SPECIAL COUNCIL

AGENDA

MONDAY, 17 JUNE 2019

GLENORCHY CITY COUNCIL

QUALIFIED PERSON CERTIFICATION

The General Manager certifies that, in accordance with section 65 of the *Local Government Act 1993*, any advice, information and recommendations contained in the reports related to this agenda have been prepared by persons who have the qualifications or experience necessary to give such advice, information and recommendations.

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Tony McMullen
General Manager

14 June 2019

Hour: 7:00 pm

Present:

In attendance:

Leave of Absence:

TABLE OF CONTENTS:

1. APOLOGIES

2. PECUNIARY INTEREST NOTIFICATION

GOVERNANCE

3. 2019/20 BUDGET ESTIMATES

Author:	Systems Management Accountant (Mark Patmore) Manager, Finance and ICT (Tina House)
Qualified Person:	Director Corporate Services (Jenny Self)
ECM File Reference:	Annual Budget 2019/2020

Community Plan Reference:

Leading Our Community

We will be a progressive, positive community with strong council leadership, striving to make Our Community's Vision a reality.

The communities of Glenorchy will be confident that the Council manages the community's assets soundly for the long-term benefit of the community.

Strategic or Annual Plan Reference:

Leading our Community

Objective 4.2	Prioritise resources to achieve our communities' goals
Strategy 4.2.1	Deploy the Council's resources effectively to deliver value
Action 4.2.1.07	Develop the annual budget estimates in line with the Financial Management Strategy and provide regular reporting of actuals to budget

Reporting Brief:

To recommend the 2019/20 Budget estimates, and the Long Term Financial Management Plan 2019/20 to 2028/29, for Council's adoption.

Proposal in Detail:

Executive Summary

The purpose of this report is to present to Council for adoption the 2019/20 Budget Estimates, and the Long Term Financial Management Plan 2019/20 to 2028/29.

For the 2019/20 financial year Council's financial focus is on delivering a balanced budget that produces a modest surplus, builds on Council's ongoing work to manage its finances prudently and achieve financial sustainability including the continued pay down of Council debt.

The Long-Term Financial Plan indicates that Council's efforts over this and the coming years is likely to deliver a significant improvement in our net financial liabilities and improve Council's cash position by $5.5m to $22.2m over the ten-year period, whilst investing in Council's large asset portfolio.

The broader economic growth of Tasmania has seen Glenorchy enjoy an overall increase in property values. However, the budget is framed to keep resident's total general rates increase at 2.5%, irrespective of the property value increases experienced by residential and commercial ratepayers in the City.

Council is mindful of planning now for future challenges that include:

- waste management - the introduction of a new waste management service (FOGO - Food Organics Garden Organics) and changes to the life of the current landfill site, and
- a new enterprise agreement due in May 2020 and a revised job classification system, which is a commitment in the current enterprise agreement.

The 2019/20 Budget, as proposed, achieves Council's aims of demonstrating ongoing financial sustainability, including:

1. a strong cash balance ($15M is sufficient to fund about three months' operations)
2. a surplus operating position, and
3. the ability to fully fund the renewal and replacement of existing assets.

The key features of the 2019/20 Budget estimates are:

- estimated Net Operating Surplus of $190,749 in contrast to the budgeted Surplus of $49k in 2018/19
- total estimated operating revenue of $62.185M
- total estimated operating expenditure of $61.994M
- total estimated depreciation and asset write-off of $14.219M
- total estimated capital expenditure of $14.009M
- total estimated capital grant funding of $579k, and
- an increase in general rate income of $1.334M.
- a projected improving end of year cash balance of $17,662
- an asset renewal funding ratio of $64% (noting that Council actively monitors its asset condition levels and levels of service and funds the renewal and replacement of its asset based on its asset management strategy.)

Key operational initiatives funded in the 2019/20 budget include:

- implementing the waste management strategy including FOGO and commencing extension of the Jackson Street Landfill,

- partnering with the Federal and State Governments and inner urban councils in the implementation of the Hobart City Deal
- developing and implementing a Customer Service Strategy,
- developing an Economic Development Strategy
- undertaking an ‘Open for Business Review’ to improve development facilitation
- conducting quarterly ‘Community Yarns’ as part of Council’s ongoing community engagement strategy
- progressing major projects in the municipality, and
- delivering major events such as Moonah Taste of the World Festival and Carols by Candlelight, Australia Day and Anzac Day celebrations and the annual Glenorchy Volunteer Awards.

Key capital works projects for the 2019/20 year include:

- completing Stage 3b of Glenorchy CBD Revitalisation project
- upgrading Community, Sport and Recreation Facilities including playgrounds
- renewing and upgrading roads, pavements, footpaths and cycleways, and
- undertaking stormwater capacity upgrades to reduce the risk of flash flooding in storm events.

A key priority action for Council is to monitor expenditure and drive efficiency across the organisation. This is reflected in the budget estimates for the 2019/20 year, asset program investments and minimisation of rates increases for our ratepayers.

It is proposed to introduce 4 rate instalments in 2019/20 to assist ratepayers to spread their rate payments more evenly across the financial year.

2019/20 Budget

Section 82 of the *Local Government Act 1993* requires the General Manager to prepare estimates of the Council’s revenue and expenditure for each financial year.

Section 82 (2) and (3) read as follows:

(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."

The 2019/20 Budget Summary which includes the estimates required under the Act is at Attachment 1. (Please note that any variations in values between the 2019/20 Budget Summary and this report are solely due to rounding adjustments.)

The Long Term Financial Management Plan 2019/20 to 2028/29 is at Attachment 2.

Key Assumptions

The assumptions underpinning the 2019/20 Budget are contained within the 10 Year Long Term Financial Management Plan (**LTFMP**) adopted by Council in June 2018 and carried forward into the updated LTFMP recommended for adoption as part of the report. These assumptions are consistent with the approach in Council's Financial Management Strategy 2017 (**FMS**).

Six elements of the 2019/20 Budget are analysed below:

1. budgeted Operating Income and Expenditure
2. budgeted Balance Sheet including Assets and Liabilities
3. budgeted Capital Expenditure
4. budgeted Cash Flow and Funding, and
5. key Risks for the Budget.

1. BUDGETED OPERATING INCOME AND EXPENDITURE 2019/20

Table 1.1 (below) shows the budgeted Income Statement for 2019/20.

A net operating surplus of $190,749 exclusive of capital grant funding and net revenue from property sales is budgeted for 2019/20. This compares favourably to a $49,000 budgeted operating surplus for 2018/19.

Table 1.1 – 2019/20 Budgeted Income Statement

	2018/19 Budget ($'000)	**2019/20 Budget ($'000)**	**Change ($'000)**
Revenue (Excluding Capital Grants and Property Sales)			
Rates	$34,204	$35,538	$1,334
State Fire Levy	$5,670	$5,928	$258
User Charges & Licences	$12,595	$12,421	($174)
Operating Grant Income	$4,126	$5,115	$989
Investment Income	$2,547	$2,635	$88
Other Income	$595	$595	-
TOTAL REVENUE	**$59,737**	**$62,185**	**$2,448**
Expenditure			
Employee Expenses	($22,450)	($24,968)	($2,518)

	2018/19 Budget ($'000)	2019/20 Budget ($'000)	Change ($'000)
Materials, Contractors & Other	($17,366)	($16,708)	$658
State Fire Levy	($5,642)	($5,899)	($257)
TOTAL EXPENDITURE	**($45,458)**	**($47,575)**	**($2,117)**
Surplus/(Deficit) Before Interest, Depreciation & Amortisation	**$14,279**	**$14,610**	**$331**
Depreciation Expense	($13,818)	($13,719)	$99
Assets Written Off	($170)	($500)	($330)
Surplus/(Deficit) Before Interest	**$291**	**$391**	**$100**
Finance Charges	($242)	($200)	$42
Operating Surplus/(Deficit)	**$49**	**$191**	**$142**
Add Capital Grant Funding	$430	$579	$149
Add/(Less) Net Property Sales	($71)	$36	$107
Surplus/(Deficit)	**$408**	**$806**	**$398**

Revenue

Council is keenly aware of the need to reduce the impact of any required rate increase upon the City's ratepayers. Council also considered the impact of the biennial property value adjustment applied by the Office of the Valuer-General. To minimise this impact across the community, it is proposed to introduce differential rating from 1 July 2019 to equalise the residential and commercial rate increases.

Rating Policy

The rates revenue budget has been prepared with a general rate increase of 2.50% together with a growth factor of 0.50%, in accordance with Council's proposed Long Term Financial Management Plan, generating an additional $1.334M to maintain services across the municipality.

The overall increase in budgeted rate revenue is based on the proposed LTFMP percentage increase over the 2018/19 total actual rate revenue for the whole City. The Office of the Valuer General has applied its biennial adjustment to the Annual Assessed Values of all properties within the City of Glenorchy. As a result of this adjustment the values of residential properties (including vacant land) have increased by a factor of 1.2 (a 20% rise) and all other properties have increased by a factor of 1.1 (a 10% rise).

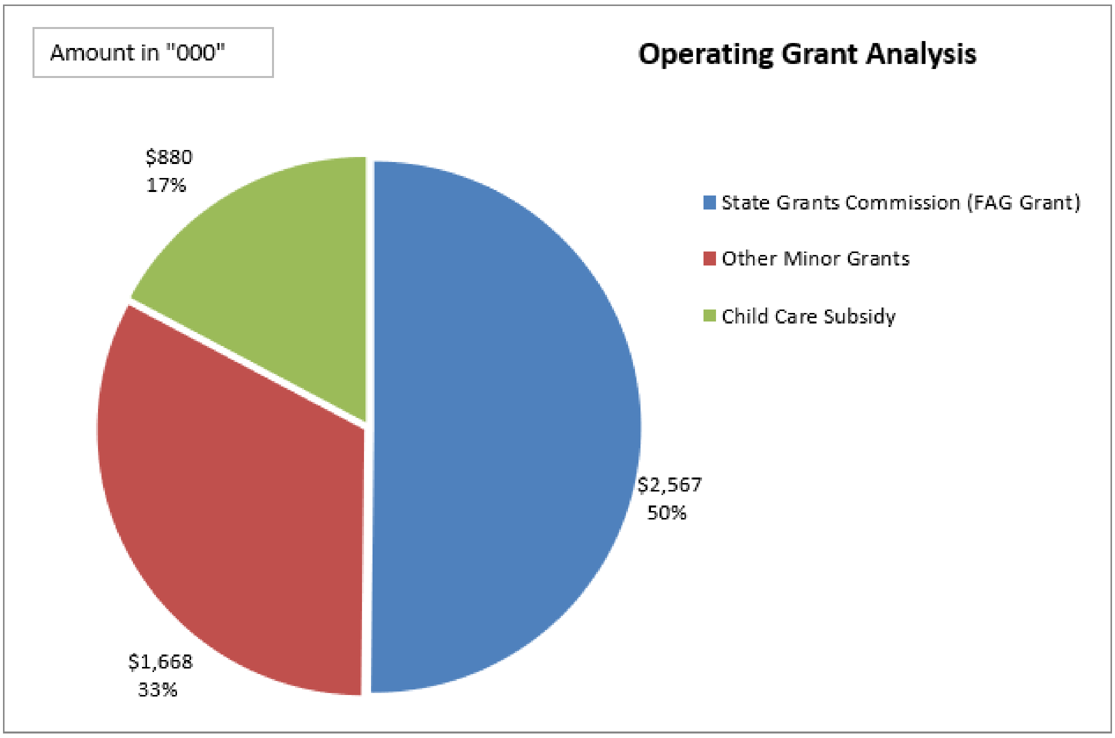
As a result of the two different adjustment factors, and to ensure that each category of properties continues to contribute to Council revenue consistently, this recommendation includes a move away from one general rate applied to all properties, to differential rating with different cents in the dollar rates for residential an non-residential properties.

If the differential rate was not implemented, residential properties would have borne an increase of more than the non-residential properties, thus shifting the rating burden onto residential ratepayers. The result of the differential rate is that all ratepayers will see an average of a 2.5% increase in their general rates for the 2019/20 financial year.

Operating Grant Subsidies (Excluding Capital Grants)

Budgeted Operating Grant Income at $5.115M for 2019/20 is higher than the $4.126M budgeted for 2018/19 primarily due to budgeted receipt of May 2018 Flood event expenditure reimbursement. Chart 1.3 below provides a breakup of the budgeted funding sources for 2019/20:

Chart 1.3 – Operating Grant Funding ($'000)



Investment Income

Budgeted investment income includes TasWater distributions and interest revenue on deposit and investment funds. Investment income is budgeted to increase by $88k due to increasing cash balances. Distributions from TasWater are also budgeted to remain unchanged at $2.172M for the 2019/20 financial year.

Other Income

Other income is not budgeted to change.

Expenditure

Employee Expenses

Employee Expenses are budgeted to increase by $2.518M, primarily attributable to salary increases flowing from the 2016 Enterprise Agreement, with a 3.5% increase payable from May 2019.

Materials, Contractors and Other Expenses

The budgeted amount of $17.366M represents a decrease of $658k below the 2018/19 budgeted amount primarily due to agreements being reached around potential costs arising from the closure of the Derwent Park Stormwater Reuse Scheme and provision for potential litigation matters previously budgeted.

Maintenance Expenditure Summary

The level of maintenance spend is commensurate with the 2019/20 Budget with a $524k increase projected for 2019/20. Table 1.4 below provides a comparison to last year's Budget:

Table 1.4 – Summary of Maintenance Spend

Maintenance Spend	Budget 2018/19 $'000	Budget 2019/20 $'000	Increase/ (Decrease) $'000
5000 - Parks and Recreation	$1,794	$1,915	121
5100 - Roads & Stormwater Maintenance	$1,768	$1,855	87
5200 - Urban Services	$1,294	$1,542	248
5500 - Stormwater Maintenance	$810	$911	101
5700 - Facilities Maintenance	$1,245	$1,212	(33)
Total	**$6,911**	**$7,435**	**$524**

Depreciation Expense

The decrease in the net depreciation expense of $99k reflects in part changes in valuation of and a change in the calculation of depreciation for the stormwater assets and better estimates for the completion and capitalisation of Council works from new assets which are offset by the decreased depreciation of existing assets.

Finance Charges

The budgeted amount for Finance Charges has decreased primarily due to loan reduction payments made during the 2018/19 and 2019/20 financial years.

Capital Grant Funding

Council has budgeted to receive a 'Roads to Recovery' Grant of $579k in 2019/20 which represents an increase of $150k over the amount budgeted to be received in 2018/19. Council only budgets for capital grants that have certainty of being approved and received.

Council notes that the Australian Government has committed to providing funding of $16M to improve recreational infrastructure within the community. Final Deeds of Agreement have not yet been completed and as such the budget does not reflect this income, nor the associated expenditure.

Profit/ (Loss) on Disposal of Land

The decision to buy and sell properties is taken from a strategic perspective. Properties that are surplus to Council requirements are disposed of at market value which may be different to the book value in the Asset Register. A small gain of $36k is budgeted in 2019/20.

2. BUDGETED BALANCE SHEET 2019/20

As outlined in Table 2.1 below, the budgeted Net Asset position of Council will be a strong $874.367M representing a stable position carried forward from the 2018/19 Forecast.

Table 2.1– Projected Balance Sheet

	2018/19 Budget ($'000)	2019/20 Budget ($'000)	Change ($'000)
Assets			
Current Assets			
Cash	$13,805	$17,662	$3,857
Other Current Assets	$1,835	$2,467	$632
Total Current Assets	**$15,640**	**$20,129**	**$4,489**
Non-Current Assets			
Property, Plant & Equipment	$655,476	$688,396	$32,920
Investment in TasWater	$166,653	$167,145	$492
Other Non-Current Assets	$32,879	$16,102	($16,777)
Total Non-Current Assets	**$855,008**	**$871,643**	**$16,635**
Total Assets	**$870,648**	**$891,773**	**$21,125**
Liabilities			
Current Liabilities			
Borrowings	$929	$1,039	$110
Other Current Liabilities	$9,825	$10,206	$381

	2018/19 Budget ($'000)	2019/20 Budget ($'000)	Change ($'000)
Total Current Liabilities	**$10,754**	**$11,245**	**($491)**
Non-Current Liabilities			
Borrowings	$2,359	$1,273	$1,086
Other Non-Current Liabilities	$5,755	$4,888	$867
Total Non-Current Liabilities	**$8,114**	**$6,161**	**$1,953**
Total Liabilities	**$18,868**	**$17,406**	**$1,462**
Net Assets	**$851,780**	**$874,367**	**$22,587**
Equity			
Community Equity	$533,532	$534,003	$471
Reserves	$318,248	$340,364	$22,116
Total Equity	**$851,780**	**$874,367**	**$22,587**

Assets

The current assets balance is expected to increase during the 2019/20 financial year as a result of the projected Operating Surplus.

Total budgeted Assets have increased primarily as a result of revaluations and renewal capital expenditure of Property, Plant and Equipment during the 2019/20 financial year. Revaluations of specific asset classes are conducted annually on a three-year rotational basis however, as the results of each revaluation exercise are unpredictable.

Liabilities

Council liabilities continue to trend down, primarily due to the retirement of debt as it becomes due.

Equity

Council equity and net assets have increased primarily as a result of the revaluations of Property, Plant and Equipment brought to account as at the end of the 2019/20 financial year.

Borrowings

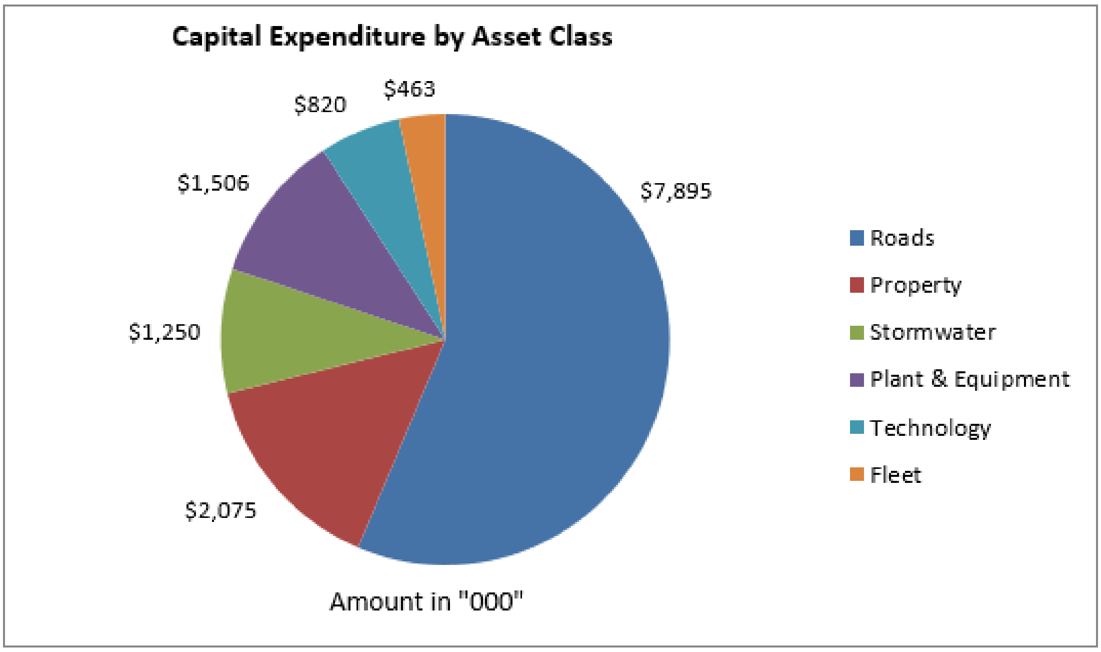
No new borrowings are proposed in the 2019/20 Budget.

3. BUDGETED CAPITAL EXPENDITURE 2019/20

Chart 3.1 (below) shows the 2019/20 Capital Expenditure Program.

Capital investment of $14.009M is budgeted across the six asset classes of Council. The chart below summarises the Budget for each asset class. Expenditure is across all suburbs of the municipality.

Chart 3.1 – 2019/20 Capital Expenditure Program



Council's budgeted capital expenditure for 2019/20 compared to the renewal target expense for each category is:

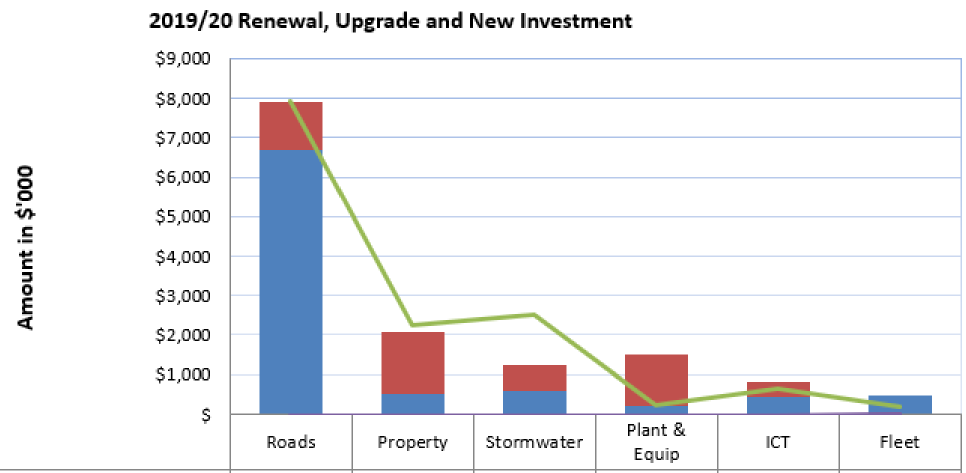
Table 3.2 – 2019/20 Capital Expenditure Program

Asset Class	Renewal ($'000)	Upgrade/New ($'000)	Total budget	100% Renewal Target	% of Capital Exp to Depreciation
Roads	6,699	1,196	7,895	7,942	84%
Property	525	1,550	2,075	2,263	23%
Stormwater	602	648	1,250	2,518	24%
Plant & Equip	206	1,300	1,506	241	86%
ICT	450	370	820	665	68%
Fleet	463	0	463	190	244%
Total	**$8,946**	**$5,063**	**$14,009**	**$13,818**	

Renewal, Upgrade and New Investment

Council is committed to maintaining and renewing its existing infrastructure assets. In Chart 3.3, below, the green line indicates the level of investment required to meet renewal at 100% for each asset class based on depreciation levels.

Chart 3.3 – 2019/20 Renewal, Upgrade and New Investment

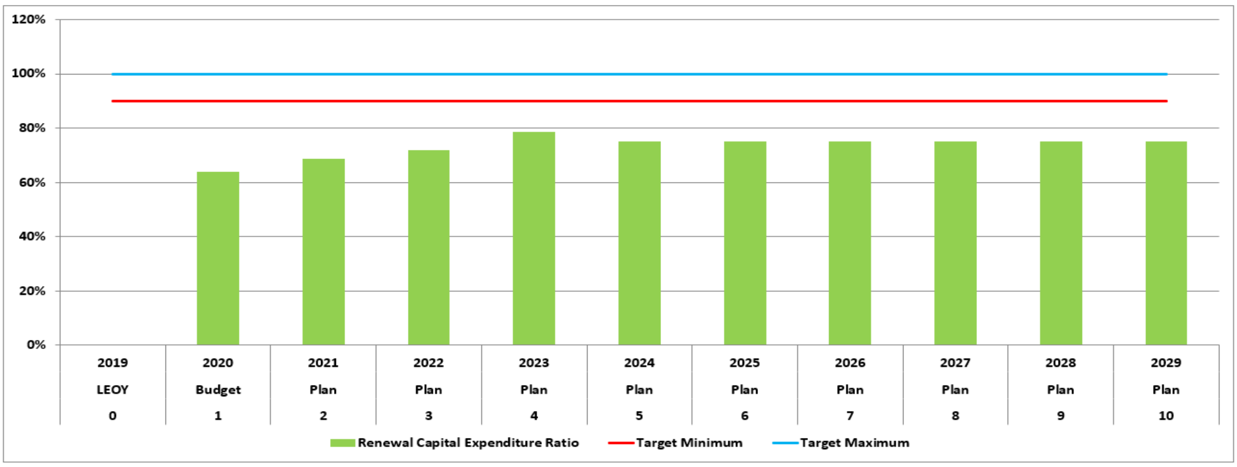


	Roads	Property	Stormwater	Plant & Equip	ICT	Fleet
Upgrade/New ($'000)	1,196	1,550	648	1,300	370	0
Renewal ($'000)	6,699	525	602	206	450	463
100% Renewal Target	7,942	2,263	2,518	241	665	190
% of Capital Exp to Depreciation	84%	23%	24%	86%	68%	244%

Council acknowledges that depreciation is not the best gauge for infrastructure renewal demand and that detailed knowledge of actual asset condition is a better indicator. To this end, Council has developed and implemented an Asset Management Strategy.

As indicated in Chart 3.4, below, capital expenditure is budgeted in the range of 60% - 80% of that required under asset class plan projections in the Long Term Financial Management Plan.

Chart 3.4 – Asset Renewal Funding Ratio*



** Capital Expenditure as a percentage of asset spend required by Council's Strategic Asset Management Strategy*

Investment by Asset Class

Roads

The Road capital works Budget for 2019/20 is $7.895M which renews assets to 98% of the depreciation expense of $8.012M. Two of the biggest areas of focus are the deterioration of footpaths and road re-seals. The proposed Budget continues to concentrate upon progressively addressing these areas with a 64:36 ratio between renewal and new plus upgrade expenditure.

Major capital projects budgeted for in the Roads Program include:

- Main Road Revitalisation Project - $1.699M
- Road Resurfacing - $1.500M
- Pavement Rehabilitation - $1.418M
- Footpath Renewal - $1.068M, and
- New Footpaths and Cycleways - $500k.

Stormwater

Stormwater renewal is based on the depreciation expense of approximately $2.784M. However, expenditure on stormwater works in the 2019/20 capital works program is $1.25M. Due to the long-life nature of Council's stormwater assets, which are approximately half way through their useful lives, depreciation is not currently reflective of renewal demand as the assets do not deteriorate at a uniform rate.

Major capital projects budgeted for in the Stormwater Program include:

- Flood Mitigation and System Upgrade - $403k
- Stormwater Asset Renewal - $322k, and
- Stormwater Service Extension - $183k.

Property

Council has a diverse portfolio of property and land across the municipality including the Council offices, the Derwent Entertainment Centre, the Works Centre, public toilet facilities, sports grounds facilities and other recreation facilities.

Based on the depreciation expense, $1.645M (Buildings $802k and Parks Infrastructure $843k) of renewal expenditure is required for 2019/20. The capital works program provides for $2.075M of property renewal and infrastructure upgrade expenditure.

Major property projects for 2019/20 are:

- Community, Sport and Recreation Facilities - $600k
- District Playgrounds - $300k
- Glenorchy Commercial Buildings - $300k
- Tracks and Trails - $300k

- Parks and Reserves - $250k, and
- Tolosa and Wellington Park- $75k.

Fleet

The 2019/20 Fleet Budget of $463k reflects the changeover of 13 Fleet vehicles.

Plant and Equipment

The largest items for 2019/20 are the Food Organics Garden Organics (FOGO) bin rollout $1.300M, Excavator 8t $105k and Kerbside and Litter Bins replacement $68k. The remainder of the Plant and Equipment expenditure in 2019/20 is minor plant renewal as part of Council's replacement schedule.

Information, Communication and Technology (ICT)

Council's continues its investment in technology for 2019/20 allocating a budget of $820k. Of this, in 2019/20, $310k will be invested in software, $135k in ICT Equipment hardware, $100k on the implementation of IT Security Framework and $125k for the renewal of the Assetic Asset Management System.

Reserves

Reserves Policy

A net total of $397k is budgeted to be transferred either in and/or out of reserve accounts including:

- Land Sales increase - $37k
- Landfill Close Out increase - $260k
- City Revaluation increase - $50k, and
- Election Expense increase - $50k.

Land Sales

Council policy is that net proceeds from the sale of Council property and land are placed in a reserve to fund future land and building purchases. The Land Sales reserve is budgeted to increase by $37k due to the sale of Council land.

Landfill Close Out

The Jackson Street Waste Management Site has a limited life as the municipal landfill and will require rehabilitation after its closure. The cost is likely to be significant and therefore Council has a policy of annually making further provision for the funding to meet the expenditure now currently expected between 2032 and 2038, dependent on waste volumes. The Landfill Close Out reserve is budgeted to increase by $260k.

City Revaluation

Council contributes to the City Revaluation Reserve annually to meet the significant cost of revaluing the city's assets every six years. The valuation information is necessary for Council to determine the level of rates applied to each property. As the Valuer-General provided new valuations in 2017/18. This is year two of the cycle and $50k has been allocated.

Election Expenses

The next scheduled Local Government elections are due in 2022. To even out the election expenditure, a quarter of the forecast election expenses are set aside annually in a reserve. The Election Expense allocated for 2019/20 is $50k.

4. 2019/20 Budget Cash Flow and Funding

The 2019/20 Budget closing cash balance is estimated to be $17.662M, subject to realising the forecast 2018/19 cash balance of $16.741M and achieving the cash movements detailed in Table 4.1.

The projected net movement in cash for 2019/20 is an increase of $921k which compares favourably to the 2018/19 Forecast of a $2.597M increase. The improvement is primarily the result of increased revenue from rates, waste management fees and increased grant income.

Table 4.1 – Budgeted Cash Flow Statement

	2018/19 Budget ($'000)	2019/20 Budget ($'000)	Change ($'000)
Operating Cash Flows			
Rates & State Fire Levy Revenue	$39,795	$41,424	$1,629
Other Revenue	$17,086	$18,347	$1,261
Employee Expenses	($22,450)	($25,006)	($2,556)
Materials and Contracted Services	($23,238)	($22,731)	$493
Finance Charges	($242)	($200)	$42
Net Movement in Operating Cash Flows	**$10,951**	**$11,834**	**$883**
Investing Cash Flows			
Proceeds from Sale of Non-Current Assets	$200	$1,385	$1,185
Distribution from TasWater	$2,172	$2,172	$-
Government Capital Grants	$429	$578	$149
Payments for Property, Plant and Equipment	($12,603)	($14,009)	$1,406
Net Movement in Investing Cash Flows	**($9,802)**	**($9,874)**	**$72**
Financing Cash Flows			
Repayment of Interest-Bearing Loans and Borrowings	($950)	($1,039)	($89)
Net Movement in Financing Cash Flows	**($950)**	**($1,039)**	**($89)**

	2018/19 Budget ($'000)	2019/20 Budget ($'000)	Change ($'000)
Projected Net Movement in Cash Flows	**$199**	**$921**	**$722**
Projected Opening Cash Balance	**$13,606**	**$16,741**	**$3,135**
Projected Closing Cash Balance	**$13,805**	**$17,662**	**$3,857**

Operating Cash Flows

The net result of a $11.834M positive Operating cash flow is largely in line with the 2018/19 budget of $10.951M.

Investing Cash Flows

The investment in Property, Plant and Equipment assets is projected to increase slightly in 2019/20.

The distribution from the TasWater at $2.172M is reflected in the cash flows.

Funding Cash Flows

The net movement in the Financing Cash Flows for 2019/20 reflects the scheduled debt repayment of $1.039M in accordance with Council's policy of repaying debt on review or maturity.

5. KEY BUDGET RISKS

Contingency

Council continues to manage its finances conservatively and has budgeted a contingency amount of $500k in the 2019/20 Budget to provide a buffer for unforeseen risks including calculation of Council stormwater depreciation.

Council has previously budgeted for a $2.8M Contingency amount to provide for risks including legal costs associated with the completion of KGV building works and former employees together with costs associated with the Derwent Park Stormwater Reuse scheme closure.

Approximately $1M was used following kerbside waste disposal and waste collection changes at the Jackson Street Landfill site and the development of the Waste Management Strategy. Council has incurred other costs during the financial year including legal, engineering consultancy and other costs associated with the KGV Project, the Derwent Park Stormwater Reuse Scheme, operational costs associated with the flood repairs following the May 2108 storm event and has provided for end of financial year adjustments.

Enterprise Agreement Matters

The Enterprise Agreement negotiated in 2016 involves a 3.5% pay increase from May 2019. New Enterprise Agreement negotiations will commence during the 2019/20 financial year.

A Reclassification Project, a requirement of the 2016 Enterprise Agreement, is underway. This Project involves a new methodology for grading of Council positions.

There is a risk, as-yet unquantified, of increased employee costs flowing from this Classification Project. This is contingent upon a range of factors which are also difficult to quantify at this stage.

Economic Conditions

User charges by their nature are variable revenue items and dependent on services provided by Council generating the projected revenue. Approximately 21% of Council revenue is from user charges, including building and planning application fees.

Over the past three (3) years, Council has experienced increased economic activity as revenue from user charges trends up in a number of areas including Planning, Building and Plumbing, Jackson Street Waste Management Centre, and Derwent Entertainment Centre. Council has taken this trend into account in developing the 2019/20 Budget and considers the anticipated revenue is conservatively stated, with expenses matched to the conservative revenue projections.

Interest Rate on Investment Funds

Council's cash reserves are invested to supplement operating revenue and are dependent on maximising returns on investment, while also weighing the risk/return trade-off. Reserve Bank of Australia recent decisions on the cash rate have interest rates continuing at record low levels which will require prudent management of funds to maximise returns during current economic conditions.

Payment for Materials, Contractors and Other Expenses

Over the past three years, this expense has remained steady at 38% of total operating expenditure as Council seeks value for money through its purchasing processes. We rely on competitive procurement processes for our suppliers to be competitive and viable with their services in order to keep costs down.

Any change in their ability to remain competitive and viable may impact on the cost to Council.

Infrastructure Damage

The risk of damage to Council infrastructure including road, stormwater and property from events such as extreme weather, earthquake, or acts of terrorism is not insured due to the prohibitive cost. Council is exposed to significant costs to repair or replace these infrastructure assets should such events occur.

Council accepts this risk because the cost of mitigating it through insuring these assets is too high. There are, however, potential sources of relief or partial relief available to Council in the event of major damage through the State Government Emergency and Disaster Relief Fund.

An example of this is the storm event which took place on 10 and 11 May 2018, which resulted in approximately $3M damage to Council's infrastructure and for which partial recompense is currently being sought through disaster relief funding for the repair of Council assets.

6. Long Term Financial Management Plan and Financial Management Strategy

Due to the long-life nature of Council's assets, which support many services, it is essential the Budget reflects the long-term provision of services that meet community expectations. Council has developed a Long Term Financial Management Plan (**LTFMP**) and adopted a Financial Management Strategy (**FMS**) (due for review later in 2019) to provide a longer term context and to support decision making around the Budget development process.

The LTFMP includes a Statement of Profit or Loss and Other Comprehensive Income, a Statement of Financial Position and a Statement of Cash Flows for each year of the plan. Council refers to this model when considering financial decisions, such as new capital expenditure and borrowings. The LTFMP also:

- demonstrates Council's long- term financial sustainability
- allows early identification of financial issues, and
- shows linkages between strategies and plans.

The FMS provides Council with a strategic framework to guide the development of annual budgets and preparation of longer-term financial planning. The FMS is required to:

- be consistent with Council's strategic plan
- refer to Council's long-term strategic asset management plan
- contain at least the items specified by ministerial order made under section 70F of the Act that are required to be included in a long-term financial management plan, and
- be reviewed at least every four years.

To measure the performance of the FMS against its key objectives, a number of Key Performance Indicators (**KPIs**) have been adopted. The KPIs measure sustainability as outlined in the *Local Government (Management Indicators) Order 2014*. The seven KPI's adopted are detailed in Table 6.1:

Table 6.1 Key Financial Indicators

Key Financial Indicator	Target Ranges	2019/20 Budget
Underlying surplus or deficit	>$0	$191K
Underlying surplus ratio	2.5% to 5.0%	0.30%
Net financial liabilities	>$0	$2,132
Net financial liabilities ratio	> (25%)	3%
Asset consumption ratio	40% to 60%	54%
Asset renewal funding ratio	90% to 100%	64%
Asset sustainability ratio	100%	65%

Consultations:

Aldermen – Budget Workshops 4 and 12 February, 4 and 18 March, 8 April and 6 May 2019
Tasmanian Audit Office
Executive Leadership Team
Managers and Coordinators
Senior Finance staff

Human Resource / Financial and Risk Management Implications:

Human resource, financial and risk management implications relating to the approval of the 2019/20 Budget are set out in the body of this report and the attachments.

Key risks for the 2019/20 Budget are set out under 'Key Budget Risks' (above).

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Adopt the recommendations Adverse public reaction to the decision to increase rates.	Minor (C2)	Possible (L3)	Moderate	Communicate to the community that the rate increase has been kept to a modest level.

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Do not adopt the recommendations An alternative or updated version of the Annual Budget would need to be developed and endorsed, resulting in delayed implementation of revenue raising in the 2019/20 year.	Major (C4)	Unlikely (L2)	Moderate	Consultation and integration of feedback received is part of the Annual Budget drafting process to make sure the final draft meets Aldermanic expectations.

Community Consultation and Public Relations Implications:

Community consultation

Three community information sessions were held on 29 May, 5 June and 12 June 2019. The three sessions covered topics including "Breaking it down – Council rates and charges - How are your Rates calculated?", "Building your future – Capital Works and Asset Management in Glenorchy" and "Community Budget Briefing – Council's 2019/20 budget - How was it developed and what can you expect?",

Public Relations

The 2019/20 Budget achieves Council's previous aims of demonstrating ongoing financial sustainability, including:

1. an improving cash balance of $17.662M (sufficient to fund just over three months' operations)
2. a modest Surplus operating position of $190,749, and
3. making provision for funding the renewal and replacement of existing assets based on its asset management strategy, including active monitoring of asset condition and service levels.

Council is proposing a 2.50% increase in the general rate applied to properties.

Council has balanced the need to ensure financial sustainability with a range of savings measures to minimise as much as possible the impact on ratepayers, while continuing to deliver essential services to the Glenorchy community.

This includes the introduction of 4 rate instalments in 2019/20.

Recommendation:

That Council:

1. APPROVE the Glenorchy City Council 2019/20 Budget Estimates as set out in Attachment 1
2. APPROVE the Glenorchy City Council Long Term Financial Management Plan 2019/20 to 2028/2029 as set out in Attachment 2

3. RESOLVE that pursuant to Section 90 of the Act, for the period commencing on 1 July 2019 and ending on 30 June 2020 inclusive (financial year), Council makes a general rate of 8.328 cents in the dollar based on the assessed annual value (AAV) of all rateable land in the municipal area of Glenorchy;
4. RESOLVE that pursuant to Section 107(1)(a) for the financial year, Council varies the general rate down to 7.634 cents in the dollar based on the AAV, for all rateable land in the municipal area of Glenorchy used for residential purposes
5. RESOLVE that pursuant to Section 90(4) of the Act, for the financial year Council sets the minimum amount payable in respect of the general rate at $191.50
6. RESOLVE that pursuant to Section 93A of the Act, Council makes for the financial year the following service rates in respect of fire protection based on the AAV of all rateable land on the valuation roll or assessment roll prepared under the Valuation of Land Act 2001 as follows:
   a) 1.338 cents in the dollar for Council's contribution to the State Fire Commission for land that is situated within the Hobart Permanent Brigade Rating District with a minimum contribution for each parcel of land of $41.00 applying, and
   b) 0.10 cents in the dollar for Council's contribution to the State Fire Commission for land that is situated outside the Hobart Permanent Brigade Rating District with a minimum contribution for each parcel of land of $41.00 applying.
7. RESOLVE that pursuant to Section 94(1) of the Act, Council makes a waste management service charge for services provided by Council upon rateable land within the municipal area of Glenorchy for the financial year a service charge of $458.10 to each property.
8. RESOLVE that pursuant to Section 94(3) for the financial year, Council varies the waste management service charge within the municipal area according to the use of land and / or according to the level of service provided to the land as follows:
   a) In respect of all land within the municipality where a 140-litre bin has been provided by Council for mobile recycling bin services, the service charge is varied down by $369.65 to $88.45 for those properties that nominate to receive a fortnightly collection service
   b) In respect of all land within the municipality where a 240-litre bin has been provided by Council for mobile recycling bin services, the service charge is varied down by $369.65 to $88.45 for those properties that nominate to receive a fortnightly collection service

c) In respect of all land within the municipality where a 140-litre bin has been provided by Council for mobile recycling bin services; the service charge is varied down by $281.20 to $176.90 for those properties that nominate to receive a weekly collection service

d) In respect of all land within the municipality where a 240-litre bin has been provided by Council for mobile recycling bin services; the service charge is varied down by $281.20 to $176.90 for those properties that nominate to receive a weekly collection service

e) In respect of all land within the municipality, for mobile recycling bin services, the service charge is varied down by $369.65 to $88.45 for those properties that contain multiple dwellings within one property

f) In respect of land used for non-residential purposes, where a 240-litre bin has been provided by Council for mobile garbage bin services, the service charge is varied down $193.90 to $264.20 for those properties that nominate to receive a fortnightly collection service

g) In respect of land used for non-residential purposes, where a 140-litre bin has been provided by Council for mobile garbage bin services, the service charge is varied down by $190.70 to $267.40 for those properties that nominate to receive a weekly collection service

h) In respect of land used for non-residential purposes, where a 140-litre bin has been provided by Council for mobile garbage bin services, the service charge is varied down by $304.75 to $153.35 for those properties that nominate to receive a fortnightly collection service

i) In respect of land used for residential purposes, where a 240-litre bin has been provided by Council for mobile garbage bin services, the service charge is varied down by $155.80 to $302.30 for those properties that nominate to receive a weekly collection service

j) In respect of land used for residential purposes, where a 140 litre bin has been provided by Council for mobile garbage bin services, the service charge is varied down by $281.70 to $176.40 for those properties that nominate to receive a weekly collection service

k) In respect of land used for residential purposes, where a 240 litre bin has been provided by Council for mobile garbage bin services, the service charge is varied down by $306.80 to $151.30 for those properties that nominate to receive a fortnightly collection service

l) In respect of land used for residential purposes, where a 140 litre bin has been provided by Council for mobile garbage bin services, the service charge is varied down by $369.75 to $88.35 for those properties that nominate to receive a fortnightly collection service

m) In respect of land used for residential purposes, for mobile garbage bin services the service charge is varied down by $369.75 to $88.35 for properties that contain multiple dwellings within one property, and

n) In respect of all land within the municipality where a food organics green organics (FOGO) service is provided by Council; the service charge is varied down by $423.10 to $35.00.

9. RESOLVE that a penalty of 10% is to apply to the amount of any instalment not paid by the due date

10. RESOLVE that interest at a rate of 8.10% per annum is to apply to the amount of any instalment not paid by the due date in accordance with Section 128 of the Act

11. RESOLVE that as permitted by section 129(4) of the Act, no penalty or interest is to apply during the period 1 August 2019 and 30 April 2020 inclusive, where payment is made by Direct Debit and there are no arrears owing, and

12. RESOLVE that rates levied in accordance with this resolution are payable to the Council by four (4) equal instalments:

    a) the first instalment on or before the 31st day after the issue of the rates notice

    b) the second instalment on or before 15 October 2019

    c) the third instalment on or before 15 January 2020, and

    d) the fourth instalment on or before 15 March 2020.

Attachments/Annexures

1 2019/20 Budget Estimates
⇨

2 Long Term Financial Management Plan 2019/20 to 2028/29
⇨

4. GLENORCHY CITY COUNCIL ANNUAL PLAN 2019/20 TO 2022/23

Author:	Manager, City Strategy and Economic Development (Erin McGoldrick)
Qualified Person:	Director Strategy & Development (Samantha Fox)
ECM File Reference:	Annual Plan 2019/20 to 2022/23

Community Plan Reference:

Leading our community

We will be a progressive, positive community with strong Council leadership, striving to make Our Community's Vision a reality.

The Community looks to Council to advocate for its needs and lead it into a preferred future.

Strategic or Annual Plan Reference:

Leading our community

Objective 4.1	Govern in the best interests of our community
Strategy 4.1.1	Manage Council for maximum efficiency, accountability and transparency
Objective 4.2	Prioritise resources to achieve our communities' goals
Strategy 4.2.1	Deploy the Council's resources effectively to deliver value

Reporting Brief:

The requirement for Council to adopt an Annual Plan is set out in section 71 of the *Local Government Act 1993* (**the Act**), which provides:

(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.

The draft *Glenorchy City Council Annual Plan 2019/20 to 2022/23* is Attachment 1 to this report.

Proposal in Detail:

How the Annual Plan fits into Council's Strategic Planning

The *Glenorchy Community Plan 2015-2040* identifies the following community goals:

- Making lives better
- Open for business
- Valuing our environment
- Leading our community, and
- Building image and pride.

The *Glenorchy City Council Strategic Plan 2016-2025* was re-confirmed by Council on 26 November 2018. The Strategic Plan aims to deliver on the goals in the Community Plan through ten objectives and twenty-one strategies.

The draft Annual Plan aligns to those strategies and identifies actions to be undertaken by Council over the next four years to deliver on the Community's goals and vision.

The Annual Plan and budget development processes are aligned and interlinked to ensure Council has the financial capacity and resources to efficiently deliver the actions planned for the coming year, within a balanced and realistic budget.

The format of the Annual Plan has been updated with the intention of making the priorities of Council clearer for our community. Against each of the five community goals, the Annual Plan identifies a small number of priority actions for 2019-20 that reflect Council's primary focus. The Annual Plan also identifies supporting actions, which include service delivery and actions to be delivered over the next four years.

Actions are developed by Council coordinators and managers, presented to, and reviewed by, the Executive Leadership Team, General Manager and Aldermen.

Priority actions for 2019/20

The Annual Plan has nineteen (19) priority actions for 2019/20. These are:

- conduct quarterly Community Yarns
- commence preparing the Community Development Strategy
- deliver the Moonah Taste of the World Festival
- develop and implement a Customer Service Strategy
- undertake the Open for Business Review to improve development facilitation
- develop an Economic Development Strategy
- progress major projects in the municipality
- complete Stage 3b of Glenorchy CBD Revitalisation project
- develop and implement the Future Glenorchy Program
- progress the Northern Transit Corridor

- implement FOGO and commence extension of the Jackson Street Landfill
- Implement the Asset Management Strategy
- monitor Council expenditure and drive efficiency across the organisation
- implement the Information, Communication and Technology Strategy
- implement the Workforce Development Plan
- support implementation of the Hobart City Deal
- implement the Product of Glenorchy Project
- commence developing an Arts and Culture Strategy, and
- deliver Glenorchy Volunteer Awards.

Delivering the Annual Plan

If the Annual Plan is adopted by Council, individual actions will be translated down to more detailed business plans at departmental level, work unit level and individual position level.

Key performance indicators and quarterly indicators have been identified for each goal in the Annual Plan to enable performance monitoring by Council and management.

The implementation of Annual Plan actions will be monitored during the year, with a quarterly report provided to Council, as a key part of the suite of reports that constitute the Council's Corporate Reporting Framework.

Consultations:

The Annual Plan was informed by consultation with the Executive Leadership Team, departmental managers and a Council workshop.

Human Resource / Financial and Risk Management Implications:

<u>Financial</u>

The development of the Annual Plan was coupled to the budget development process. The actions identified in the Draft Annual Plan can be delivered within the Council's proposed 2019/20 budget. The Annual Plan includes a four-year outlook to assist with Council's financial forward planning.

<u>Human resources</u>

When the Annual Plan is adopted by Council, individual actions will be translated down to more detailed business plans at departmental level, work unit level and individual position level. To ensure delivery against the agreed action in the Annual Plan within existing human resource capacity, individual Performance Review objectives form part of this strategic line of sight.

Risk management

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Adopt the recommendation Annual plan priorities and actions do not allow Council to achieve its goals and are not in line with community expectations.	Moderate (C3)	Unlikely (L2)	Moderate	The Annual Plan is monitored continuously and reported on quarterly, which enables the identification of deficiencies and shifts in priorities.
Do not adopt the recommendation If Annual Plan not adopted, Council will be in breach of its a statutory obligations under s. 71 of the Local Government Act 1993.	Moderate (C3)	Almost certain (L5)	Significant	Prepare an alternative Annual Plan for adoption with consequent duplication of resources.
An alternative or updated version of the Annual Plan would need to be developed and endorsed, resulting in delayed implementation and reporting for the 2019/20 year.	Major (C4)	Almost certain (L5)	High	Consultation and integration of feedback received is part of the Annual Plan drafting process to make sure the final draft meets Aldermanic expectations.

Community Consultation and Public Relations Implications:

Community consultation

Under section 71(3) of the Act, the following steps must be taken to publicly notify an annual plan:

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.*

Once adopted, public notification about the Annual Plan will occur in accordance with these statutory requirements and the Plan will be posted to Council's website. (Home > Your Council > Council Documents > Annual Plans)

Public relations

The Annual Plan of Council outlines the key actions and priorities guiding operations for the upcoming 2019/20 year. The core activities of Council are summarised in the document. Priorities identified may illicit interest from the public and/or media.

Recommendation:

That Council:

> ADOPT the Glenorchy City Council Annual Plan 2019/20 to 2022/23 in the form of Attachment 1.

Attachments/Annexures

1 Glenorchy City Council Annual Plan 2019/20 to 2022/23
⇨

5. RATES AND CHARGES POLICY

Author: Manager, Finance and ICT (Tina House)

Qualified Person: Director Corporate Services (Jenny Self)

ECM File Reference: Rates and Charges

Community Plan Reference:

Leading Our Community

We will be a progressive, positive community with strong council leadership, striving to make Our Community's Vision a reality.

The communities of Glenorchy will be confident that the Council manages the community's assets soundly for the long-term benefit of the community

Strategic or Annual Plan Reference:

Leading Our Community

Objective 4.1 Govern in the best interests of our community.

Strategy 4.1.1 Manage Council for maximum efficiency, accountability and transparency.

Reporting Brief:

To recommend a Rates and Charges Policy for Council adoption as required under the *Local Government Act 1993*.

Proposal in Detail:

Section 86 of the *Local Government Act 1993* (**the Act**) requires Council to have a Rates and Charges Policy, which is to be reviewed every 4 years.

A proposed Rates and Charges Policy (**Policy**) is provided for Council's consideration at Attachment 1.

The Policy provides the high-level framework that sets out how Council sets the rates and charges that are levied on properties within its municipal area and reaffirms Council's current rating practices and processes, including:

- that Council's rating methodology is based on Annual Assessed Value of properties, service charges and variations
- that Council will only raises the revenue that it needs to provide service levels in accordance with the needs and expectations of the Community
- that Council will only remit or refund penalties and/or interest where they result from an error of Council or on extraordinary compassionate grounds.

In addition, the Policy provides for the introduction of quarterly rates instalments from 1 July 2019, which is proposed to be adopted in this year's budget. The Policy also references the proposed Financial Hardship Policy and the various methods to try to help ratepayers experiencing financial difficulties.

Consultations:

General Manager
Director Corporate Services
Director Infrastructure and Works
Director Community and Customer Services
Director Strategy and Development
Senior Revenue Officer

Human Resource / Financial and Risk Management Implications:

Financial

There are no material financial implications. The Policy is a high-level document that sets out how Council sets rates and charges, and generally reflects current practices.

Human resources

There are no material human resources implications.

Risk management

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Adopt the recommendation The Policy does not adequately reflect community expectations leading or capture current practices, leading to potential breaches or the need to revise processes and procedures	Moderate (L1)	Rare (L2)	Low	The Policy is monitored and reviewed regularly to ensure currency and amendments are made as required to reflect Council's requirements and community expectations.
Do not adopt the recommendation Rating processes and procedures are not properly documented leading to poor communication and frustration from ratepayers. Council remains in breach of its statutory obligation to have a formal Rates and Charges Policy.	Moderate (C3)	Almost certain (L5)	Significant	Deficiencies in the Policy are articulated by Council and a revised Policy is presented as soon as possible.

Community Consultation and Public Relations Implications:

Community consultation

Once the policy is approved by Council the contents and process will be communicated through Council's website and Facebook pages

Public relations

There are no material public relations implications, given that the Policy reflects current practices.

Recommendation:

That Council:

ADOPT the Rates and Charges Policy in the form set out in Attachment 1.

Attachments/Annexures

1 Rates and Charges Policy
⇨

6. FINANCIAL HARDSHIP POLICY

Author: Manager, Finance and ICT (Tina House)

Qualified Person: Director Corporate Services (Jenny Self)

ECM File Reference: Financial Hardship Policy

Community Plan Reference:

Leading Our Community

We will be a progressive, positive community with strong council leadership, striving to make Our Community's Vision a reality.

The communities of Glenorchy will be confident that the Council manages the community's assets soundly for the long-term benefit of the community

Strategic or Annual Plan Reference:

Leading Our Community

Objective 4.1 Govern in the best interests of our community

Strategy 4.1.1 Manage Council for maximum efficiency, accountability and transparency

Reporting Brief:

The present a proposed Financial Hardship Policy to Council for adoption.

Proposal in Detail:

At the April 2019 Council meeting, Council passed a motion that required Council officers develop a Financial Hardship Policy.

The resolution was made to ensure that members of the community who are suffering from financial difficulty are not prevented from accessing Council's services because of their difficulty in meeting their obligations to pay Council rates and charges.

Council acknowledged it needed to address and review how it can compassionately and appropriately support these members of the community.

As a result of that resolution, officers have developed the Financial Hardship Policy (Attachment 1) for consideration by Council.

The Policy provides for Council to grant relief from the payment of rates and charges to ratepayers who can demonstrate (with appropriate evidence) that they are suffering from genuine financial hardship. The types of relief that Council will be able to provide under the Policy are:

- the deferral of the payment of rates
- the part or full waiver of rates, and

- the part or full waiver of interest, penalties and legal charges incurred in respect of overdue rates.

The policy applies to any rates and charges levied in or in respect of the rates notice, including service (waste management) charges, interest and penalties on overdue amounts, and legal or recovery costs.

Council officers will have the discretion to determine, based on evidence and a set of guidelines, whether a person is suffering from genuine financial hardship. A person will be required to provide appropriate supporting evidence of their financial position to support their claim. Officers will be required to determine whether a person is suffering from hardship or is simply seeking to defer the payment of rates for convenience.

The policy is intended to strike a balance between the need for Council to recover rates to fund its activities and provide services, with the need to be compassionate and ensure fairness to its community members. It is deliberately intended not to be too prescriptive so as not to prevent anyone with unique circumstances from accessing it, however is intended to set a high threshold for being granted relief from the payment of rates.

Consultations:

Aldermen
General Manager
Director Corporate Services
Director Infrastructure and Works
Director Community and Customer Services
Director Strategy and Development
Senior Revenue Officer

Human Resource / Financial and Risk Management Implications:

<u>Financial</u>

It is not yet able to be determined what the exact financial implications of the Policy will be.

Only persons who can demonstrate genuine financial hardship will qualify for relief, so it is expected that the impact will be minimal. It is recommended that a report will be presented to Council after the first 6 months of operation to assess the number of approved applications and the financial cost to Council.

<u>Human resources</u>

The administration and assessment of applications will be able to be handled using existing resources. However, there is expected to be an increased workload for some Council staff as a result of the policy's implementation. It is recommended that this is addressed in the future report to Council on the implementation and impacts of the Policy.

Risk management

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Adopt the recommendation An adverse impact on Council's financial position caused by the approval of applications, leading to impacts on the budget and foregone revenue.	Minor (C2)	Possible (l3)	Moderate	While the exact financial impact is not yet known, it is expected to be minimal given the need to demonstrate genuine financial hardship. It is recommended that the implementation and impacts of the policy are reviewed after 6 months and revisions are made, if necessary.
Do not adopt the recommendation Adverse impact on the community and residents ability to meet their financial debt to Council, leading to continued frustration and feelings of inequity from community members	Minor (C2)	Likely (L4)	Moderate	Officers determine other ways to provide assistance to community members suffering financial hardship and present options to Council at a future meeting.

Community Consultation and Public Relations Implications:

Community consultation

The policy was developed partially in response to community concerns about the rising cost of Council services. Formal community consultation has not been undertaken

Public relations

Key messages are:

- Council has developed a financial hardship policy to assist members of the community suffering from financial hardship
- The policy allows Council to grant deferral of or relief from the payment of rates and charges where a person can demonstrate genuine financial hardship, and
- The policy has been developed to show Council's commitment to its community and ensure that disadvantaged members of the community are not prevented from accessing Council services or further disadvantaged by the burden of paying Council rates.

Recommendation:

That Council:

ADOPT the Financial Hardship Policy in the form set out in Attachment 1

Attachments/Annexures

1 Financial Hardship Policy
⇨