provide systematic and useful measurement of community outcomes and the City's performance.
5.1.4	Undertake a review of the City's Planning and Reporting Framework.
5.1.7	Review and update the Long-term Financial Management Plan.
5.1.7	Prepare annual budgets in the context of the Long-term Financial Management Plan.
5.1.7	Develop and implement a new Budget Management Strategy.
5.1.8	Improve system and process capability for rates management.
5.1.9	Implement the 2019-20 actions from the City of Hobart Procurement Strategy, including: <ul style="list-style-type: none"> <li>• Increased procurement performance reporting through new business systems.</li> <li>• Increased contract management system and process capability and engagement with the market.</li> <li>• Develop a policy framework around procurement sustainability and ethical purchasing.</li> </ul>

## 2019–20 MAJOR ACTIONS AND INITIATIVES

5.2.4	Commence with the development of a program to reduce flooding impacts through mitigation works in the stormwater drainage system.
5.3.1	Establish a Governance Framework to support contemporary data management functions required to perform the City's future information (reporting and analytics) needs.
5.3.1	Enhance spatial services delivery through technology augmentation and alignment with data management and integration initiatives.
5.3.1	Progress the establishment of an organisation-wide program to support a continuous improvement culture.
5.3.3	Highlight critical infrastructure assets in the City's asset register.
5.3.4	
5.3.5	Implement the new Values and Code of Conduct.
5.3.6	
5.3.5	Implement and promote new recruitment standards and processes.
5.3.5	Commence development of a Workforce Planning Framework.
5.3.6	Deliver an integrated social media business policy for the whole organisation.
5.3.6	Continue with the implementation of the Managers' Leadership Development Program with the rollout of the third cohort at Team Leader/Supervisor level.
5.3.6	Facilitate the development of a cohesive and supportive corporate culture across the newly formed City Governance Division.
5.3.6	Consolidate the new organisational structure.
5.3.6	Develop and deliver a mental health and well-being program.
5.3.7	Deliver the Customer Service Strategy.
5.4.1	Provide, through workshops and other methods, International Association of Public Participation (IAP2) training for elected members, the executive leadership team and staff.
5.4.3	
5.4.1	Develop a staff community engagement toolkit.
5.4.1	Design community engagement plans that are in line with the IAP2 best practice.
5.4.3	Provide regular opportunities through 'community conversations' for communities to interact with the City officers and elected members.
5.5.1	Support the implementation of the Hobart City Deal and the Greater Hobart Act.
5.5.1	Actively participate in the Council of Capital City Lord Mayors (CCCLM) activities and support projects that will benefit Hobart.



# 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. These are required to be adopted by 31 August each year.

A summary by budget function is provided at Appendix 1.

## OPERATING RESULT FORECAST

	2018-19 BUDGET (\$'000)	2019-20 BUDGET (\$'000)	2020-21 BUDGET (\$'000)	2021-22 BUDGET (\$'000)	2022-23 BUDGET (\$'000)	2023-24 BUDGET (\$'000)
<b>EXPENSES</b>						
Labour	(59,683)	(62,117)	(64,033)	(66,009)	(68,047)	(70,148)
Materials and services	(29,728)	(33,173)	(33,819)	(34,705)	(35,393)	(35,862)
Depreciation	(21,140)	(22,032)	(22,123)	(22,937)	(23,591)	(24,706)
Fire Levy	(10,741)	(11,388)	(12,072)	(12,796)	(13,564)	(14,378)
Energy costs	(2,367)	(2,318)	(2,376)	(2,435)	(2,496)	(2,559)
Bad Debts	(351)	(351)	(421)	(433)	(446)	(460)
Finance Costs	(1,265)	(2,334)	(2,635)	(3,280)	(3,616)	(3,670)
Asset write-offs	(2,100)	(2,202)	(2,432)	(2,386)	(2,362)	(2,444)
Other	(4,615)	(4,931)	(5,070)	(4,298)	(4,402)	(4,510)
	<b>(131,990)</b>	<b>(140,846)</b>	<b>(144,981)</b>	<b>(149,279)</b>	<b>(153,917)</b>	<b>(158,737)</b>
<b>REVENUES</b>						
Rates and Charges	84,604	88,393	92,351	96,211	100,241	104,441
Parking Fines	7,059	8,463	8,717	8,978	9,248	9,525
Operating Grants	3,441	3,226	3,290	3,356	3,423	3,492
Distributions from TasWater	2,172	2,172	2,172	2,172	2,172	2,172
Rents	3,530	3,714	3,825	3,940	4,058	4,180
Interest	722	930	878	1,027	990	911
Fire Levy collection fee	429	455	482	511	543	575
Fees and Charges - car parks	10,257	11,219	11,555	11,902	12,259	12,627
Fees and Charges - on street parking	5,929	7,389	7,610	7,839	8,074	8,316
Fees and Charges - other	14,747	15,438	15,903	16,378	16,868	17,374
	<b>132,890</b>	<b>141,399</b>	<b>146,783</b>	<b>152,314</b>	<b>157,876</b>	<b>163,613</b>
<b>Underlying Surplus</b>	<b>900</b>	<b>553</b>	<b>1,802</b>	<b>3,035</b>	<b>3,959</b>	<b>4,876</b>
<b>CAPITAL ITEMS</b>						
Capital Grants	2,318	550	550	550	550	550
Financial assistance grants in advance	(10)	(1,355)	-	-	-	-
2018 Storm Event	(724)	(85)	-	-	-	-
<b>Surplus</b>	<b>2,484</b>	<b>(337)</b>	<b>2,352</b>	<b>3,585</b>	<b>4,509</b>	<b>5,426</b>



## CASH FLOW FORECAST

	2018-19 BUDGET (\$'000)	2019-20 BUDGET (\$'000)	2020-21 BUDGET (\$'000)	2021-22 BUDGET (\$'000)	2022-23 BUDGET (\$'000)	2023-24 BUDGET (\$'000)
<b>OPERATING ACTIVITIES</b>						
<b>PAYMENTS</b>						
Employee Costs	(56,969)	(59,875)	(61,684)	(63,548)	(65,470)	(67,450)
Fire Levy	(10,741)	(11,388)	(12,072)	(12,796)	(13,564)	(14,378)
Interest	(1,262)	(2,247)	(2,552)	(3,198)	(3,537)	(3,593)
Other	(39,830)	(41,323)	(42,235)	(42,430)	(43,305)	(43,971)
	<b>(108,802)</b>	<b>(114,833)</b>	<b>(118,543)</b>	<b>(121,972)</b>	<b>(125,876)</b>	<b>(129,392)</b>
<b>RECEIPTS</b>						
Rates and Charges	84,490	88,260	92,212	96,074	100,098	104,292
Grants	3,429	1,878	3,288	3,354	3,421	3,489
Fees and Charges	38,532	42,803	43,869	45,139	46,508	47,921
Rents	3,528	3,707	3,821	3,936	4,054	4,176
Interest	722	930	878	1,027	990	911
	<b>130,701</b>	<b>137,578</b>	<b>144,068</b>	<b>149,530</b>	<b>155,071</b>	<b>160,789</b>
<b>Net Cash Flows from Operating Activities</b>	<b>21,899</b>	<b>22,745</b>	<b>25,525</b>	<b>27,558</b>	<b>29,195</b>	<b>31,397</b>
<b>INVESTING ACTIVITIES</b>						
<b>PAYMENTS</b>						
<b>New Assets / Upgrades</b>						
• Brooker Bridge Pedestrian and Cycle Crossing	(5,857)	-	-	-	-	-
• Core Business Systems	(2,961)	(420)	(250)	(330)	-	-
• DKHAC - Major Refurbishment	(2,932)	(5,600)	-	-	-	-
• Infrastructure	(13,018)	(8,883)	(9,816)	(9,632)	(7,022)	(5,421)
• Property	(143)	-	-	-	-	-
• Plant and Equipment	(581)	(520)	(589)	(692)	(781)	(640)
<b>Asset Renewal</b>						
• Infrastructure	(25,232)	(17,794)	(20,246)	(21,762)	(21,953)	(22,565)
• Plant and Equipment	(4,674)	(4,220)	(4,461)	(5,196)	(5,823)	(4,939)
	<b>(55,398)</b>	<b>(37,437)</b>	<b>(35,362)</b>	<b>(37,612)</b>	<b>(35,579)</b>	<b>(33,565)</b>
<b>Receipts</b>						
Grants	2,318	550	550	550	550	550
Distributions from TasWater	2,172	2,172	2,172	2,172	2,172	2,172
Plant and equipment sales	499	900	699	779	834	855
	4,989	3,622	3,421	3,501	3,556	3,577
<b>Net Cash Flows from Investing Activities</b>	<b>(50,409)</b>	<b>(33,815)</b>	<b>(31,941)</b>	<b>(34,111)</b>	<b>(32,023)</b>	<b>(29,988)</b>

## CASH FLOW FORECAST

	2018-19 BUDGET (\$'000)	2019-20 BUDGET (\$'000)	2020-21 BUDGET (\$'000)	2021-22 BUDGET (\$'000)	2022-23 BUDGET (\$'000)	2023-24 BUDGET (\$'000)
<b>FINANCING ACTIVITIES</b>						
PAYMENTS						
Debt Repayment	(2,060)	(3,194)	(3,986)	(4,586)	(4,604)	(4,722)
RECEIPTS						
Proceeds from Borrowings	20,000	20,000	15,000	10,000	5,000	5,000
<b>Net Cash Flows from Financing Activities</b>	<b>17,940</b>	<b>16,806</b>	<b>11,014</b>	<b>5,414</b>	<b>396</b>	<b>278</b>
<b>Net Cash Surplus / (Deficit)</b>	<b>(10,570)</b>	<b>5,736</b>	<b>4,598</b>	<b>(1,139)</b>	<b>(2,432)</b>	<b>1,687</b>
<b>Opening Cash On Hand</b>	<b>31,844</b>	<b>21,274</b>	<b>27,010</b>	<b>31,608</b>	<b>30,469</b>	<b>28,037</b>
<b>Closing Cash On Hand</b>	<b>21,274</b>	<b>27,010</b>	<b>31,608</b>	<b>30,469</b>	<b>28,037</b>	<b>29,724</b>

	2018-19 BUDGET (\$'000)	2019-20 BUDGET (\$'000)	2020-21 BUDGET (\$'000)	2021-22 BUDGET (\$'000)	2022-23 BUDGET (\$'000)	2023-24 BUDGET (\$'000)
<b>CLOSING CASH BALANCE EAR-MARKED FOR (A):</b>						
Contributions in Lieu of Public Open Space	48	48	48	48	48	48
Contributions in Lieu of Parking	135	135	135	135	135	135
Heritage Account	1,553	1,507	1,507	1,507	1,508	1,508
Plant and equipment carry-forwards (b)	1,000	1,000	1,000	1,000	1,000	1,000
Bushland Fund	115	165	215	265	315	365
McRobies Gully Tip Site Rehabilitation	3,175	3,153	3,217	3,276	3,329	3,376
Other project carry-forwards (b)	18,144	18,144	18,144	18,144	18,144	18,144
Refundable Deposits	2,162	2,162	2,162	2,162	2,162	2,162
Future Asset Renewal Reserve (c)	(5,058)	696	5,180	3,932	1,396	2,986

- (a) Some of Council's cash reserves are restricted. In some cases, this restriction is imposed by legislation (e.g. The Heritage Account). Others have been earmarked for certain purposes by Council decision and may therefore be used for other purposes at Council's discretion.
- (b) Carry-Forwards take account of annual allocations included in the capital expenditure budget but which may not be expended during the year, and are therefore on hand at the end of the year i.e. capital works in progress or not yet commenced.
- (c) The above table also shows that the Future Asset Renewal Reserve (total cash less reserved amounts) is negative during 2018-19. This situation results from Council's expanded capital works program which will necessitate borrowings. This means that the aggregate of reserved amounts exceeds the available cash balance in 2018-19. Of itself, this is not a concern because the majority of reserved amounts can be utilised for other purposes by Council decision, and not all amounts are required at the same point in time. However, balances and cash flow requirements will need to be closely monitored and further refined to ensure adequate liquidity.

## BALANCE SHEET FORECAST

	2018-19 BUDGET (\$'000)	2019-20 BUDGET (\$'000)	2020-21 BUDGET (\$'000)	2021-22 BUDGET (\$'000)	2022-23 BUDGET (\$'000)	2023-24 BUDGET (\$'000)
<b>ASSETS</b>						
CURRENT ASSETS						
Cash and cash equivalents	21,274	27,010	31,608	30,469	28,038	29,724
Inventories	331	331	331	331	331	331
Receivables	4,598	4,541	4,663	4,841	5,026	5,219
Other	22	22	22	22	22	22
	<b>26,225</b>	<b>31,904</b>	<b>36,624</b>	<b>35,663</b>	<b>33,417</b>	<b>35,296</b>
NON-CURRENT ASSETS						
Receivables	226	226	226	226	226	226
Investment in TasWater	166,823	166,823	166,823	166,823	166,823	166,823
Property, plant and equipment	1,653,057	1,642,042	1,663,438	1,679,148	1,660,702	1,677,316
	<b>1,820,106</b>	<b>1,809,091</b>	<b>1,830,487</b>	<b>1,846,197</b>	<b>1,827,751</b>	<b>1,844,365</b>
<b>Total Assets</b>	<b>1,846,331</b>	<b>1,840,995</b>	<b>1,867,111</b>	<b>1,881,860</b>	<b>1,861,168</b>	<b>1,879,661</b>
<b>LIABILITIES</b>						
CURRENT LIABILITIES						
Payables	(4,711)	(5,099)	(5,266)	(5,440)	(5,622)	(5,811)
Trust, Deposits, Retention	(2,890)	(2,890)	(2,890)	(2,890)	(2,890)	(2,890)
Employee benefits	(12,505)	(13,196)	(13,915)	(14,663)	(15,440)	(16,248)
Unearned Revenue	(446)	(446)	(446)	(446)	(446)	(446)
Loans	(3,194)	(3,986)	(4,586)	(4,604)	(4,722)	(4,872)
	<b>(23,746)</b>	<b>(25,617)</b>	<b>(27,103)</b>	<b>(28,043)</b>	<b>(29,120)</b>	<b>(30,267)</b>
NON-CURRENT LIABILITIES						
Employee benefits	(3,527)	(3,722)	(3,925)	(4,136)	(4,355)	(4,583)
DB Superannuation Scheme	3,762	3,346	2,881	2,365	1,796	1,172
Loans	(34,937)	(50,950)	(61,364)	(66,760)	(67,038)	(67,167)
Other Provisions	(4,046)	(3,871)	(3,779)	(3,681)	(3,575)	(3,461)
	<b>(38,748)</b>	<b>(55,197)</b>	<b>(66,187)</b>	<b>(72,212)</b>	<b>(73,172)</b>	<b>(74,039)</b>
<b>Total Liabilities</b>	<b>(62,494)</b>	<b>(80,814)</b>	<b>(93,290)</b>	<b>(100,255)</b>	<b>(102,292)</b>	<b>(104,306)</b>
<b>Net Assets</b>	<b>1,783,837</b>	<b>1,760,181</b>	<b>1,773,821</b>	<b>1,781,605</b>	<b>1,758,876</b>	<b>1,775,355</b>



# 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 General Manager. The power to expend monies was linked to the delegation categories shown in this Annual Plan.

The delegation categories are defined as follows:

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

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

**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.



# PUBLIC HEALTH GOALS AND OBJECTIVES

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 Goals 3 and 4 of the *Capital City Strategic Plan 2015-2025*;

## **STRATEGY – 3.2.4**

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

## **STRATEGY – 4.3.5**

Protect and improve public and environmental health outcomes

## **MAJOR ACTIONS FOR 2019-20 ARE TO:**

- Consider and scope a background noise survey for the waterfront night time entertainment precinct to establish baseline data on reasonable levels of noise for the area.
- Implement the newly declared smoke-free areas and finalise an awareness and enforcement program for future management of these areas.
- Provide Meningococcal ACWY vaccination extension programs for Grade 10 students.
- Participate in the Department of Health pilot project for allergen management resources for food businesses
- Implement the new National Adult and Child Immunisation Schedule, inclusive of flu vaccination for children 5 and under and adults over 65, in response to an increased number of disease notifications nationwide.
- Implement the Single-use Plastics by-law in a staged manner, maximising stakeholder engagement and educational opportunities, and providing information and tools to enable affected businesses to transition to compliance.
- Participate in the Local Government Association of Tasmania / Environment Protection Authority 5-year Work Program including; Environmental Health Officer workforce development plan and the shared resources project.

These actions are undertaken by the Environmental Health Unit of the City Planning Division. The purpose of the Environmental Health Unit is to enhance and improve the quality and standard of public and environmental health throughout the community and the City.



Handwritten text in blue ink on a white card, oriented vertically. The text reads "Kemp's Pet" in a cursive script. The card is part of a book's cover and features several blue ink illustrations: a landscape with a building and a tree on the left, and a deer and two apples on the right.



# **APPENDIX 1 SUMMARY BY BUDGET FUNCTION**

DIVISION: GENERAL MANAGER					
	2019-20	2019-20	2019-20	2019-20	2019-20
	OPERATING EXPENDITURE \$	OPERATING REVENUE \$	NET OPERATING \$	NET PROPERTY, PLANT & EQUIPMENT \$	NET PROJECTS \$
110 - Civic Support	427,265	0	427,265	0	0
125 - General Manager's Office	803,773	0	803,773	509,347	0
451 - City Marketing	965,835	(10,000)	955,835	0	0
<b>Total General Manager</b>	<b>2,196,873</b>	<b>(10,000)</b>	<b>2,186,873</b>	<b>509,347</b>	<b>0</b>

DIVISION: CITY GOVERNANCE					
	2019-20	2019-20	2019-20	2019-20	2019-20
	OPERATING EXPENDITURE \$	OPERATING REVENUE \$	NET OPERATING \$	NET PROPERTY, PLANT & EQUIPMENT \$	NET PROJECTS \$
050 - Administration - City Planning	618,710	0	618,710	0	0
080 - Administration - Community Development	304,889	0	304,889	0	0
101 - People and Capability	2,190,118	(160,000)	2,030,118	0	0
104 - Legal and Property Services	476,036	(635,000)	(158,964)	0	0
106 - City Government	871,723	0	871,723	0	0
107 - Aldermanic Allowances and Expenses	679,650	0	679,650	0	0
130 - Administration - City Governance	525,339	0	525,339	0	0
135 - City Governance Division	449,814	0	449,814	0	420,000
155 - Customer Services	911,969	(300,000)	611,969	0	0
330 - Halls	896,083	(160,000)	736,083	0	0
350 - Administration - City Amenity	547,524	0	547,524	0	0
825 - Risk and Governance	1,035,165	0	1,035,165	0	0
850 - Administration - City Infrastructure	558,243	0	558,243	0	0
151 - Commercial Services and Rates	1,073,065	(87,689,800)	(86,616,735)	0	0
153 - Accounting Operations	3,536,901	(4,014,421)	(477,520)	0	0
154 - Budgets and Financial Reporting	939,114	(5,000)	934,114	0	0
851 - Central Procurement	994,672	0	994,672	0	0
899 - Unallocated	(910,339)	(2,100,000)	(3,010,339)	0	0
<b>Total City Governance</b>	<b>15,698,676</b>	<b>(95,064,221)</b>	<b>(79,365,545)</b>	<b>0</b>	<b>420,000</b>

DIVISION: CITY AMENITY					
	2019–20	2019–20	2019–20	2019–20	2019–20
	OPERATING EXPENDITURE \$	OPERATING REVENUE \$	NET OPERATING \$	NET PROPERTY, PLANT & EQUIPMENT \$	NET PROJECTS \$
020 - Corporate Property	1,626,603	0	1,626,603	0	0
160 - City Amenity Divisional	453,738	(65,000)	388,738	0	0
170 - Infrastructure Services Divisional	246,415	0	246,415	0	0
175 - After Hours Service	175,311	0	175,311	0	0
201 - City Cleansing	3,553,368	(245,378)	3,307,990	0	0
240 - Solid Waste Strategy & Projects	826,899	(234,000)	592,899	0	0
243 - Solid Waste Operations & Maintenance	4,329,387	(736,615)	3,592,772	0	263,000
245 - McRobies Gully Waste Management Centre Operations and Maintenance	1,993,525	(2,913,160)	(919,635)	0	145,000
300 - Parks Strategy and Project	1,447,816	(264,200)	1,183,616	0	1,887,137
301 - Parks Infrastructure	2,489,664	(37,264)	2,452,400	0	0
320 - Bushland Recreation and Engagement	683,497	(250,150)	433,347	0	445,000
323 - Bushland and Reserves Management	419,570	(30,433)	389,137	0	0
340 - Sporting Facility Strategy & Projects	1,194,821	(431,244)	763,577	0	1,902,379
343 - Arboricultural and Nursery Management	195,957	0	195,957	0	50,000
348 - Hobart Regional Nursery	462,266	(78,739)	383,527	0	0
351 - Open Space Planning	358,989	0	358,989	0	0
360 - Emergency Management	11,450,887	0	11,450,887	0	0
365 - Parks & Recreation Management	301,162	0	301,162	0	0
372 - Parks Building Maintenance and Environmental Services Operations	228,410	0	228,410	0	0
373 - Project and Asset Management	629,724	(42,747)	586,977	0	0
374 - Parks Arboricultural Services Operations	1,597,637	(123,059)	1,474,578	0	0
383 - Asset Maintenance	2,033,740	(22,870)	2,010,870	0	1,534,000
386 - Fire and Biodiversity	1,618,362	(5,000)	1,613,362	0	0
392 - Sporting Facilities. Building Maintenance & Environmental Services Operations	247,980	0	247,980	0	0
395 - Turf Operations	2,197,114	(224,216)	1,972,898	0	0
510 - Civil Construction	639,582	(18,025)	621,557	0	0
515 - Civil Operations	3,123,898	(85,000)	3,038,898	0	0
516 - Civil Internal Operations	700,000	(700,000)	0	0	0
517 - Civil Internal Projects	339,961	(110,520)	229,441	0	0
525 - Civil Works Support	387,721	(17,912)	369,809	0	0
540 - Road Strategy and Projects	1,899,768	(982,000)	917,768	0	1,345,000
591 - Asphalt Plant	24,500	0	24,500	0	0
620 - Stormwater Strategy and Projects	1,340,418	(250,000)	1,090,418	0	2,980,000
817 - Fleet and Fabrication Management	500,806	(120,000)	380,806	0	0
819 - Major Plant	974,277	(1,252,000)	(277,723)	681,500	0
820 - Heavy Vehicles	1,524,813	(1,668,760)	(143,947)	922,000	0
821 - Light Vehicles	654,170	(813,249)	(159,079)	591,000	0
822 - Minor Plant	211,190	(211,190)	0	300,000	0
824 - Fabrication Services	521,071	(271,079)	249,992	0	0
855 - Cleary's Gates Support Services	610,059	0	610,059	0	0
<b>Total City Amenity</b>	<b>54,215,076</b>	<b>(12,203,810)</b>	<b>42,011,266</b>	<b>2,494,500</b>	<b>10,551,516</b>

DIVISION: COMMUNITY LIFE					
	2019–20	2019–20	2019–20	2019–20	2019–20
	OPERATING EXPENDITURE \$	OPERATING REVENUE \$	NET OPERATING \$	NET PROPERTY, PLANT & EQUIPMENT \$	NET PROJECTS \$
035 - Economic Development	2,162,249	0	2,162,249	0	0
053 - Youth Programs	426,734	(37,128)	389,606	0	0
060 - Community and Cultural Programs	2,192,393	(92,374)	2,100,019	0	0
062 - Equal Access Co-ordination	69,060	0	69,060	0	0
065 - Creative Communities	681,986	0	681,986	0	100,000
070 - Positive Ageing	670,226	(305,098)	365,128	0	0
075 - Community Life Divisional	610,973	0	610,973	0	0
120 - Future and Engaged Communities	747,931	0	747,931	0	0
311 - DKHAC - Cafe, Retail and Customer Service	1,522,356	(3,330,500)	(1,808,144)	0	0
312 - DKHAC - Pool Operations and Swim School	2,380,752	(1,348,726)	1,032,026	0	500,000
313 - DKHAC - Health & Fitness Gymnasium	804,784	(1,396,363)	(591,579)	0	0
314 - DKHAC - Administration, Management & Marketing	1,356,852	0	1,356,852	0	5,600,000
140 - Tasmanian Travel and Information Centre	1,346,317	(1,199,826)	146,491	0	0
335 - Salamanca Market	1,233,413	(1,347,322)	(113,909)	0	0
339 - Tourism	290,452	0	290,452	0	0
344 - Community Events	799,385	(87,692)	711,693	0	0
345 - Taste of Tasmania	2,970,000	(1,870,000)	1,100,000	0	0
<b>Total Community Life</b>	<b>20,265,863</b>	<b>(11,015,029)</b>	<b>9,250,834</b>	<b>0</b>	<b>6,200,000</b>

DIVISION: CITY PLANNING					
	2019–20	2019–20	2019–20	2019–20	2019–20
	OPERATING EXPENDITURE \$	OPERATING REVENUE \$	NET OPERATING \$	NET PROPERTY, PLANT & EQUIPMENT \$	NET PROJECTS \$
001 - Development Appraisal	2,143,586	(1,040,000)	1,103,586	0	0
005 - Planning Policy	412,784	(7,250)	405,534	0	0
010 - Heritage and Conservation	579,318	(74,300)	505,018	0	0
015 - Environmental Planning	500,185	0	500,185	0	0
025 - Development Compliance	1,384,940	(1,176,725)	208,215	0	0
040 - Public Infrastructure Fund	0	0	0	0	4,150,000
165 - City Planning Divisional	1,128,916	(10,000)	1,118,916	0	0
220 - Legal and Animal Management	790,725	(372,450)	418,275	0	0
251 - Public Health Services	1,126,109	(377,005)	749,104	0	0
420 - On-Street Unmetered Parking	157,985	0	157,985	0	0
550 - Traffic Strategy and Projects	994,263	(234,000)	760,263	0	1,825,000
831 - Design Services	1,561,547	0	1,561,547	0	100,000
860 - Surveying Services	1,100,082	(20,100)	1,079,982	0	0
<b>Total City Planning</b>	<b>11,880,440</b>	<b>(3,311,830)</b>	<b>8,568,610</b>	<b>0</b>	<b>6,075,000</b>

DIVISION: CITY INNOVATION					
	2019-20	2019-20	2019-20	2019-20	2019-20
	OPERATING EXPENDITURE \$	OPERATING REVENUE \$	NET OPERATING \$	NET PROPERTY, PLANT & EQUIPMENT \$	NET PROJECTS \$
152 - Enterprise Technology	3,885,743	0	3,885,743	995,780	630,000
192 - Enterprise Information	1,835,415	0	1,835,415	0	0
195 - City Innovation Divisional	659,976	0	659,976	0	0
196 - Enterprise Centre of Excellence	928,288	0	928,288	0	0
830 - Project Delivery Services	1,458,278	0	1,458,278	0	0
840 - Asset Management	1,780,610	0	1,780,610	0	9,517,857
401 - Off-Street Parking	4,494,743	(11,543,041)	(7,048,298)	0	300,000
421 - Parking Enforcement	6,333,693	(15,992,073)	(9,658,380)	0	0
<b>Total City Innovation</b>	<b>21,376,746</b>	<b>(27,535,114)</b>	<b>(6,158,368)</b>	<b>995,780</b>	<b>10,447,857</b>
<b>Total of all Functions * / **</b>	<b>125,633,674</b>	<b>(149,350,004)</b>	<b>(23,506,330)</b>	<b>3,999,627</b>	<b>33,694,373</b>

\*Please note that Function Totals do not include:

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

\*\*Function Totals **do** include:

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

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