

Annual Plan & Budget

E S T I M A T E S

2023 / 2024



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Acknowledgement of Country

Burnie City Council acknowledges that every part of Australia is, always was and always will be, Aboriginal land. Burnie City Council pays respect to the pakana / palawa - original owners and cultural custodians - of all the lands and waters across trouwunna / lutruwita / Tasmania upon which pataway / Burnie is situated and where council meets.



BURNIE CITY MAYOR
TEENY BRUMBY

Introduction

This document outlines the Burnie City Council's 2023-24 Annual Plan and Budget Estimates. It outlines how the Council intends to utilize the resources it has available to it, within the upcoming financial year.


This document is designed to detail the income (revenue) that is available to the Council this year, and the allocation of those funds toward the many community programs, services, maintenance and renewal of Council facilities and critical infrastructure, and to meet other responsibilities like our numerous compliance obligations.

It is true that our Council remains in budget repair mode, since the decisions to reduce the rate burden to our community for a five year period which commenced in 2016-17. We continue to make progress in this area but just as this decision has taken a long time to produce the present financial constraints that we are now experiencing – it will take a number of years to repair (but it won't be forever). We need to gradually repair our financial position as we continue to pursue a more financially sustainable future for our community.

We continue to work hard to supplement our normal income with grant funding made available from the Australian and Tasmanian governments through new partnerships and initiatives. This year alone we have forecast capital grant funding of \$27 million being made available to our City through these relationships.

We remain committed to shifting our focus from building brand new assets during our budget repair period, to instead improving the many valuable community assets and facilities we have now in order to refresh them for the future. As there is never enough money to go around we have started work on determining the usage of our assets and the condition of the assets themselves.





These two important pieces of information will be incredibly important moving forward for the Council to make financial decisions around where to invest its funding. This will mean that we can make evidenced based decisions of where to allocate funding based upon not only the condition of the asset but also the usage of the assets to ensure that our funding is provided to assets where the community will get the largest return in terms of community value. This work will then allow the Council to think about those assets that are not used frequently and whether there may be benefit in consolidating our assets into the future.

I am so very proud that within this next financial year we are delivering a number of key strategic projects for our City, incredibly exciting projects that everyone will have an opportunity to enjoy:

- The Western section of the Coastal Pathway
- The New Reimagined Cultural Centre
- The redevelopment of significantly flood impacted roads (from the October rainfall event)
- The Gateway project for the City
- An Urban Design Plan for the City

In adopting its long term Financial Management Strategy two years ago, Council set an ambitious target to deliver an underlying break even budget from the 2022-23 financial year. We are working hard to deliver that, and the new financial year presents similar challenges to this year, particularly with inflationary pressures. We are up for this challenge and continue to evaluate our costs and income sources as a means of continuing our pathway to long term financial sustainability.

Mayor Teeny Brumby
Burnie City Council



Budget Overview

In setting the budget the Council must balance the provision of essential infrastructure and services (such as roads, bridges, stormwater and waste) with the delivery of community facilities and other services that enhance the liveability of our City (parks, gardens, pools, airport, and recreational complexes). This must also be balanced against the need to encourage and plan for the future growth and sustainability of our region through tourism and development opportunities.

Each year Council's overall budget (called it's operating position) demonstrates how we have gone in a particular year, balancing our income that comes in, against our expenditure. This year our operating surplus is forecast to be \$436,645.

This is a one year performance measure however and to be good financial custodians, Council needs to look over the next ten year period at our financial sustainability. This is also reported each year and is the metric that more appropriately shows how our Council performs overall from a sustainability perspective against other Tasmanian Councils. This is referred to as our underlying surplus or deficit – and takes the same calculation above, but removes transactions that are not received by all Tasmanian Councils, or payments or expenditure that are one off and not normal occurrences. It essentially provides a more accurate reflection of how we are managing our business overall.

The 2023-24 budget at this time reflects an underlying surplus of \$127,008. This result while successfully delivering the Council's desire to achieve a break even budget, is a very small surplus and does not have any capacity to manage unforeseen circumstances or events.

For this reason the Council has in the past several months been considering strategic income opportunities and cost reduction potential that we will continue to progress, as an important part of our pathway to financial sustainability.



Rates

In setting rates and service charges, Council carefully considers all aspects of the budget to ensure that:

- Other revenue streams are maximised so as not to over rely on rates income;
- Operational expenses are reasonable and reflect the real cost of service delivery;
- We manage inflationary pressures on Council's budget, which each year means delivering services and providing infrastructure for our community that gets more expensive than the year before; and
- The capital works program ensures the continuity of service delivery while striving to maintain an extensive asset base.

Council's rates are made up of three components – general rates; service charges which reflect Council provided services; and levies which are collected by Tasmanian Council's on behalf of the State Government.

General Rates

General rates are calculated by applying the 'cents in the dollar rate' which is set by the Council, against the Adjusted Annual Value (AAV) of an individual property being rated. The AAV of a property is determined by the State Government through the Office of the Valuer-General.

This year the Council will increase the General Rate in order to keep pace with inflationary pressures that continue to put pressure on the Council's budget position, and long term sustainability.

Service Rates

Council's service charges will increase by 4.5% this financial year.

It is important to note also that Council have recently undertaken an audit of properties within the kerbside collection zones to align these with all properties receiving the respective collection charge on their rates. There have been a number of inconsistencies found, largely where properties within the kerbside collection zones have not been charged previously for the service provided. The Council will correct this in the 2023-24 financial year and will write to those ratepayers effected prior to the end of June 2023 to inform them of the change to their service charges.

Rates - Continued

State Government Levies

There are two levies that are charged by the State Government in Tasmania. The Fire Levy is income collected through Tasmanian Councils and sent to the State Fire Commission and represents part of their annual funding model. In 2023-24 the Fire Levy will increase by 4.48%.

More recently the Landfill Levy has been introduced by the State Government. The Landfill Levy income is collected by Tasmanian Councils and sent to the Environmental Protection Authority as a means of incentivizing households to divert waste from landfill, and to enable waste and resource recovery initiatives. The Landfill Levy will increase by 4.5% in 2023-24.

Why do my rates go up each year?

Each year the cost of running a business increases because the costs for goods and services increase each year, generally by inflation or CPI. CPI is the measure of the change in costs across Australia for these goods and services. Local government is no different, we procure many goods and services in order to deliver a range of services and infrastructure needs to our community.

An example of the significant impact this can have is shown in the 2022-23 Council budget where inflationary pressures were greater than expected, coming off the residual impacts of COVID-19. Council used the best available economic predictions to estimate inflation on the 2022-23 budget at 3% CPI. In reality the December inflationary rate (for the 12 months to December 2022) was 7.73% – over double what was predicted. This means the additional costs of goods and services the Council ended up paying, was double what we expected when we set the budget.

What are my rates going up by this financial year?

The Effective Average Rate Increase across the municipal area is an increase of 8.78%. While this seems like a high number – and it is – remember that CPI for the 12 months prior to December 2022 was 7.73%.

So this increase is really 1% above that CPI figure.



Rates - Continued

Why did the Council reduce rates over many years?

In 2016-17 Council sought to reduce the rate burden to its residents by providing a 1% reduction in rates each year for four years until 2019-20, and then providing a 0% rate increase in 2020-21. While this initiative did in fact lower the rate burden as intended for its ratepayers, it is the primary cause of the current financial challenges the Council is now grappling with. We talked earlier about why many businesses need to increase their income each year by CPI, now think about what the Council did – it didn't recoup any of the additional income needed in these five years to counteract the increasing costs of providing services – and in addition actually reduced the income that it had available to it in order to run its business and continue to provide services to its community. The lost income equates to \$2.7 million extra income the Council would have had to provide community services and infrastructure – each and every year!

The impact to Council's financial position is evidenced by the Council running underlying deficit budgets for four of the five years of the rates reduction strategy (2016-17: \$943,000 deficit; 2018-19: \$1,296,000 deficit; 2019-20: \$851,000 deficit; and 2020-21: \$1,921,000 deficit).

So how do my rates compare now with where they would have been if Council did not provide the rates reduction strategy?

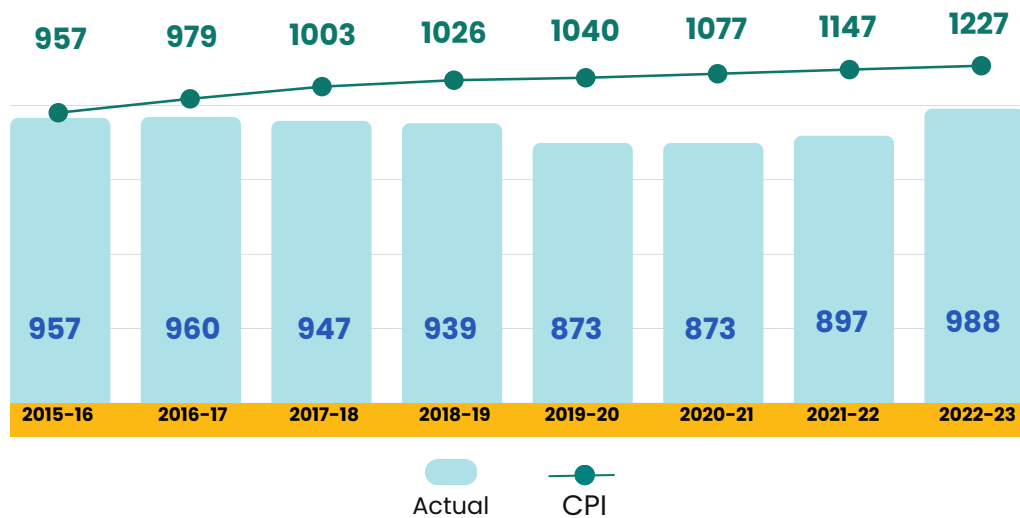
We have done some analysis of what properties in various rating categories are paying in rates now, compared to what they were paying back in 2015-16 before the Council made the decision to provide the rate reduction strategy. The data might surprise you – but at the very least it helps to illustrate why the Council is in budget repair at this time:



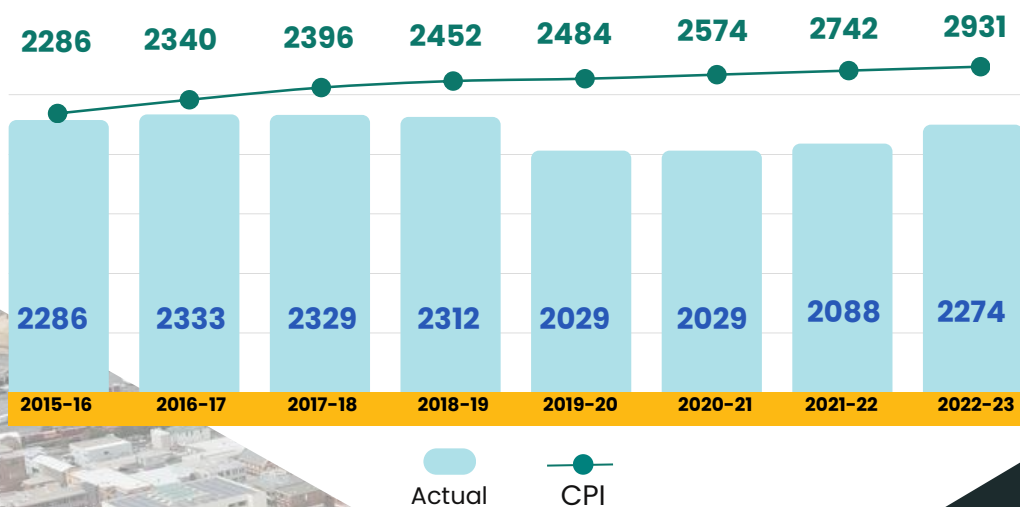
Rates - Continued

Residential properties:

A small residence on Upper Natone Road in Upper Natone that has an adjusted capital value of \$262,500 and an adjusted Assessed Annual Value (AAV) of \$11,492 is paying \$31 more now in 2023-24 than the property was paying in 2015-16. If Council had continued to increase rates in line with CPI each year, that property would now be paying \$1,227 - a saving of \$239 in the 2022-23 financial year.



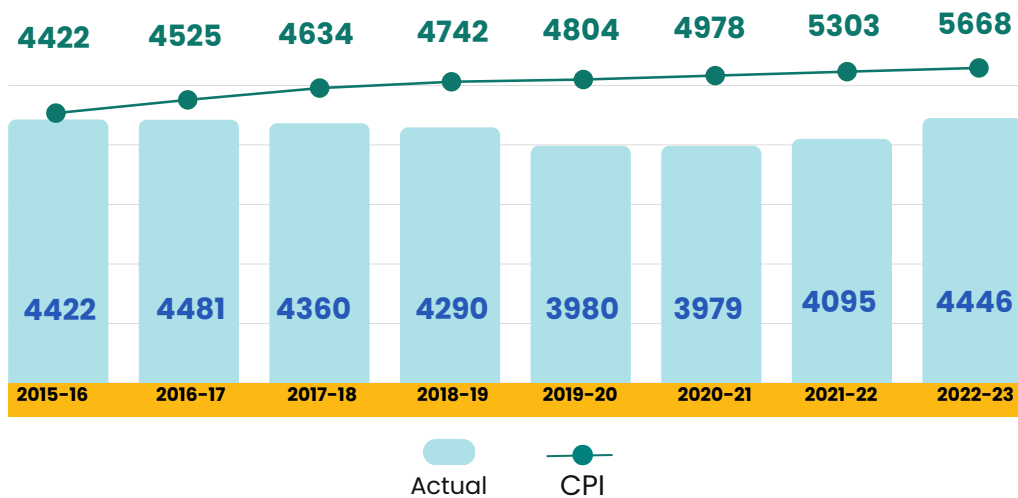
A large residential property on Panorama Crescent in Cooebe that has an adjusted capital value of \$592,500 and an adjusted Assessed Annual Value (AAV) of \$21,060 is paying \$12 less now in 2023-24 than the property was paying in 2015-16. If Council had continued to increase rates in line with CPI each year, that property would now be paying \$2,951 - a saving of \$657 in the 2022-23 financial year.



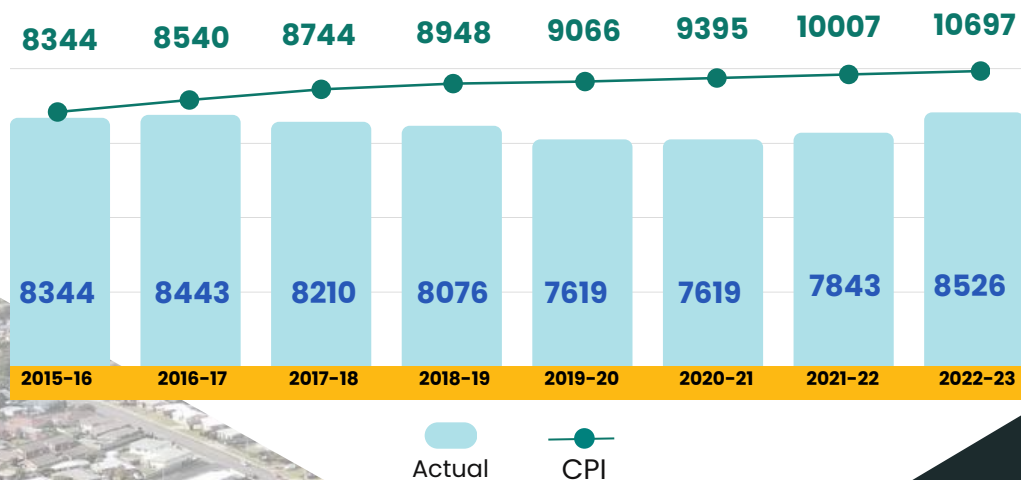
Rates - Continued

Commercial properties:

A CBD restaurant in Wilson Street, Burnie that has an adjusted capital value of \$344,500 and an adjusted Assessed Annual Value (AAV) of \$26,364 is paying \$24 more now in 2023-24 than the property was paying in 2015-16. If Council had continued to increase rates in line with CPI each year, that property would now be paying \$5,668 - a saving of \$1,222 in the 2022-23 financial year.



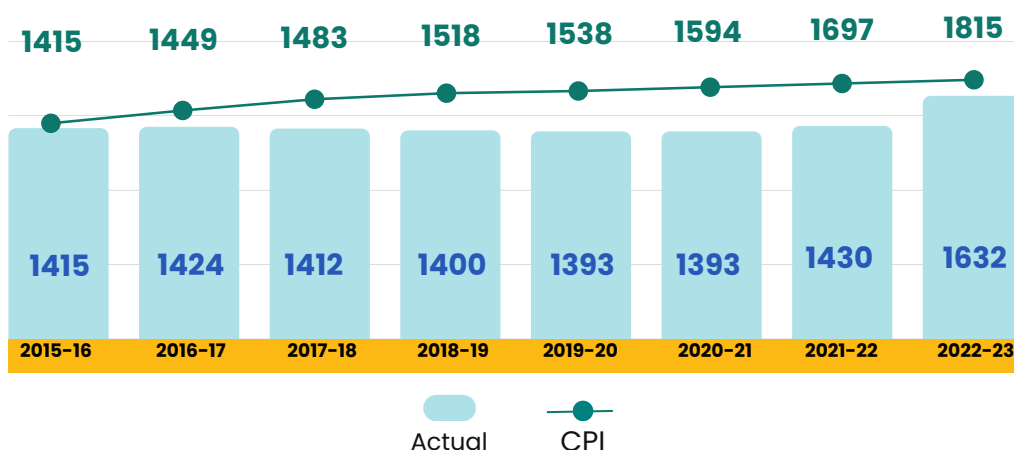
A CBD retail outlet in Wilson Street, Burnie that has an adjusted capital value of \$754,000 and an adjusted Assessed Annual Value (AAV) of \$52,780 is paying \$182 more now in 2023-24 than the property was paying in 2015-16. If Council had continued to increase rates in line with CPI each year, that property would now be paying \$10,697 - a saving of \$2,171 in the 2022-23 financial year.



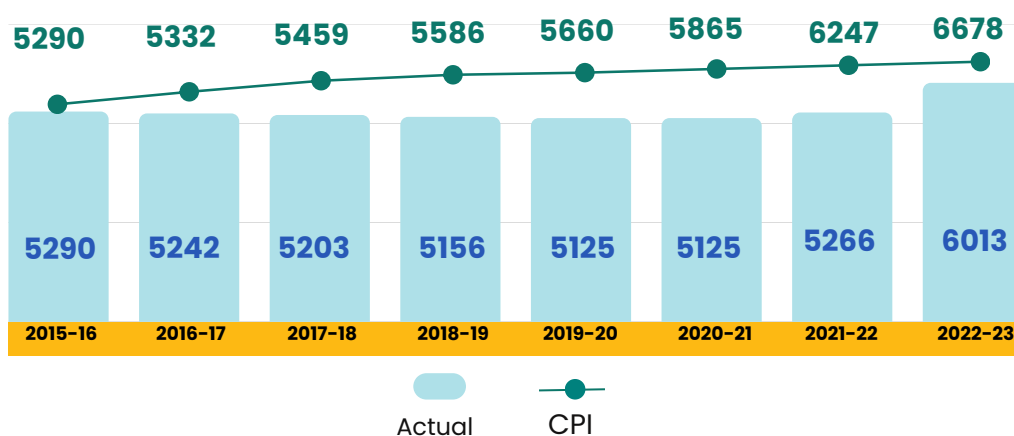
Rates - Continued

Primary production properties:

A small primary production property on Upper Stowport Road, Upper Stowport that has an adjusted capital value of \$457,500 and an adjusted Assessed Annual Value (AAV) of \$18,300 is paying \$217 more now in 2023-24 than the property was paying in 2015-16. If Council had continued to increase rates in line with CPI each year, that property would now be paying \$1,815 – a saving of \$183 in the 2022-23 financial year.



A large primary production property on Mooreville Road, Mooreville that has an adjusted capital value of \$1,800,000 and an adjusted Assessed Annual Value (AAV) of \$72,000 is paying \$804 more now in 2023-24 than the property was paying in 2015-16. If Council had continued to increase rates in line with CPI each year, that property would now be paying \$6,678 – a saving of \$665 in the 2022-23 financial year.



On account of the Council's financial constraints, is it expected that rates will continue to go up each year?

Yes, the Council has modified its approach to its rating policies under its newly defined Financial Management Strategy. While this year and potentially for the next two years thereafter, rate increases will be based upon CPI plus a percentage – this is needed in order to bring about Council's budget repair strategy.

After that time it is anticipated in the Financial Management Strategy that the Council will be able to resume a rate increase each year based upon CPI.

Revenue

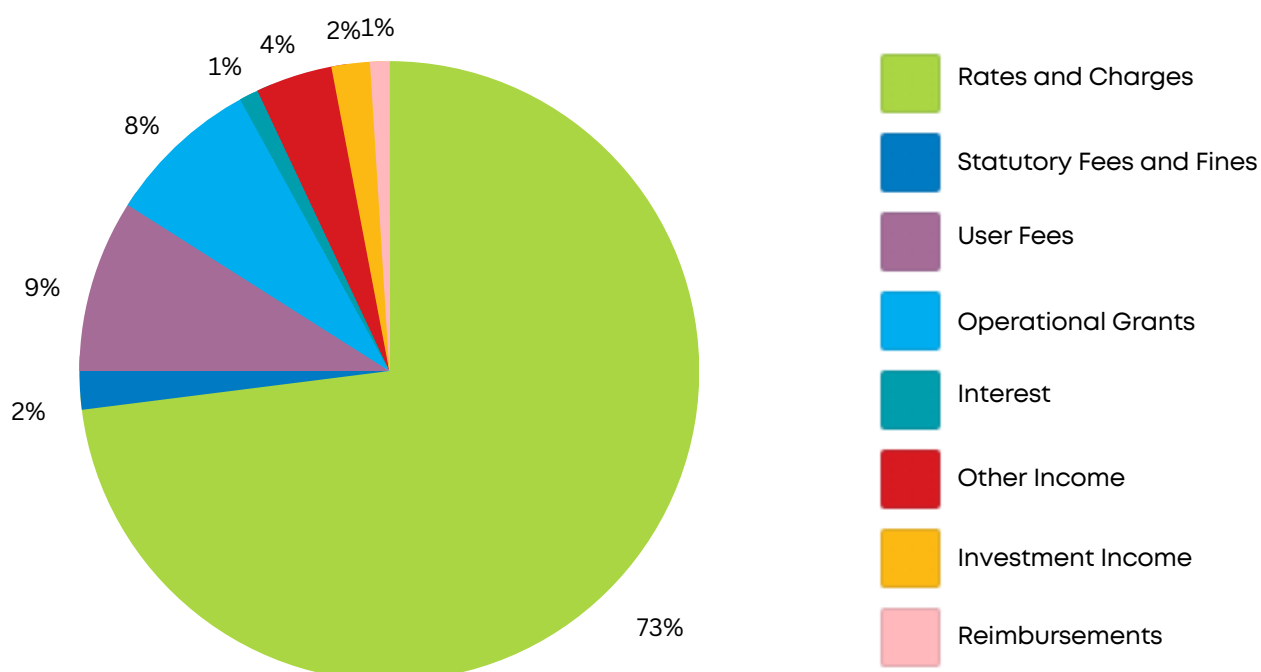
The Burnie City Council receives revenue from several streams, with the majority being made available through the collection of rates, charges for services and other sources such as dividends from enterprises such as TasWater.

Revenue is supplemented through grants that are made available through the Australian and Tasmanian governments, and by way of ad-hoc opportunities that present each year for specialist grants for specific purposes.

In the 2023-24 financial year, general fees and charges will increase largely by 4.5% which is our prediction of the average CPI during that period. There are a number of exceptions to this such as the Aquatic Centre where fees are determined with the Centre operator based upon operational requirements, and where fees are attached to Fee Units or Penalty Units which are therefore determined by the State Government under legislation.

The below graph outlines the projected revenue for the 2023-24 financial year of \$45.984 million in terms of the breakdown of revenue by source

% of Council Income Sources in FMS 2024



Expenses

Burnie City Council is committed to making our community a vibrant and attractive place in which to live, work and play as well as an appealing place for others to visit. Each year we deliver important facilities and services to the community, and 2023-24 is no exception.

This year \$45.547 million has been identified to meet the community needs and expectations. Below is a snapshot of how some of these funds will be allocated to support our community over the next financial year.

Community Facilities

\$6.754 million

Providing a range of community facilities accessible by the community for little or no cost. Community facilities include the Aquatic Centre, community halls, skate park, public toilets, parks and gardens, Burnie's Arts and Function Centre and cultural spaces, the airport, sports fields and centres and buildings occupied by community groups.

Essential Services

\$6.087 million

Ensuring the supply of important services for the community such as the waste disposal centre, tip shop, ensuring that household waste is collected from the kerbside from 8857 properties, in addition to providing green waste, and the collection of rubbish from public spaces throughout out City. This also includes critical emergency management response and community recovery during natural events such as bushfires or flooding.

Roads, Footpaths and Drainage

\$1.844 million

Maintaining roads, kerbs, bridges, footpaths, drains, boat ramps and associated carparking as core services for our community.

Depreciation

\$10.061 million

An accounting method of collecting funds to replace an asset when it reaches the end of its useful life.

Depreciation Expenses are the setting aside of funds to replace an asset when it reaches the end of its life. For example, if Council owns a lawn mower that costs \$1,000 and it lasts 4 years, Council needs to set aside \$250 per year so we can buy a new mower when the existing one wears out.



Community Grants

The Burnie City Council have sought grant applications from local organisations and groups, to support their efforts in delivering a range of community events and programs, environmental projects and to enable the improvement of existing facilities such as buildings and recreational facilities used by the community.

A total of **35 grant applications** were received across the three grant programs. Of these 29 applications have been supported in principle by the Council, while 6 applications were not supported. Totalling a cost of **\$145,299** in 2023-24.

The following tables reflect those applications the Council has supported.





Environmental Grants

Recipient	Project Name	Proposed Council Contribution to the Project	Frequency	Deliverables for the Community
RSPCA Tasmania	Colony Cat Trapping in Burnie	\$4,500	One year	To trap and assess semi owner cats (fed-by the community) and feral cats for rehabilitation or other
North West Car Club	Gorse-Be-Gone	\$5,000	One year	To remove noxious weeds to reclaim the use of ground and to stop the spread into neighbouring properties
Emu Valley Rhododendron Garden	Compost Production	\$15,000 Major Grant	One year	To install compost production to better use green waste produced by the garden

A total of **\$24,500** support in the 2023-24 financial year.



Maintenance and Improvement Grants

Recipient	Project Name	Proposed Council Contribution to the Project	Frequency	Deliverables for the Community
South Burnie Bowls Club	Replace Retractable Shades	\$9,500	One year	To repair and replace shades on one side of the green.
Burnie Athletic Club	Equipment for Burnie Sporting Events	\$5,200	One year	To purchase new crowd control barriers due for the use in 3 major sporting events in the Burnie community
Natone Football Club	Kitchen appliances Upgrade	\$3,000	One year	Update kitchen appliances to run larger functions and better service the community
Youth, Family & Community Connections Inc	Youth shelter eight-ball table repair	\$1,500	One year	To repair an eight-ball table within the Crisis Accommodation Support Centre
North Western Kart Club	Grandstands rejuvenation	\$2,000	One year	To repair and rejuvenate the NWKC 5 grandstands to provide a safer and better viewing experience
Friends of Burnie Penguins Inc.	Enhanced Penguin Visitor Engagement	\$10,000	One year	To enhance the visitors penguin experience by providing a projector and associated equipment
Burnie Highland Pipe Band	Fit-out of kitchen of new Band rooms	\$1,000	One year	To provide small electrical kitchen appliances

A total of **\$32,200** support in the 2023-24 financial year.



Community Grants

Recipient	Project Name	Proposed Council Contribution to the Project	Frequency	Deliverables for the Community
Burnie Coastal Art Group Inc.	Major Sponsorship Funding for TASART Exhibition	\$5,000	One year	To provide the major acquisitive award for the TASART Exhibition
Burnie Carols by Candlelight	Burnie Carolsby Candlelight 2023	\$5,000	One year	To provide a family-friendly community event
Ten Days on the Island Ltd	Ten Days on the Island Partnership Proposal	\$15,000 Major Gant	One year	To deliver the Burnie 2023 Ten Days on the Island Festival
Out of the shadow suicide awareness walk Burnie	Out of the shadow suicide awareness walk Burnie	\$2,000	Three years (\$2k per year for 3 years)	To bring together families of the community who have lost someone to suicide and offer help with who to speak to for grief counselling.
Burnie Musical Society	Youth Program	\$15,000 Major Grant	Three years (\$5k per year over 3 years)	To assist with the continuous program and produce two major productions
Santa's Christmas Winter Wonderland	Santa's Christmas Winter Wonderland	\$1,500	Three years (\$1.5k per year over 3 years)	Towards providing a family Christmas exhibition
Burnie Parkrun	Storage Trolley	\$400	One year	To purchase a trolley to assist with transportation of equipment
Burnie Amateur Swimming Club	Burnie 100 Swimming Event	\$3,000	Three years (\$3k per year for 3 years)	To enable the Burnie 100 swimming meet
Cornerstone Youth Services Inc	Tasmanian Rock Challenge - Youth Week	\$5,000	One year	To provide a Youth week event in Burnie
Friends of the Burnie Regional Museum	Reprinting of Picturing the Past	\$5,000	Three years (\$5k per year for 3 years)	To publish a new addition of "Picturing the Past"
Burnie Surf Life Saving Club	Starfish Nippers - An aquatic program for youth with a disability	\$2,404	One year	Provide a program for youth with disabilities, and their family/carer, the opportunity to participate in a recreational activity
North West Tasmania Lilium Society	Annual Burnie Lilium Show	\$4,000	One year	To provide a Lilium Show in Burnie Town Hall



Community Grants

Recipient	Project Name	Proposed Council Contribution to the Project	Frequency	Deliverables for the Community
Fuelled Combat	Host Amateur Boxing Event	\$5,000	One year	To hold an amateur boxing competition in Burnie
Youth, Family & Community Connections Inc	Burnie ARVOs Program	\$5,000	One year	To provide young people aged 11 to 18 years, in the Burnie region, a safe and accepting environment where they can build their confidence
North Western Kart Club	2024 Bonfire and cracker night	\$1,500	One year	To provide a free open event to the community
Girl Guides Association of Tasmania	Safe access to resources, to empower girls in Burnie	\$5,000	One year	To partly fund the building and installing of a portable and lockable internal storage unit that includes shelving and flexible spaces
Burnie Probus Club (Men's)	Purchase of portable projector	\$1,295	One year	To replace existing screen projector used for presentations by guest speakers.
Mission to Seafarers, Burnie	Celebration of the International Day of the Seafarer	\$5,000	One year	To help celebrate and raise awareness in the community of the role that seafarers play in our lives by providing educational activities
Natone Football Club	Western Country night	\$2,500	One year	To provide a Western Night community event

A total of **\$88,599** support in the 2023-24 financial year

A further **\$15,000** support in the 2024-25 and **\$15,000** in the 2025-26 year

Capital Works

Maintain Asset Base

In developing the capital works program for the 2023-24 year, Council considers the overall financial position of the Council, the ability to fund capital projects from our own source funding, the availability of external funding and the priority need to renew essential infrastructure.

The 2023-24 capital works program below is a result of those considerations and will invest an unprecedented **\$39.69 million** into our community assets.

2023-24	NEW ASSETS	UPGRADE OF EXISTING ASSETS	RENEWAL OF ASSETS	TOTAL PROJECT FUNDING	COUNCIL FUNDING	GRANT FUNDING
Total Program Value	\$8,020,798	\$1,792,750	\$29,877,286	\$39,690,834	\$12,695,500	\$26,995,334
Maintain Asset Base	\$560,000	\$650,000	\$6,709,686	\$7,919,686	\$7,435,500	\$484,186
Buildings – Program value	\$110,000	\$12,000	\$550,000	\$672,000	\$672,000	
Annual Program Minor upgrades and renewals Multi Storey Car Park – Building program Plant & equipment renewals Switchboard upgrades & compliance Aquatic Centre Aquatic Centre – Repaint 50m pool Aquatic Centre – Replacement of filter medium 50m pool filter City Office City Offices – Replace atrium gutters Depot Depot – Eastern boundary fence replacement Depot – Main entry – Access controls Depot Admin building – Replace roofing iron Public Halls Cooe Memorial Hall – install suspended ceiling and new lighting Cooe Memorial hall – replace lintels and repair brickwork Sporting Grounds and Facilities Burnie Harness Club – Replace existing sliding door Stowport Recreation Ground – Away changeroom replace roofing iron, fascia and eaves The Point – Replace existing oval window flashing Wivenhoe Showground – Grandstand timber seat and cladding replacement Ridgley Sportsman's Club – Upgrade showers and toilets in changerooms Wivenhoe Showgrounds – Away changeroom – Upgrade changeroom facilities, new showers etc.						
Stormwater – Program value	\$100,000	\$210,000	\$275,000	\$585,000	\$585,000	
Annual Program Manholes/Mains replacement Ocean outfall improvement program Subsurface drainage program Gully Pit improvement program Kerb outfall replacement program Stormwater Upgrades Alma Place Reserve – Mains upgrade						
Waste – Program value	\$70,000		\$100,000	\$170,000	\$170,000	
Garbage & Recycling CBD bin pairs upgrade program Waste Management Centre BWMC – Sludge management infrastructure						

Capital Works

2023-24	NEW ASSETS	UPGRADE OF EXISTING ASSETS	RENEWAL OF ASSETS	TOTAL PROJECT FUNDING	COUNCIL FUNDING	GRANT FUNDING
Parks and Reserves – Program Value	\$40,000	\$93,000	\$525,000	\$658,000	\$658,000	
Annual Program Bin upgrade program Parks furniture replacement program Playground equipment program Walking tracks upgrade program Burnie Park Oldaker Falls – Area redevelopment Cemeteries Lawn Cemetery – Connect to Tas Water reticulated main Lawn Cemetery – Create additional family plots Lawn Cemetery – Stage 1 & 2 Retaining wall remediation (Niche wall) Parks and Reserves Beach access step replacement New Cam River Bridge – Integration landscaping Shorewell Park – North – Replace shelters Waterfront West Beach – East end extend stair and remove rock Fern Glade Reserve – Replace post and rail fence between northern and southern nodes Sporting Grounds and Facilities Montello Soccer Ground – Ground lighting and replace lighters and lamps West Park Oval – Storage bays Upper Burnie Recreation Ground – Replace fence Wivenhoe Showground – Seal grassed area inside northern gate Wivenhoe Showground – Smith Street – Seal verge from main road to showground entry West Park West Park – Northern boundary fence between kiosk and point						
Property, Plant and Equipment – Program Value	\$95,000		\$1,467,000	\$1,562,000	\$1,562,000	
Computer Equipment/Systems Computer equipment / Systems – annual provision Parking Equipment – System upgrade Switch replacement – core servers Switch replacement – site offices Router replacements UPS replacements CCTV switching infrastructure Other Aerial Photography for GIS Systems Asset Failure Contingency Forward Design Works Plant Plant – Works Fleet Plant – Corporate Fleet Plant – Major Plant Plant – Minor Plant Plant – SES Plant and Equipment GPS Tracking System						

Capital Works

Maintain Asset Base

2023-24	NEW ASSETS	UPGRADE OF EXISTING ASSETS	RENEWAL OF ASSETS	TOTAL PROJECT FUNDING	COUNCIL FUNDING	GRANT FUNDING
Transport – Program Value	\$145,000	\$335,000	\$2,953,686	\$3,433,686	\$2,949,500	\$484,186
Annual Program Asphalt footpath replacement program Bridge approach upgrade program Bridge inspection report works Gravel re-sheeting Kerb ramp upgrade program Rural Road culvert upgrade program Traffic islands & safety improvements Retaining walls – safety compliance improvement program Guard rail upgrade program Footpath – Kerb and channel replacements program Rural – Major Patching and Resealing West Mooreville Road – West of Three Mile Line Road intersection Rural – Resealing Talunah Road – Ridgley Hwy to St Josephs River Rural – Road Upgrade West Mooreville Road – Stage 1 Urban – Car Parking Car Parks – Disability parking compliance Urban – CBD and Commercial CBD – paver replacement Urban – Other Infrastructure River Road – Surface restoration View Road – Reserve intersection Urban – Reconstruction and Upgrades Colegrave Road reconstruction – near Mount Street Speed Street Urban – Resealing Alma Place – Kennedy Street – Bernard Place Bird Street – Joyce Street to Terrylands Street Boland Avenue – Damian Avenue to Ritchie Avenue Brickport Road – Bass Highway to Hospital access George Street – Ridgley – Parker Court to Queen Street Grandview Avenue Reseal – From View Road for 235 metres Ladbroke – Mount Street to Wilson Street Ocean View Lane Pearl Street – Main Road to Ready Street Reeves Street – Reseal Roslyn Avenue – Mount Street to Quamby Place Urban – Retaining Walls Retaining Walls – Brickport Road NWRH South Retaining Wall – Joshua Place Retaining Wall – Hodgman Street						
Works and Depot Overhead			\$839,000	\$839,000	\$839,000	
Other Works and Services overhead <i>Councils employee time in undertaking the capital program</i>						

Capital Works

Strategic

23/24	NEW ASSETS	UPGRADE OF EXISTING ASSETS	RENEWAL OF ASSETS	TOTAL PROJECT FUNDING	COUNCIL FUNDING	GRANT FUNDING
Strategic	\$7,460,798	\$1,142,750	\$23,167,600	\$31,771,148	\$5,260,000	\$26,511,148
Buildings	\$794,650	-	\$15,098,350	\$15,893,000	\$1,793,000	\$14,100,000
Burnie Arts & Function Centre Burnie Arts and Function Centre Redevelopment						
Parks & Reserves	\$6586,148	-	-	\$6,586,148	\$300,000	\$6,286,148
Parks and Reserves Emu River - Flood warning infrastructure Coastal Pathway - Erosion control revetment works Coastal Pathway - Red Rock to Cam River View Road Reserve - reserve BBQ under shelter and dog park lighting						
Property, Plant and Equipment	\$30,000	-	\$50,000	\$80,000	\$80,000	-
Computer Equipment/Systems Body worn camera technology Decommissioning of TasCom and make good						
Transport	\$116,000	\$50,000	\$902,750	\$8,019,250	\$8,972,000	\$6,125,000
Urban - CBD and Commercial Urban Renewal Urban - Other Infrastructure Metro Bus - All Access upgrades Urban - Reconstruction and Upgrades Mount Street / Three Mile Line Road intersection upgrade Ironmine Road Rural - Flood Damage Repairs Upper Natone Road - Horseshoe Bend Oonah Road Fernglade Road						
Waste	-	-	\$240,000	-	\$240,000	\$240,000
Waste Management Centre Burnie Waste Management Centre - Weighbridge and site improvements						

Delivering Exciting Strategic Projects for our City

In the 2023-24 financial year the Council will be delivering a number of significant projects for our City that will invest in our recreational and cultural activities in particular.



*Council welcomes the Federal Government continued commitment of **\$18 million** for the reimagined Burnie Cultural Centre Project*

Project name	Project Grant Funding	Council Renewal Contribution to the Project	Total Project Value
New Cultural Centre	\$18,000,000	Up to \$2,000,000	Up to \$20,000,000
Completion of the Western section Coastal Pathway	\$13.86 million	—	\$13.86 million
Urban Design Project	—	\$400,000	Yet to be determined as this is a multi-year project
Gateway Project	\$1.25 million	—	\$1.25 million
Repair of significant flood damaged roads	\$5,625,000	\$1,875,000	\$7,500,000

Annual Plan

The Council's Plan 2022-25 outlines the key objectives the Council will focus its resources and effort on.

The following details the major projects and initiatives that Council will undertake in the Annual Plan for 2023-24 in order to achieve its key objectives:

Four Year Objectives

- The town centre is clean, well maintained and attractive
- Recreational and public space is activated
- Entertainment and leisure events are facilitated with key partners
- The town centre is multi-functional, well connected and lived in



Key Goal One



VIBRANT TOWN CENTER

Create an integrated asset that delivers on the vision of establishing a cultural, artistic and creative hub for the Burnie community



2023-24 Annual Plan Objective	Objective Outline	Responsibility	Council \$	Grant \$	Total Cost \$	Success Measures
Complete the redevelopment of the new Burnie Cultural Centre	Create an integrated asset that delivers on the vision of establishing a cultural, artistic and creative hub for the Burnie community	Director Works and Services	\$2,000,000 (up to)	\$18,000,000	\$20,000,000 (up to)	The building refurbishment is complete

Four Year Objectives

- The building and maintenance of Council facilities aligns with Council's strategic priorities and community needs
- Council facilities maximise community benefit
- Council facilities are well managed
- Council facilities are used safely

Key Goal Two

COMMUNITY FACILITIES TO SUPPORT LIVEABILITY

We will update our Asset Management Strategy and Plan so that we can make better informed decisions about our financial investments into our community facilities including our open spaces



2023-24 Annual Plan Objective	Objective Outline	Responsibility	Council \$	Grant \$	Total Cost \$	Success Measures
Asset Management Planning	Update our Asset Management Strategy and Plan so that we can make better informed decisions about our financial investments into our community facilities & open spaces	Director Works and Services	-	-	-	A revised Strategic Asset Management Plan

Key Goal Three

Four Year Objectives



ENVIRONMENTAL RESPONSIBLE

Commence implementing recommendations from the Emu River Flood Warning Study

- The building and maintenance of Council facilities aligns with Council's strategic priorities and community needs
- Council facilities maximise community benefit
- Council facilities are well managed
- Council facilities are used safely



2023-24 Annual Plan Objective	Objective Outline	Responsibility	Council \$	Grant \$	Total Cost \$	Success Measures
Flood Mitigation	Commence implementing recommendations from the Emu River Flood Warning Study Implement	Director Works and Services	\$280,000	-	\$280,000	Determine the required actions from the recommendation received. Commence implementing flood mitigation measures

Council Plan Enablers

To support the key goal areas, there are **six key enablers** that the Council will invest in, that will underpin our performance and ability to continue to provide quality, cost effective, efficient services to our community. These key enablers are:



FINANCIAL MANAGEMENT

So that we can afford to enable our strategy and services



2023-24 Annual Plan Objective	Objective Outline	Responsibility	Council \$	Grant \$	Total Cost \$	Success Measures
Refresh the Council's financial planning	Develop a robust Long Term Financial Management Plan	Director Corporate and Commercial Services	-	-	-	A legislative compliant Long Term Financial Management Plan is delivered



OUR PEOPLE

Are motivated and skilled to meet our purpose and deliver our strategy and services

2023-24 Annual Plan Objective	Objective Outline	Responsibility	Council \$	Grant \$	Total Cost \$	Success Measures
Conduct an Engagement Survey	To benchmark our improve on the prior survey & look for areas of focus over the next 2 years	Director Corporate and Commercial Services	-	-	-	Participation rate higher than 50% Outcomes are an improvement on the prior survey



COMMUNITY CONSULTATION

To build community through deep, genuine and ongoing consultation



2023-24 Annual Plan Objective	Objective Outline	Responsibility	Council \$	Grant \$	Total Cost \$	Success Measures
Satisfaction survey	Undertake a satisfaction survey about Council's performance so we can improve where needed	Director Corporate and Commercial Services	\$20,000	-	\$20,000	Survey conducted Benchmarking other local government jurisdiction Improvement Plan developed



DATA

To inform decisions, measure performance and adapt to change

CITY OF BURNIE Strategic Plan

2023-24 Annual Plan Objective	Objective Outline	Responsibility	Council \$	Grant \$	Total Cost \$	Success Measures
Update core information for decision making	Review our asset condition data and asset usage data to better inform decision making	Director Corporate and Commercial Services	-	-	-	Condition assessment for buildings, playgrounds, traffic and recreational facilities is undertaken Council has access to sound usage data for its buildings and recreational spaces



AGILITY

To monitor our environment and respond quickly to changing circumstances

2023-24 Annual Plan Objective	Objective Outline	Responsibility	Council \$	Grant \$	Total Cost \$	Success Measures
Emergency Recovery Plan	Review the Emergency Recovery Plan for the City of Burnie	Director Corporate and Commercial Services	-	-	-	A revised Emergency Recovery Plan is developed



DIGITAL TRANSFORMATION

So we are digitally smart to support community and staff needs and deliver efficiency

2023-24 Annual Plan Objective	Objective Outline	Responsibility	Council \$	Grant \$	Total Cost \$	Success Measures
Disaster Recovery	Refresh the Council's Business Continuity Planning	Director Corporate and Commercial Services	-	-	-	Updated Business Continuity Plan Disaster Recovery site successfully tested

Service Level Detail

LAND AND ENVIRONMENTAL SERVICES DEPARTMENT

Directorate

Costs associated with operating a department

INCOME	2,163
EXPENDITURE	37,686
Total cost of providing this service	35,523
Full Time Equivalent (FTE) staff	-

Public Health and Environmental Management

To assist in protecting the health of the community and the environment, through programs which address food premises, swimming water quality, noise and air pollution, and school based immunisation.

INCOME	58,410
EXPENDITURE	280,695
Total cost of providing this service	222,285
Full Time Equivalent (FTE) staff	2.09

Land Use Planning

Providing opportunity for the best use of land in accordance with community and economic need, and assisting to safeguard against risk to the health, safety and amenity of people, property and the environment from the use or development on land.

INCOME	144,656
EXPENDITURE	475,362
Total cost of providing this service	330,706
Full Time Equivalent (FTE) staff	3.77

Building and Plumbing Compliance

Promote community awareness of compliance requirements for building, plumbing and demolition work, maintaining a register of approved works, and taking action to address non-compliance.

INCOME	148,734
EXPENDITURE	403,926
Total cost of providing this service	255,192
Full Time Equivalent (FTE) staff	4.00

Service Level Detail

Applications for Use

Managing the fair, safe and appropriate use of Council land, including roads, community buildings, sport and recreation grounds and parks.

INCOME	13,794
EXPENDITURE	108,713
Total cost of providing this service	94,919
Full Time Equivalent (FTE) staff	1.00

Cemetery Management

Managing places and maintaining records associated with burial operations.

INCOME	184,931
EXPENDITURE	66,765
Total cost of providing this service	(118,166)
Full Time Equivalent (FTE) staff	-

Municipal Inspections

Identifying and addressing conditions on land which may be likely to create a risk to people or property, include fire hazard reduction

INCOME	53,723
EXPENDITURE	309,933
Total cost of providing this service	256,210
Full Time Equivalent (FTE) staff	1.00

Parking

The provision of parking to meet demand, and monitoring and enforcing controls which provide for the fair and orderly use of parking spaces

INCOME	2,133,301
EXPENDITURE	1,259,779
Total cost of providing this service	(873,522)
Full Time Equivalent (FTE) staff	7.56

Service Level Detail

CORPORATE AND COMMERCIAL SERVICES DEPARTMENT

Directorate

Costs associated with operating a department

INCOME	40,000
EXPENDITURE	1,090,987
Total cost of providing this service	1,050,987
Full Time Equivalent (FTE) staff	3.40

Information Communications Technology

Delivering technology to our organisation that enables important services to be delivered to our community, and protecting data.

INCOME	267,805
EXPENDITURE	1,914,940
Total cost of providing this service	1,647,135
Full Time Equivalent (FTE) staff	3.80

Burnie Cultural Centre

Providing our community with art and cultural services including The Burnie Regional Museum, Burnie's Art Gallery, performing arts and events

INCOME	619,791
EXPENDITURE	2,683,752
Total cost of providing this service	2,063,961
Full Time Equivalent (FTE) staff	11.86

Corporate Finance

Providing a suite of financial activities that enable the organisation to function effectively and efficiently in the delivery of services and activities for the community and to meet statutory obligations, while planning for our future needs by monitoring financial sustainability.

INCOME	36,674,406
EXPENDITURE	4,729,034
Total cost of providing this service	(31,945,372)
Full Time Equivalent (FTE) staff	6.40

Service Level Detail

Corporate Governance

Delivering a range of services that both ensure the compliance of our organisation, and minimise risk to our community, while engaging with the community through consultation process, media and communication activities.

INCOME	2,532,142
EXPENDITURE	9,056,315
Total cost of providing this service	6,524,173
Full Time Equivalent (FTE) staff	2.64

People and Safety

Ensuring that our people are provided a safe and harmonious working environment, and provided with every opportunity to succeed in their roles of providing quality services to our community.

INCOME	79,550
EXPENDITURE	807,366
Total cost of providing this service	727,816
Full Time Equivalent (FTE) staff	5.20

Customer Services

Delivering our front of house interactions with customers who either visit or call the Council Offices

INCOME	-
EXPENDITURE	388,497
Total cost of providing this service	388,429
Full Time Equivalent (FTE) staff	4.39

Information Management

Ensuring compliance of Council's statutory responsibilities with regard to management and reporting of information, and ensuring that the information needs of the community and staff are accessible.

INCOME	148,947
EXPENDITURE	409,412
Total cost of providing this service	260,465
Full Time Equivalent (FTE) staff	3.59

Service Level Detail

WORKS AND SERVICES DEPARTMENT

Works Unit

Coordinating the delivery of a range of essential services to the community and the delivery of the capital works program, through the management of resources and the necessary infrastructure, including the repair and upkeep of plant and equipment.

INCOME	1,490,036
EXPENDITURE	2,190,966
Total cost of providing this service	700,930
Full Time Equivalent (FTE) staff	5.00

Transport and Stormwater Services

Carrying out activities associated with the construction and maintenance of Council's local roads network and the maintenance and management of road reservations.

INCOME	1,419,953
EXPENDITURE	7,666,366
Total cost of providing this service	6,246,413
Full Time Equivalent (FTE) staff	17

Engineering Services

Providing engineering and technical advice on the design, construction, maintenance and condition of Council's asset, and the management of statutory activities and external contractors who deliver asset services for the Council.

INCOME	-
EXPENDITURE	128,239
Total cost of providing this service	128,239
Full Time Equivalent (FTE) staff	10.59



Service Level Detail

Waste Management

The delivery of waste management services to the community including kerbside waste and recycling collection and public place litter bin collection, management of illegal dumping and waste transfer station operation as well as considering waste minimisation activities.

INCOME	919,705
EXPENDITURE	5,090,571
Total cost of providing this service	4,170,867
Full Time Equivalent (FTE) staff	9.80

Parks, Reserves, Sporting Grounds and Cemeteries

Care and maintenance of a wide range of open spaces including natural bushland, waterways, cemeteries, parks and reserves and sporting grounds, to enable them to be used

INCOME	95,870
EXPENDITURE	3,794,531
Total cost of providing this service	3,698,661
Full Time Equivalent (FTE) staff	15.00

Weeds Management

Providing maintenance for the control of weeds and problematic vegetation within the residential and central business locations

INCOME	17,000
EXPENDITURE	183,351
Total cost of providing this service	166,351
Full Time Equivalent (FTE) staff	1.0

Buildings

Providing maintenance for council buildings and managing their compliance with building regulations including the coordination of specialist contractors.

INCOME	421,952
EXPENDITURE	3,510,008
Total cost of providing this service	3,088,056
Full Time Equivalent (FTE) staff	8

Core Financial Reports



Estimated Statement of Comprehensive income

Revised Budget Annual Budget

2023 2024
\$'000 \$'000

Recurrent Income

Rates and charges	26,281	28,667
Statutory fees and fines	1,100	912
User fees	3,879	3,592
Operational Grants	2,443	3,067
Interest	678	281
Other income	736	8,225
Investment income	828	828
Reimbursements	505	217
Share of Profit of Joint Venture	64	194
Total recurrent income	36,514	45,985

Recurrent Expenses

Employee benefits	11,324	11,645
Materials and services	12,296	19,805
Depreciation and amortisation	9,284	10,061
Impairment losses on receivables	-	40
Finance costs	160	136
Other expenses	3,763	3,860
Total recurrent expenses	36,828	45,548

Operating surplus/(deficit) before capital items

(313) 437

Capital Items

Capital grants	1,931	28,245
Contributions - non-monetary assets	3,496	-
Profit/(Loss) on disposal of assets	(392)	539
	5,034	28,785

Result from continuing operations Surplus/(Deficit)

4,721 29,221

Other Comprehensive Income

Net asset revaluation increment/(decrement)	32,900	19,101
Total Other Comprehensive Income	32,900	19,101

Total Comprehensive Result

37,621 48,323

Operating Margin

0.99 1.01

Underlying surplus or deficit

Recurrent Income

Total income from continuing operations	41,549	74,769
Less non operating income		
Capital grants	(1,931)	(28,245)
Contributions - non-monetary assets	(3,496)	-
Revenue from Constructed Assets	-	(7,484)
Disposal of Land	-	(900)
Adjustments to timing of Financial Assistance Grants	755	51
Recurrent Income	36,877	38,191

Recurrent Expenditure

36,828 45,548

Less non-operational expenditure

Capital works completed on assets not owned by Council	-	(7,484)
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Recurrent Expenditure

36,828 38,064

Adjusted Underlying surplus or (deficit)

50 127

Core Financial Reports



Estimated Statement of Financial Position

	Revised Budget	Annual Budget
	2023 \$'000	2024 \$'000
Assets		
Current assets		
Cash and cash equivalents	15,116	6,483
Trade and other receivables	3,414	3,895
Investments	-	-
Prepayments	535	559
Inventories	72	75
Contract Assets	121	6,645
Total current assets	19,258	17,656
Non-current assets		
Investment in water corporation	64,551	64,551
Investment in joint venture	3,341	3,341
Investment in subsidiaries	-	-
Property, infrastructure, plant and equipment	433,996	482,517
Total non-current assets	501,888	550,409
Total assets	521,146	568,065
Liabilities		
Current liabilities		
Trade and other payables	3,716	3,951
Trust funds and deposits	132	132
Contract liabilities	4,040	3,290
Provisions	2,305	2,420
Interest-bearing loans and borrowings	1,010	1,029
Total current liabilities	11,204	10,822
Non-current liabilities		
Provisions - NC	125	131
Interest-bearing loans and borrowings - NC	6,465	5,436
Total non-current liabilities	6,590	5,567
Total liabilities	17,793	16,389
Net Assets	503,353	551,675
Equity		
Reserves	215,695	234,796
Surplus / (deficit)	4,721	29,221
Accumulated surplus / (deficit)	282,937	287,658
Total Equity	503,353	551,675
CURRENT RATIO	1.72	1.63

Core Financial Reports



Estimated Statement of Cash Flows

	Revised Budget	Annual Budget
	2023 \$'000	2024 \$'000
Cash flows from operating activities		
Rates	26,182	28,553
Statutory fees and fines	1,094	905
User fees (inclusive of GST)	4,195	3,856
Operational Grants (inclusive of GST)	2,490	3,067
Reimbursements (inclusive of GST)	555	238
Rents (inclusive of GST)	657	660
Other receipts (inclusive of GST)	152	8,387
Interest	675	277
Investment revenue from Water Corporation	828	828
Distributions from Joint Venture	326	-
Payments to employees	(11,265)	(11,513)
Payments to suppliers	(13,457)	(21,695)
Finance Costs paid	(160)	(136)
Other payments	(4,105)	(4,246)
Net GST refund / (payment)	1,091	1,164
Net cash provided by (used in) operating activities	9,259	10,346
Cash flows from investing activities		
Payments for property, infrastructure, plant and equipment	(16,316)	(40,941)
Proceeds from sale of property, plant, infrastructure and equ	-	2,000
Capital grants	5,312	20,972
Receipts from maturity of short term investments	7,512	-
Funds deposited as short term investments	-	-
Net cash provided by (used in) investing activities	(3,492)	(17,969)
Cash flows from financing activities		
Proceeds from trust funds and deposits	-	-
Repayment of interest bearing loans and borrowings	(1,230)	(1,010)
Net cash provided by (used in) financing activities	(1,230)	(1,010)
Net increase (decrease) in cash and cash equivalents	4,536	(8,634)
Cash and cash equivalents at the beginning of the financial year	10,580	15,116
Cash and cash equivalents at the end of the period	15,116	6,483

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