



# **Glenorchy City Council Special Council Meeting Monday, 15 June 2026**

## **AGENDA**

Notice is hereby given of a Special Meeting of the Glenorchy City Council to be held at the Council Chambers commencing at 4:30pm.



## GLENORCHY CITY COUNCIL

### QUALIFIED PERSON CERTIFICATION

The Chief Executive Officer 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.

A handwritten signature in blue ink, appearing to read 'Emilio Reale', is written above a horizontal line.

Emilio Reale

**Chief Executive Officer**

Monday, 15 June 2026



## ELECTED MEMBER STATEMENT OF INTENT

November 2022

We will...	By...
Be curious, open to change and difference	Being progressive, proactive, and innovative Taking calculated risks Asking questions before offering opinions or solutions Debating ideas without getting personal Remembering everyone is equal Always having an open mind
Be authentic and act with integrity	Being accessible Being honest and trustworthy Demonstrating transparency and accountability
Be respectful to each other	Going to the source, in person, early Assuming good intent, always Acting with good intent, always Actively listening, seeking to understand Valuing other's opinions Being prepared
Own and right our wrongs	Self-reflecting Being open to feedback Being brave enough to be vulnerable
Show strong leadership	Challenging the status quo Continually learning and practicing good governance Striving for financial sustainability and strength Having clarity on role and purpose
Consider the impact we have on others	Practicing emotional intelligence Hearing both sides before making judgement Remembering our behaviour and words matter to staff



## ELECTED MEMBER LEGACY

November 2022

**At the end of our term,  
we will have made a real difference because, together:**

We deliver

We're active and present

We put people first

We are inclusive

We are future focussed and brave

We improved communication and community engagement

We empowered our community

We rebuilt pride

We were accountable

We created a safe, clean, equitable city

**TABLE OF CONTENTS**

**1 APOLOGIES .....6**

**2 ANNOUNCEMENTS BY THE CHAIR .....6**

**3 PECUNIARY INTEREST NOTIFICATION .....6**

**4 PUBLIC QUESTION TIME (15 MINUTES) .....6**

**5 PETITIONS/ADDRESSING COUNCIL MEETING .....6**

**6 GOVERNANCE .....7**

**6.1 2026/27 BUDGET ESTIMATES .....8**

**6.2 2026/27 CAPITAL WORKS PROGRAM AND BUDGET .....34**

**6.3 GLENORCHY CITY COUNCIL ANNUAL PLAN 2026/27–2029/30 .....50**

**6.4 NOTICES OF MOTION - QUESTIONS ON NOTICE / WITHOUT NOTICE .....94**

## 1 APOLOGIES

## 2 ANNOUNCEMENTS BY THE CHAIR

## 3 PECUNIARY INTEREST NOTIFICATION

## 4 PUBLIC QUESTION TIME (15 MINUTES)

### **Please note:**

The Council Meeting is a formal meeting of the Elected Members elected by the Glenorchy community. It is chaired by the Mayor. Public question time is an opportunity in the formal meeting for the public to ask questions of their elected Council representatives about the matters that affect ratepayers and citizens.

In accordance with regulation 36, 37 and 38 (Public question time) Local Government (Meeting Procedures) Regulations 2025, Council will allocate 15 minutes during each Council Meeting to invite members of the public to ask questions relating to the activities of Council.

The following rules and procedures apply to Public Question Time:

1. questions must relate to the activities of Council
2. members of the public are to announce their name and residential address before asking a question (which will be recorded in the minutes)
3. questions are to be put succinctly and in the form of a question, not a comment
4. questions must not be inflammatory, abusive, defamatory, contain a personal attack or otherwise breach any rules of the meeting which have been explained by the Chairperson
5. the Chairperson may limit the number of questions asked by each member of the public in order to ensure that all members of the public wishing to ask questions are given the opportunity within the allocated time
6. the Chairperson will decide the order in which questions are to be asked and may rotate the order between different members of the public if individuals have more than one question to ask
7. the Chairperson may, in their absolute discretion:
  - a) refuse to answer a question if the Chairperson deems that it is inappropriate or does not comply with these rules or the rules of the Council meeting, or
  - b) take a question 'on notice', in which case the answer will be provided in writing prior the next Council meeting and included on the agenda for the next Council meeting
8. if a question is taken on notice, the Chairperson may request that the member of the public submit their question in writing and may refuse to provide a response if the question is not provided as requested, and
9. the 15 minutes allocated for Public Question Time may be extended at the discretion of the Chairperson at the conclusion of the time period. Council is to publish information relating to Public Question Time, including any additional rules and procedures, on Council's website.

## 5 PETITIONS/ADDRESSING COUNCIL MEETING

## 6. GOVERNANCE

*Community Goal – Leading our Community*

## 6.1 2026/27 BUDGET ESTIMATES

Author: Chief Financial Officer (Michael Sokulski)  
Qualified Person: Chief Executive Officer (Emilio Reale)  
File Reference: 2026/27 Budget

### Executive Summary

The 2026/27 Budget Estimates (Budget), Long-Term Financial Management Plan 2026/27 to 2035/36 (LTFMP) and Rates & Charges 2026/27 are presented to Council for consideration and adoption by absolute majority.

The proposed 2026/27 Budget reflects a deliberate balance between inflationary pressures, escalating costs, reduced dividend income, and a constrained rate increase. These competing factors have been managed to achieve a financially neutral outcome, with the budget neither in deficit nor surplus. This approach is considered prudent given the ongoing cost-of-living pressures on the community.

This position should be considered alongside the Council's continuing underlying structural deficit of \$2.075 million, and a reduction in the reported operating surplus from \$502,746 in 2025/26 to a break-even position in 2026/27.

The most important conclusion is not that the budget is "comfortable". It is not. The budget is balanced only because revenue and cost discipline has been maintained in the face of material increases in fuel inflation, consumer price inflation, state government waste levy increases and higher depreciation costs. Council has shown restraint and has a planned break-even position in 2026/27 to avoid and minimise a material rate increase.

The 2026/27 budget proposes a 5.40% ratepayer general rate increase. This is higher than the previously proposed 4.95% increase and the LTFMP estimate, reflecting the operating cost impact of reopening the Glenorchy Pool, higher fuel-related service costs and broader inflationary pressure on Council's cost base.

The 2026/27 proposed 5.40% rate increase is lower than an 8.00% rate increase which would have been required to maintain a modest \$500,000 surplus. This is possible only due to Council's prudent financial management and repayment of outstanding debts in 2025/26. No new debts are planned for next financial year.

The State Government's mandated Fire Levy contribution is budgeted at \$7.482 million, an increase of \$385,319 or 5.43% over the 2026/27 budget. This is a pass-through levy set outside Council's ordinary discretionary operating income and expenditure decisions.

The 2026/27 Budget continues Council's focus on sustainable service delivery, asset renewal, and targeted investment in community priorities. Key budget themes include:

- Glenorchy Pool reopening and operating costs, including additional operating and depreciation impacts. New operating costs and depreciation resulting from the re-opening of the facility are estimated to be close to \$700,000 annually.
- Waste and landfill cost escalation are mostly due to State Government imposed levies with the levy set to increase by 54% compared to prior year. These costs will increase the remittances to \$2.250 million. Council will also be impacted with all council capital works subject to the increased waste levy charges.
- Fuel price increases are higher than anticipated and inflation will contribute more than 5% in service and material costs.
- Strategic Information and Communications Technology (ICT) investment, including Project Phoenix, system licence renewals and the asset management system investments are also contributing to higher operating costs.
- Youth Hub operating costs are new and will provide community benefit. These costs are substantially offset by operating grant income from the Tasmanian Community Fund.
- Depreciation growth of \$1.303 million is significant and is rising from higher asset indexation, revaluations and capitalisation of recent capital works.
- Employee cost escalation is driven by the enterprise agreement, superannuation, workers compensation and the full-year impacts of structure and role changes already made.

The proposed budget details matching operating revenue and expenditure of \$89.556 million. Capital income is materially lower than the FY2025/26, reducing to \$3.903 million, mainly due to the non-recurrence of prior year capital grant carry-forward and one-off capital funding for the Glenorchy War Memorial Pool. The result from continuing operations is budgeted at \$1.828 million.

**Recommendation**

That Council:

1. ADOPT the Glenorchy City Council 2026/27 Budget Estimates as set out in **Attachment 1** in concurrence with the 2026/27 Capital Works Programs and Budget report
2. APPROVE the Glenorchy City Council Long-Term Financial Management Plan 2026/27 to 2035/36 as set out in **Attachment 1**
3. RESOLVE that pursuant to section 90 of the *Local Government Act* 1993 (the Act), for the period commencing on 1 July 2026 and ending on 30 June 2027 inclusive (the financial year), Council makes a general rate of **8.7145** cents in the dollar based on the Assessed Annual Value (AAV) of all rateable land on the valuation roll or assessment roll prepared under the *Valuation of Land Act* 2001
4. RESOLVE that pursuant to section 107(1)(a) of the Act, for the financial year, Council varies the general rate down to **6.9343** 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 **\$265.50**
6. RESOLVE that pursuant to section 93A of the Act, for the financial year, Council makes the following service rates in respect of fire protection based on the AAV of all rateable land as follows:
  - a) **1.1012** 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 \$52.00 applying, and
  - b) **0.2750** 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 **\$52.00** applying
7. RESOLVE that a penalty of **5%** pursuant to section 128(a) of the Act is to apply to the amount of any instalment not paid by the overdue reminder due date; and
8. RESOLVE that interest at a rate of **5.379%** per annum calculated daily pursuant to section 128(a) of the Act is to apply to the amount of any instalment not paid by the overdue reminder due date, and

9. RESOLVE that rates levied in accordance with this resolution are payable to the Council by four (4) equal as practicable instalments:
  - a) the first instalment on the date specified in the rate notice being on or before the 31st day after the issue of the rates notice
  - b) the second instalment on or before 1 November 2026
  - c) the third instalment on or before 1 February 2027
  - d) the fourth instalment on or before 1 May 2027
10. RESOLVE that a ratepayer may enter into an approved Direct Debit agreement in lieu of instalment payments detailed in recommendation 9
11. NOTE that Waste Management Charges and other User Fees and Charges were adopted at the 25 May 2026 Council meeting.

<p>Community Plan Reference</p>	<p>Making Lives Better</p> <p>We deliver services to meet our community's needs.</p> <p>Leading Our Community</p> <p>We are a leader and partner that acts with integrity and upholds our community's best interests.</p> <p>We responsibly manage our community's resources to deliver what matters most.</p>
<p>Strategic Plan Reference</p>	<p>Maintain our roads, footpaths, trails, parks, playgrounds, open spaces, stormwater and building assets so they are functional, safe and clean.</p> <p>Deliver services to our community at defined levels.</p> <p>Make our City more liveable by investing in our City's infrastructure.</p> <p>Improve our parks and public spaces for the enjoyment, health and wellbeing of our community.</p> <p>Listen to our community to understand their needs and priorities.</p> <p>Make informed decisions that are open and transparent and in the best interests of our community.</p> <p>Deploy the Council's resources effectively to deliver value while being financially responsible.</p>
<p>Consultation / Engagement</p>	<p>Elected Members</p> <p>Executive Leadership Team</p>
<p>Resources</p>	<p>Appropriately delegated Council staff will implement the 2026/27 budget.</p>
<p>Risk / Legal / Legislative / Reputational</p>	<p>1. Financial Risk</p> <p>There is an ongoing risk of revenue or expenditure variations arising during the financial year due to economic conditions, timing of grant receipts, inflationary pressures, or unplanned maintenance requirements. Continuous monitoring and quarterly reviews mitigate this risk.</p> <p>2. Budget Management Risk</p> <p>The budget has been developed having regard to 2025/26 actual revenue and expenditure, overlaid with 2026/27 assumptions that adjust the budget accordingly. Budget decisions influenced by an assumption may be adversely affected if that assumption</p>

	<p>is better or worse than forecast. Regular review and alignment of budget estimates reduces this risk.</p> <p>3. Capital Delivery Risk</p> <p>Delays in the delivery of capital works or the use of carried forward grant funds may result in project underspend or deferred community benefits. This risk is mitigated through project monitoring and separate Capital Works reporting.</p> <p>4. Compliance Risk</p> <p>Failure to prepare the budget and set the rates in accordance with the Local Government Act 1993 could lead to non-compliance with legislative requirements. This is mitigated by Council adopting the budget as presented.</p> <p>5. Operational Risk</p> <p>The delivery of services to the community may be impacted by budget availability, climate change, world events, economic conditions and political instability. The risk is mitigated by proactive monitoring of all potential sources impacting operational stability and prompt budget reconsiderations or reallocation of resources.</p> <p>6. Reputational Risk</p> <p>Inaccurate or inconsistent management of the budget may undermine public confidence in Council’s provision of services or financial position. Transparent financial reporting and the inclusion of explanatory notes help maintain community trust and accountability.</p>
26/27 Budget Allocation	The budget is documented in <b>Attachment 1</b> and supported by the Report in Detail.
Life of Project, Service, Initiative or (Expectancy of) Asset	Not applicable
25/26 Budget Reconsideration	The 2026/27 budget is forward focussed and does not result in any budget reconsiderations directly impacting the adopted 2025/26 budget.
Ongoing Costs (e.g. maintenance, operational)	Not applicable
Other Funding Sources	All funding sources are disclosed in the budget.

## Report in Detail

### Operating Budget Overview

1. The comprehensive income statement for the 2026/27 budget reports a balanced budget between operating revenue and expenditure.
2. Key outcomes of the proposed 2026/27 operating budget estimates are:
  - Operating Surplus / (Deficit) \$0
  - Underlying Deficit \$2.075 million
  - Rate Revenue (net) \$51.324 million
  - Operating Revenue \$89.556 million
  - Operating Expenditure \$89.556 million
  - Depreciation and Amortisation \$19.6 million
  - Asset Write-off and Disposal \$2.1 million
  - Capital Expenditure \$21.1million
  - Average cash-cover 3 - 5 months
  - No new borrowings proposed

### Revenue

3. Total operational revenue is proposed to increase by \$5.443 million or 6.5% to \$89.556 million.
4. The increase is primarily from Rates (\$3.311 million), User Charges and Licences (\$1.777 million), Grants (\$522,976), State Fire Commission income (\$385,319) and Other Income (\$58,943), partially offset by lower revenue from Investment in TasWater (\$515,200), Interest income (\$75,000) and lower cash contributions (\$22,553).

### Expenditure

5. Total operational expenditure is proposed to increase by \$5.946 million or 7.1% to \$89.556 million.
6. The increase is primarily from Materials and Services (\$2.789 million), Employee Costs (\$1.596 million), Depreciation and Amortisation (\$1.303 million), and Other Expenses (\$404,579), partially offset by the elimination of Finance Costs (\$146,904).

### Annual Plan Key Focus Areas 2026/27

7. Parks and Recreation
  - Reopen and operate the Glenorchy War Memorial Pool.

- Progress playground renewal and parks programs, including works that support safe, accessible and fit-for-purpose community spaces.
  - Continue targeted investment in recreation, facilities and public open space assets.
8. Clean City
- Continue enhanced city cleaning and responsive maintenance initiatives.
  - Manage the financial impacts of waste services cost escalation, including fuel and waste levy increases.
9. Youth Engagement
- Deliver the Glenorchy Youth Hub operating model, with \$300,000 operating grant income and approximately \$361,000 operating expenditure included in the budget.
  - Deliver programs to improve opportunities for young people.
10. Community Safety
- Partner with government and community organisations to deliver programs that improve community safety and inclusion.
  - Maintain operational focus on public compliance, emergency management and community resilience.
11. Advocacy and Engagement
- Advocate for key community priorities.
  - Continue engagement with harder to reach community members to inform them of service and budget priorities.
12. Economic Development
- Support economic activity through planning, property, engagement and community development initiatives.
  - Monitor the financial impacts of changing development activity, including lower large planning application revenue assumptions.
13. Strategic ICT and Transformation
- Continue Project Phoenix implementation and benefits realisation.
  - Fund critical ICT licence renewals, including TechOne and asset management system capability.

### **Capital Budget Overview**

14. A separate report for the 2026/27 Capital Works program and Budget will be presented to Council.

15. Capital priorities identified in the FY2026/27 budget includes continued roads, footpaths, stormwater, property and facility renewals, landfill transfer station investment, ICT asset replacement and ongoing public space and recreation improvements.

### 2026/27 Budget Details

16. Section 82 of the Local Government Act 1993 (the Act) requires the General Manager to prepare estimates of Council's revenue and expenditure for each financial year, in particular:

(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;*
- (b) *be adopted before 31 August in that financial year;*
- (c) *not be adopted more than one month before the start of that financial year.*

17. The assumptions which underpin the 2026/27 Budget are contained in the Long-Term Financial Management Plan and are consistent with Council's Financial Management Strategy 2023-2032.

18. The major elements of the 2026/27 Budget are:

- Statement of Comprehensive Income;
- Statement of Financial Position;
- Capital Expenditure;
- Cash Flow and Funding;
- Risks; and
- Long-Term Financial Management Plan and Financial Management Strategy.

**STATEMENT OF COMPREHENSIVE INCOME 2026/27**

Table 1(a) Statement of Comprehensive Income for 2026/27.

<b>STATEMENT OF COMPREHENSIVE INCOME</b>	<b>Proposed Budget 2026/27</b>	<b>MYBR Budget 2025/26</b>	<b>Budget Difference</b>
<b>Operating Revenue</b>			
Rates	51,324,184	48,012,722	3,311,462
Fire Service Contribution Levy	7,482,297	7,096,978	385,319
User Charges and Licences	18,100,443	16,323,476	1,776,967
Interest	1,675,000	1,750,000	(75,000)
Grants	8,420,806	7,897,829	522,976
Contributions - Cash	22,717	45,270	(22,553)
Investment TasWater	1,874,000	2,389,200	(515,200)
Other	656,947	598,004	58,943
<b>Total Operating Revenue</b>	<b>89,556,394</b>	<b>84,113,479</b>	<b>5,442,914</b>
<b>Operating Expenditure</b>			
Employee Costs	35,116,178	33,519,781	1,596,398
Materials and Services	25,596,150	22,807,637	2,788,513
Depreciation and Amortisation	19,620,724	18,317,649	1,303,075
Finance Costs	0	146,904	(146,904)
Bad and Doubtful Debts	20,000	20,000	0
Other Expenses	9,203,341	8,798,762	404,579
<b>Total Operating Expenditure</b>	<b>89,556,394</b>	<b>83,610,733</b>	<b>5,945,660</b>
<b>OPERATING SURPLUS / (DEFICIT)</b>	<b>0</b>	<b>502,746</b>	<b>(502,746)</b>
<b>Non-Operating Income / Expenditure</b>			
Assets Written Off	(700,000)	(700,000)	0
Asset Disposal	(1,375,000)	(1,375,000)	0
<b>Total Non-Operating Income / Expenditure</b>	<b>(2,075,000)</b>	<b>(2,075,000)</b>	<b>0</b>
<b>UNDERLYING SURPLUS / (DEFICIT)</b>	<b>(2,075,000)</b>	<b>(1,572,254)</b>	<b>(502,746)</b>
<b>Capital Income</b>			
Assets - Capital - Gifted/Donated Assets	625,000	2,625,000	(2,000,000)
Assets - Capital - Found Assets	2,000,000	1,050,000	950,000
Grants - Capital - Roads to Recovery Program	878,000	926,248	(48,247)
Grants - Capital - State Government	400,000	247,500	152,500
Grants - Capital - Other	0	72,000	(72,000)
Grants Capex - Carry Forward Unspent	0	4,719,989	(4,719,989)
<b>Total Capital Income</b>	<b>3,903,000</b>	<b>9,640,737</b>	<b>(5,737,736)</b>
<b>RESULT FROM CONTINUING OPERATIONS</b>	<b>1,828,000</b>	<b>8,068,483</b>	<b>(6,240,482)</b>

## OPERATING REVENUE

### Rates Revenue

#### General Rate

19. The general rate revenue calculated on the Assessed Annual Value with a 5.40% increase to the rate in the dollar, plus the extrapolation of 0.75% FY26 growth into FY27 revenue and a normal annual 0.75% growth assumption in 2026/27. General rate revenue is budgeted to increase by \$3.311 million to \$51.324 million after reductions for statutory rate remissions, penalties and other rate adjustments.

#### Remissions

20. The Act provides for exemptions to the general rate for various classes of property, notably public land and land used for charitable purposes. The offset to the general rate revenue for these remissions is \$1.691 million in 2026/27.

#### Direct Debits

21. Ratepayers, including those in arrears, can choose weekly, fortnightly, monthly, instalment or lump sum payments. There is no extra cost to the ratepayer by choosing to pay by direct debit with Council absorbing this cost.
22. There are currently more than 4,400 ratepayers taking advantage of our direct debit options. The direct debit options proposed for 2026/27 allow:
  - 40 (forty) weekly payments
  - 20 (twenty) fortnightly payments
  - 10 (ten) monthly payments
  - 4 (four) instalment payments
  - 1 (one) in full payment
23. The benefit of direct debit is the ratepayer can spread regular payments across ten months, with no payments required in June and July. The two-month moratorium on rate payments is of benefit to many ratepayers and assists Council with its obligation to give advance notice of a change to the direct debit amount in July before deductions recommence.

#### Overdue Rates

24. A ratepayer with overdue rates can avoid future penalty and interest charges by selecting a weekly, fortnightly or monthly direct debit plan and adhering to the plan without default. Penalty and interest fees charged prior to the direct debit application cannot be waived and will be included in the payment calculation.

### Legal Fee Recovery

25. If legal action is taken to recover overdue rates, the costs are recoverable. An amount of \$40,000 has been allowed for in the budget.

### Differential Rating

26. Differential rating in Tasmania allows local councils to apply varied rates to different categories of rateable land within their municipal area, as permitted under the Local Government Act 1993 (Part 9). This approach enables councils to distribute the rate burden equitably, reflecting factors such as land use, property value, community needs, and the impact of specific land uses on council services
27. The differential rating model between residential and non-residential rates will be continued for the 2026/27 financial year.

### Municipal Revaluation

28. The Valuer-General conducted and completed a revaluation of every property in Glenorchy City Council for the 2024/25 year. For the 2026/27 year, the Valuer-General has provided adjustment factors for valuations in the Glenorchy municipal area as part of the two-yearly indexation cycle between revaluations.
29. The Assessed Annual Value (AAV) upon which the general rate is calculated has not been indexed for improved properties.
30. There has been a 5.00% indexation applied to vacant land AAV, which will be in addition to the 5.40% increase in the general rate in the dollar for vacant land.
31. Across all rateable properties, 97.00% properties will receive an average 5.40% general rate increase. The remaining 3.00% will receive variable general rate increases, having been subject to a supplementary valuation in 2025/26 or are vacant land adjustment factors provided by the Valuer-General.

### Fire Service Contribution

32. The Fire Service Act 1979 requires Council to pay a contribution to the State Fire Commission. The contribution for the 2026/27 financial year is budgeted at \$7.482 million, an increase of \$385,319 or 5.43%. This income is treated as a pass-through item and remitted during the year to the State Government for the purpose of funding the State Fire Commission.

### User Charges

33. User Charges and Licences are budgeted at \$18.100 million, an increase of \$1.777 million or 10.9%. The key contributors identified in the FY27 budget are landfill operations and waste management services, with cost recovery affected by the State Government's 54% increase in the waste levy and fuel price escalation.

### Operating Grants and Subsidies

34. The 2026/27 budget for operating grants and subsidies totals \$8.421 million, an increase of \$522,976.
35. These include:
  - Federal Financial Assistance Grant
  - Humphries Rivulet
  - Glenorchy Jobs Hub
  - Youth Hub; and
  - Child Care Subsidy and Special Needs Programs
36. It is expected new grants may become available during the financial year.

### Investment Income

37. Council's largest investment income stream of \$1.874 million is through its shareholding in TasWater. The water authority's Draft Corporate Plan 2027-2031 indicates a reduction in dividend payments to Councils across Tasmania. The reduction is material to the financial position with Glenorchy City Council expected to receive approximately \$910,000 less than previously indicated. The planned lower payment in 2026/27 is a \$515,200 reduction compared to the 2025/26 mid-year budget review.

It is important to note that the TasWater dividend plan is still in Draft and if it is revised with an increased Dividend payment any additional income will contribute to Councils surplus in 2026/27 and cash reserves.

38. Council's remaining investment income stream is derived from interest earned on cash invested in term deposits. The \$1.675 million budget for 2026/27 is based on budgeted cash flow and anticipated interest rate decisions by the Reserve Bank.

### Finance Charges

39. Finance costs reduce to zero in 2026/27. This reflects the elimination of budgeted finance costs after repayment of existing debt and the absence of new borrowings.

## OPERATING EXPENDITURE

### Employee Costs

40. This includes a range of employee-related expenditure such as wages, superannuation, payroll tax, workers compensation insurance, fringe benefits tax and recruitment costs.
41. The increase to budgeted employee costs in 2026/27 is \$1.596 million with primary contributors being:
  - Enterprise agreement wage escalations

- New positions in FY26 with full annual cost planned for FY27
- Retention increases for staffing in the childcare program
- Proportional increase in the Payroll Tax liability

### **Materials, Services and Contractors**

42. The budget has increased to \$25.596 million up by \$2.789 million or 12.2%, representing a combination of mandatory increases and new council initiatives to provide better services to the community, offset with some operational savings. Specifically, ICT software and licensing, inflation in service contracts, waste and landfill costs, fuel escalation, pool operating costs and the State Government waste levy increase are key drivers.

### **Depreciation and Amortisation**

43. The term depreciation refers to an accounting method used to allocate the cost of a tangible or physical asset over its useful life. Depreciation represents how much of an asset's value has been used. Typical classes of assets depreciated by Council include:

- Roads, gutters and footpaths
- Stormwater drains
- Buildings
- Plant and vehicles
- Office equipment and furniture

44. Council invests in its own new assets such as the Glenorchy War Memorial Pool, sporting facilities, playgrounds, public toilets and upgraded roads and drains. Council also receives donated assets such as roads, drains and playgrounds from developers of residential subdivisions.

45. The 2026/27 depreciation expense will also be impacted by the revaluation of stormwater assets, indexation of other asset categories with higher rates due to persistent inflation.

46. Overall, the Depreciation and Amortisation expense is budgeted at \$19.621 million, an increase of \$1.303 million or 7.1%.

### **Other Expenses**

47. Other expenses are budgeted at \$9.203 million, an increase of \$404,579 or 4.6%. This includes broad operating cost increases and fire levy-related items.

## ASSETS

### Asset Write-Off

48. As Council's assets are renewed and replaced in-line with our Asset Management Strategy, the residual value of the replaced assets is required to be written off. This results in operating expenditure each year that has traditionally been difficult to forecast accurately. For the 2026/27 budget, a base amount of \$2.075 million has been included.

### Capital Grants

49. Projects funded by previous federal government grants have been completed in 2025/26, reducing the 2026/27 budget to \$1.278 million, representing amounts for which Council has signed commitments:

- Roads to Recovery - \$878,000
- Blackspot Funding Commitments - \$400,000

### Donated and Found Assets

50. As a result of ongoing developments within the municipal area particularly subdivisions, Council is given ownership of infrastructure assets each financial year. These assets are primarily roads, stormwater, lighting and footpaths. Council is required to include the value of these assets in its asset register and record the donation of them as non-operating revenue.

51. In addition, regular field audits may identify further infrastructure assets not currently recorded in our asset register. Typically, these assets are hidden or underground. The total budget for donated and found assets is \$2.625 million.

### Profit / (Loss) on Disposal of Assets

52. Council has approved a surplus land sales program. Sales will generate cash flow but may also generate accounting surpluses or deficits depending on the relativity of the sale price to the value recorded in the asset system. Australian Accounting Standards applicable to government require asset values to be recorded at market value rather than historical cost price.

53. As a result, sales may appear to have generated a loss even though there is a positive impact on the Council's cash balance from actual proceeds of each sale (it is important to note the reverse may occur). In addition to land sales, there is also the disposal of changeover plant, vehicles and computer equipment throughout the year.

**STATEMENT OF FINANCIAL POSITION**

54. Table 2(a) details the budgeted Statement of Financial Position. The Statement shows that the budgeted Net Asset position of Council will not materially change from the current financial year.

Table 2(a) Statement of Financial Position for 2026/27.

2026/27 BUDGETED STATEMENT OF FINANCIAL POSITION			
	30 June 2027 Budget \$'000	30 June 2026 Forecast \$'000	Budget Difference
<b>Asset</b>			
<b>Current assets</b>			
Cash and Cash Equivalents	5,990	7,989	(1,999)
Trade and Other Receivables	3,909	6,409	(2,500)
Investments	26,675	35,675	(9,000)
Assets classified as held for sale	167	167	-
Contract Assets	3,823	3,820	3
Other Assets	29	29	-
<b>Total Current Assets</b>	<b>40,593</b>	<b>54,089</b>	<b>(13,496)</b>
<b>Non-Current Assets</b>			
Trade and Other Receivables	259	259	-
Property, Infrastructure, Plant and Equipment	1,323,676	1,293,676	30,000
Investment in Water Corporation	185,227	177,227	8,000
Right of Use Assets	580	1,270	(690)
Other Non-Current Assets	6	6	-
<b>Total Non-Current Assets</b>	<b>1,509,748</b>	<b>1,472,438</b>	<b>37,310</b>
<b>Total Assets</b>	<b>1,550,341</b>	<b>1,526,527</b>	<b>23,814</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Trade & Other Payables	4,492	4,492	-
Provisions	1,061	1,061	-
Borrowings	-	-	-
Trust Funds and Deposits	5,350	5,194	156
Lease Liabilities	750	750	-
Contract Liabilities	4,445	5,445	(1,000)
<b>Total Current Liabilities</b>	<b>16,098</b>	<b>16,942</b>	<b>(844)</b>
<b>Non-Current Liabilities</b>			
Provisions	13,273	13,078	195
Borrowings	-	-	-
Lease Liabilities	425	1,115	(690)
<b>Total Non-Current Liabilities</b>	<b>13,698</b>	<b>14,193</b>	<b>(495)</b>
<b>Total Liabilities</b>	<b>29,796</b>	<b>31,135</b>	<b>(1,339)</b>
<b>Net Position</b>	<b>1,520,545</b>	<b>1,495,392</b>	<b>25,153</b>

**Assets**

55. It is not expected that Council's assets will materially change during the forthcoming financial year.
56. The Long-Term Financial Management Plan forecast projects Council's cash position to reduce in FY26 and FY27 then stabilise as the capital program reduces in size. The reduction in the operating surplus to a balanced break-even budget also has an impact on cash reserves.
57. Council's assets, primarily infrastructure, will likely continue to increase especially with strong inflationary pressure on the construction and building sector.

**Liabilities**

58. It is not expected that Council's liabilities will materially change during the forthcoming year.

**Equity**

59. This will only change in unison with the movement in assets and liabilities. The budget allows for an increase in our equity position on 30 June 2027.

**CAPITAL EXPENDITURE**

60. A separate report for the 2026/27 Capital Works program and Budget is presented to this Special Council meeting. It is that report which formally recommends adoption of the 2026/27 Capital Works budget.
61. However, so that all aspects of Council's 2026/27 budget are presented in this report, a snapshot of the capital budget indicates works totalling \$21.111 million are planned.
62. It is proposed the 2026/27 capital program will expend the budgeted funds on:

Asset Investment	Amount \$	Amount %
Renewal	\$13,733,559	65%
Upgrade	\$5,486,570	26%
New	\$1,891,155	9%

**Transport infrastructure**

63. The transport infrastructure capital works budget for 2026/27 is \$11.507 million of which \$2.920 million is for new and/or upgraded assets and \$8.587 million for renewal and replacement of existing assets.

64. Major capital works budgeted for in the transport infrastructure program include:

- Road pavement rehabilitation - \$3.815million
- Road resurfacing - \$2.590 million
- Footpath renewal - \$2.612 million
- New footpaths and cycleways - \$880,000
- Road safety - \$270,000
- Bridge and street lighting - \$360,000
- Main Road Amenity - \$430,000
- Heavy patching - \$150,000
- Access Projects - \$270,000

### **Stormwater**

65. The stormwater capital works budget for 2026/27 is \$1.915 million of which \$1.285 million is for new and/or upgraded assets and \$630,000 is for renewal and replacement of existing assets.

66. Major capital works budgeted for in the transport infrastructure program include:

- Flood mitigation and system upgrades - \$1.430 million
- Stormwater asset renewal - \$485,000

### **Property and Environment**

67. The Property and Environment capital works budget for 2026/27 is \$2.840 million of which \$872,000 is for new and/or upgraded assets and \$1.969 million is for replacement and renewal of existing assets.

68. Major capital expenditure budgeted for the Property and Environment program include:

- Parks and reserves - \$689,000
- Facilities and sportsgrounds - \$660,000
- Public toilet replacement - \$600,000
- Council buildings - \$781,000
- Tracks and trails - \$110,000

### **Major Projects**

69. The Major Projects capital works budget for 2026/27 is \$2.450 million including large projects:

- Tolosa Park Destination Playspace - \$1.700 million

- Landfill Hazardous Waste Storage - \$100,000
- Wilkinsons Point Ferry Terminal Contribution - \$500,000

### **Vehicle Fleet**

70. The 2026/27 vehicle fleet budget of \$680,000 enables the timely replacement of Council vehicles.

### **Plant and Equipment**

71. Replacement of field equipment has been budgeted at \$1.509 million for the 2026/27 financial year. The largest project within this category is to continue with the purchase of heavy vehicles in lieu of leasing to gain financial savings.

### **Information and Communications Technology (ICT)**

72. The ICT capital works budget for 2026/27 is \$208,000 of which \$150,000 is for the cyclical replacement of laptops, PC's, tablets and monitors.

## **CASH FLOW AND FUNDING**

### **Cash**

73. Current forecasts indicate Council's cash position on 30 June 2026 (i.e. total cash held in operational and investment accounts) is estimated at \$25.000 million. However as of 30 June 2027, this is forecast to reduce to \$23.000 million. The reduction in the operating surplus to a balanced break-even budget also has an impact on lowering cash reserves. The planned purchase of the Terry St building which will be used for the Youth Hub and for additional council capacity will reduce Council's cash holdings. The non-grant funded capital works will be funded from income and cash reserves.
74. An analysis of the estimated cash cover ratio based on the Tasmanian Audit Office calculation indicates Council will have sufficient cash to cover the recommended 3 to 6 months expenditure cover with the ratio reducing cyclically in June each year. It is anticipated the ratio will be lower in 2026/27 as we will be holding less cash. However, it is anticipated that during the 2026/27 year the ratio will oscillate as high as 6 months cover in August/September and as low as 3 months in June 2027 in line with cyclical cash flows.

### **Borrowings**

75. Council has repaid all of its external debt in the 2025/26 financial year. Council has also moved away from more costly heavy machinery leases and has committed capital to the purchase of machinery for council use which will produce ongoing savings.
76. There is no proposal for Council to borrow funds in 2026/27.

**RISKS****Contingency**

77. No contingency has been included in the budget. The change from an operating surplus to a balanced break-even budget means the risk of unforeseen expenditures increases in 2026/27. This could lead Council into an operating deficit position.

**Economic Conditions**

78. The annual movement in the most recent LGAT Council Cost Index (CCI) is 3.55%, up from 3.13% last year. The Local Government Association of Tasmania releases the CCI each year as it is believed this measure better reflects the cost increases associated with the delivery of local government services. This compares to an annual increase of 5.1% in the Hobart Consumer Price Index to March 2026. Council expects inflationary and price escalation pressure to persist.
79. The disparity between the two indices highlights that local government has focused on reducing costs and keeping budgets in check whilst inflationary pressures persist. It is essential that the budget balances, as far as practicable, with the conflicting priorities of rates, service provision and financial sustainability.

**Interest on Cash Investments**

80. Cash reserves are invested in term deposits to generate additional operating revenue. The average interest rate at the beginning of 2025/26 was 4.30%. However, interest rates currently offered by our financial institutions have increased to be in the range of 5.20% – 5.30% and may increase again depending on Reserve Bank monetary policy. In light of this, recent term deposits have been locked in until 2027 to take advantage of the higher rates and to reduce the rate rise burden on the community.
81. The interest income budget has decreased to \$1.675 million for 2026/27 based upon historical cash investments and locked-in higher rates of interest. This forecast is also based on expected seasonal cash movements and that uncertainty higher rates will persist over the next 6 to 12 months.

**Payments for Materials, Services and Contractors**

82. Council relies on competitive procurement processes in order to keep costs down, and for our preferred suppliers to remain financially viable in the provision of their services as this makes up 28.6% of our total operating expenditure.
83. Latest statistics from ASIC indicate businesses continue to face financial difficulties at recent record levels. This may impact Council in both the availability and affordability of materials, services and contractors.

**Infrastructure damage**

- 84. The risk of damage to Council infrastructure assets 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 assets should such events occur.
- 85. Council accepts this risk because the cost of mitigation by insurance coverage for the infrastructure assets is extremely high or is not available in the insurance market. 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.

**LONG-TERM FINANCIAL MANAGEMENT PLAN AND MANAGEMENT INDICATORS**

- 86. Council must plan for ongoing financial sustainability over the long term because it relies on long-life assets to continue to deliver critical community services.
- 87. Council has developed a Long-Term Financial Management Plan (LTFMP) and a Financial Management Strategy (FMS) to provide a longer-term context and to support decision making particularly during the budget development process, in line with the requirements of the *Local Government Act 1993*.
- 88. The LTFMP developed to support the 2026/27 Rates revenue budget provides for the following long-term assumptions:

Table 6.1 – Long-Term Financial Management Plan Assumptions

	2026 / 2027	2027 / 2028	2028 / 2029	2029 / 2030	2030 / 2031 and onwards
Ratepayer General Rate % Increase	5.40%	5.50%	5.50%	5.00%	4.50%

The LTFMP indicates planned rate increases similar to 2026/27 for the next 2 years. This is required to get Council's budget back to a modest surplus and secure Council's cash reserves. Rates will be reviewed annually to ensure the smallest increase is put into effect to maintain long term financial sustainability.

- 89. The Local Government (Management Indicators) Order 2014 provides for seven measures that Council is assessed against by the Auditor General for financial sustainability. Table 6.2, below, provides a summary of these indicators for the forthcoming year.

Table 6.2 – Forecast Management Indicators 2026/27

Indicator	Target Range	2026/27 Budget
Underlying Surplus / (Deficit)	>\$0	(\$2.075m)
Underlying Surplus / (Deficit) Ratio	>0%	(2.3%)
Net Financial Liabilities	>\$0	\$6.777m
Net Financial Liabilities Ratio	>0%	7.5%
Asset Renewal Funding Ratio	>90%	100%
Asset Sustainability Ratio	100%	108%

90. In framing the budget for 2026/27, Council has focussed on financial sustainability with targeted new initiatives to address community priorities. The effect of the proposed budget on the management indicators is:

- the plan is for a balanced break-even budget in 2026/27
- future periods from 2027/28 onwards will require a modest surplus to ensure long term financial sustainability
- the underlying deficit is forecast to return to surplus in future periods
- the net result after all income and expenditure is positive for all future periods
- all other asset ratios meet minimum targets.

### BUDGET SUMMARY

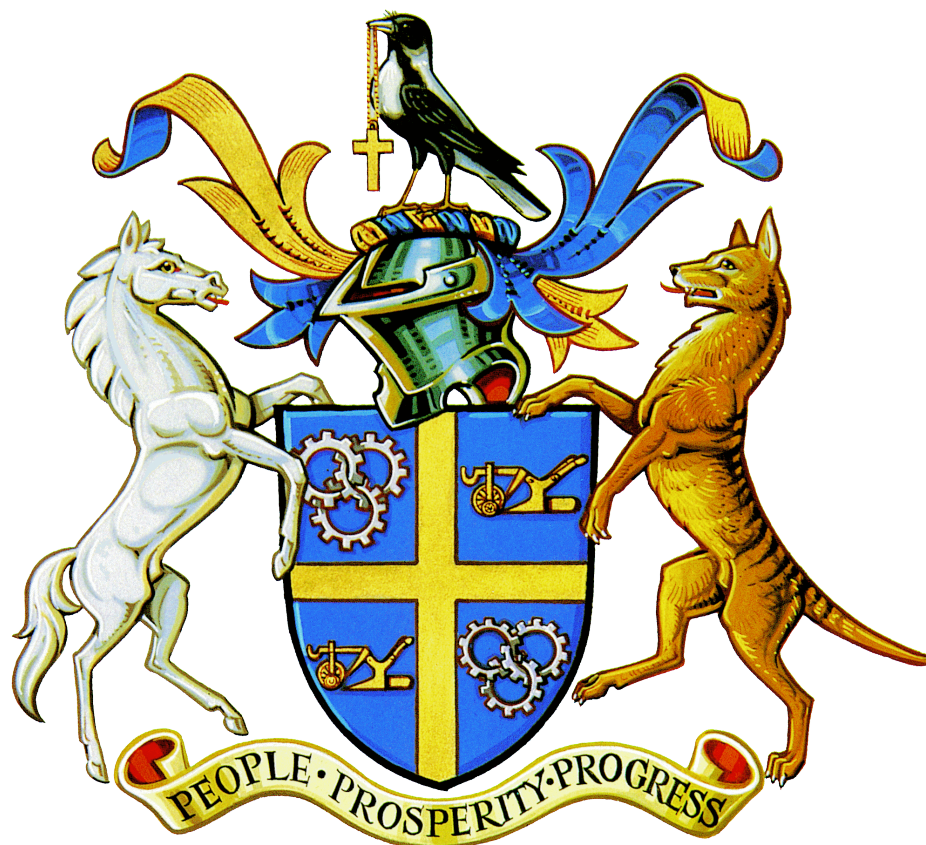
91. The demand for increased community services like the Glenorchy Pool and continued infrastructure investment has contributed to the cost of providing and maintaining those services and infrastructure to the required level. The budget for 2026/27 balances these needs with an appropriate average ratepayer general rate increase of 5.40%.

92. The 2026/27 budget seeks to assure Council's financial sustainability, provide appropriate funds for the operations of Council, acknowledging the difficult economic environment and cost of living concerns for residents and rate payers.

### Attachments

1. Attachment 1 - 2026-27 Budget Estimates [6.1.1 - 4 pages]

# Glenorchy City Council



**2026/27**

**Budget Estimates**

**Statement of Financial Position**

**Long Term Financial Management Plan**

<b>GLENORCHY CITY COUNCIL BUDGET ESTIMATES</b>	<b>Proposed Budget 2026/27</b>	<b>MYBR Budget 2025/26</b>
<b>Operating Revenue</b>		
Rates	51,324,184	48,012,722
Fire Service Contribution Levy	7,482,297	7,096,978
User Charges and Licences	18,100,443	16,323,476
Interest	1,675,000	1,750,000
Grants	8,420,806	7,897,829
Contributions - Cash	22,717	45,270
Investment TasWater	1,874,000	2,389,200
Other	656,947	598,004
<b>Total Operating Revenue</b>	<b>89,556,394</b>	<b>84,113,479</b>
<b>Operating Expenditure</b>		
Employee Costs	(35,116,178)	(33,519,781)
Materials and Services	(25,596,150)	(22,807,637)
Depreciation and Amortisation	(19,620,724)	(18,317,649)
Finance Costs	-	(146,904)
Bad and Doubtful Debts	(20,000)	(20,000)
Other Expenses	(9,203,341)	(8,798,762)
<b>Total Operating Expenditure</b>	<b>(89,556,394)</b>	<b>(83,610,733)</b>
<b>OPERATING SURPLUS / (DEFICIT)</b>	<b>0</b>	<b>502,746</b>
<b>Non-Operating Income / Expenditure</b>		
Assets Written Off	(700,000)	(700,000)
Asset Disposal	(1,375,000)	(1,375,000)
<b>Total Non-Operating Income / Expenditure</b>	<b>(2,075,000)</b>	<b>(2,075,000)</b>
<b>UNDERLYING SURPLUS / (DEFICIT)</b>	<b>(2,075,000)</b>	<b>(1,572,254)</b>
<b>Capital Income</b>		
Assets - Capital - Gifted/Donated Assets	625,000	2,625,000
Assets - Capital - Found Assets	2,000,000	1,050,000
Grants - Capital - Roads to Recovery Program	878,000	926,248
Grants - Capital - State Government	400,000	247,500
Grants - Capital - Other	-	72,000
Grants Capex - Carry Forward Unspent Amount	-	4,719,989
<b>Total Capital Income</b>	<b>3,903,000</b>	<b>9,640,737</b>
<b>RESULT FROM CONTINUING OPERATIONS SURPLUS / (DEFICIT)</b>	<b>1,828,000</b>	<b>8,068,483</b>

<b>GLENORCHY CITY COUNCIL STATEMENT OF FINANCIAL POSITION</b>	<b>30 June 2027 Budget \$'000</b>	<b>30 June 2026 Forecast \$'000</b>	<b>30 June 2025 Actual \$'000</b>
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and Cash Equivalents	5,990	7,989	4,955
Trade and Other Receivables	3,909	6,409	5,831
Investments	26,675	35,675	31,782
Assets classified as held for sale	167	167	1,183
Contract Assets	3,823	3,820	106
Other Assets	29	29	610
<b>Total Current Assets</b>	<b>40,593</b>	<b>54,089</b>	<b>44,467</b>
<b>Non-Current Assets</b>			
Trade and Other Receivables	259	259	259
Property, Infrastructure, Plant and Equipment	1,323,676	1,293,676	1,295,431
Investment in Water Corporation	185,227	177,227	180,685
Right of Use Assets	580	1,270	1,836
Other Non-Current Assets	6	6	6
<b>Total Non-Current Assets</b>	<b>1,509,748</b>	<b>1,472,438</b>	<b>1,478,217</b>
<b>Total Assets</b>	<b>1,550,341</b>	<b>1,526,527</b>	<b>1,522,684</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Trade & Other Payables	4,492	4,492	6,511
Provisions	1,061	1,061	5,075
Borrowings	-	-	126
Trust Funds and Deposits	5,350	5,194	556
Lease Liabilities	750	750	750
Contract Liabilities	4,445	5,445	5,445
<b>Total Current Liabilities</b>	<b>16,098</b>	<b>16,942</b>	<b>18,463</b>
<b>Non-Current Liabilities</b>			
Provisions	13,273	13,078	13,078
Borrowings	-	-	-
Lease Liabilities	425	1,115	1,115
<b>Total Non-Current Liabilities</b>	<b>13,698</b>	<b>14,193</b>	<b>14,193</b>
<b>Total Liabilities</b>	<b>29,796</b>	<b>31,135</b>	<b>32,656</b>
<b>NET POSITION</b>	<b>1,520,545</b>	<b>1,495,392</b>	<b>1,490,028</b>

GLENORCHY CITY COUNCIL LONG TERM FINANCIAL MANAGEMENT PLAN	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35	FY36
	Proposed Budget	Year 2 Forecast	Year 3 Forecast	Year 4 Forecast	Year 5 Forecast	Year 6 Forecast	Year 7 Forecast	Year 8 Forecast	Year 9 Forecast	Year 10 Forecast
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income from continuing operations</b>										
<b>Recurrent income</b>										
Rates	51,324	54,421	57,752	61,176	64,269	67,519	70,933	74,520	78,288	82,247
Statutory Fees and Fines	7,482	7,744	8,015	8,296	8,586	8,887	9,198	9,520	9,853	10,198
User Charges	18,100	18,920	19,621	20,349	21,103	21,885	22,696	23,537	24,409	25,314
Grants	8,421	8,421	8,421	8,421	8,421	8,421	8,421	8,421	8,421	8,421
Contributions - Cash	23	24	25	26	26	27	28	29	30	31
Interest	1,675	1,858	2,101	2,228	2,535	2,842	3,189	3,611	3,987	4,388
Other Income	657	680	704	728	754	780	808	836	865	895
Investment Revenue from Water Corporation	1,874	1,874	1,874	1,874	1,874	1,874	1,874	1,874	1,874	1,874
<b>Total recurrent income</b>	<b>89,556</b>	<b>93,942</b>	<b>98,513</b>	<b>103,097</b>	<b>107,568</b>	<b>112,235</b>	<b>117,147</b>	<b>122,348</b>	<b>127,727</b>	<b>133,368</b>
<b>Expenses from continuing operations</b>										
Employee Costs	35,116	36,664	38,280	40,358	42,549	44,859	47,295	49,862	52,569	55,423
Materials & Services	25,596	26,602	28,171	29,762	30,886	31,533	32,585	33,708	34,765	35,854
Depreciation and Amortisation	19,621	20,621	21,446	22,303	23,196	24,123	25,088	26,092	26,092	27,135
Finance Charges - loan plus lease	0	0	0	0	0	0	0	0	0	0
Other Expenses & Bad Debts	9,223	9,707	10,110	10,425	10,750	11,085	11,430	11,787	12,154	12,533
<b>Total expenses from continuing operations</b>	<b>89,556</b>	<b>93,593</b>	<b>98,006</b>	<b>102,849</b>	<b>107,380</b>	<b>111,600</b>	<b>116,398</b>	<b>121,449</b>	<b>125,580</b>	<b>130,945</b>
<b>Result from continuing operations</b>	<b>0</b>	<b>349</b>	<b>507</b>	<b>248</b>	<b>188</b>	<b>634</b>	<b>748</b>	<b>899</b>	<b>2,147</b>	<b>2,423</b>
<b>Capital income</b>										
Capital grants received specifically for new or upgraded assets	1,278	1,278	1,278	1,500	1,600	1,200	1,200	1,600	1,600	1,200
Contribution and recognition of non-monetary assets	2,625	2,100	2,100	2,600	2,600	1,600	1,600	1,600	1,600	1,600
Net gain (loss) on disposal of property, infrastructure and equipment	(2,075)	(2,137)	(2,191)	(2,245)	(2,302)	(2,359)	(2,418)	(2,479)	(2,541)	(2,604)
	<b>1,828</b>	<b>1,241</b>	<b>1,187</b>	<b>1,855</b>	<b>1,898</b>	<b>441</b>	<b>382</b>	<b>721</b>	<b>659</b>	<b>196</b>
<b>Net result for year</b>	<b>1,828</b>	<b>1,589</b>	<b>1,694</b>	<b>2,103</b>	<b>2,086</b>	<b>1,075</b>	<b>1,130</b>	<b>1,620</b>	<b>2,806</b>	<b>2,619</b>
<b>Other comprehensive Income</b>										
TasWater fair value adjustment										
Revaluation of PPE										
<b>Total comprehensive income</b>	<b>1,828</b>	<b>1,589</b>	<b>1,694</b>	<b>2,103</b>	<b>2,086</b>	<b>1,075</b>	<b>1,130</b>	<b>1,620</b>	<b>2,806</b>	<b>2,619</b>

## 6.2 2026/27 CAPITAL WORKS PROGRAM AND BUDGET

Author: Director Infrastructure and Development (Patrick Marshall)  
Qualified Person: Chief Executive Officer (Emilio Reale)  
File Reference: 2026/27 Annual Budget

### Executive Summary

This report presents the proposed 2026/27 Capital Works Program for Council approval. The program has a total value of \$21.1 million and has been developed in alignment with Council's:

- Strategic Asset Management Plan (SAMP);
- Asset Management Plans (AMPs); and
- Long-Term Financial Management Plan (LTFMP).

These plans ensure that investment decisions support sustainable service delivery and long-term financial outcomes.

The program is structured across six asset-based sub programs, with the largest investment being transport infrastructure, followed by property, major projects, fleet and plant, stormwater and information and communications technology (ICT).

A total of \$13.7 million (approximately 65% of the program) is allocated to asset renewal to maintain existing infrastructure, while \$7.4 million (approximately 35%) is directed toward new and upgraded assets to improve levels of service and respond to community needs.

The overall program is approximately \$10 million lower than the previous year, reflecting the completion of major grant funded projects such as the Tolosa Park redevelopment and the major soccer facilities developments. Transport remains the largest component of the program, with recent years of targeted renewal investment addressing historical backlogs and enabling a moderated renewal spend in 2026/27, alongside increased focus on new and upgraded infrastructure. The program is broadly aligned with Council's asset management and long-term financial planning frameworks.

Stormwater and property programs are funded at or above renewal demand, while transport renewal is slightly below long-term requirements following the recent catch up investment.

Delivery of the 2026/27 capital works program will be delivered through a mix of internal resources and external contractors. Key risks include contractor availability, market conditions and volatility in fuel and material costs, which may impact delivery timeframes and pricing.

The provision of new and upgraded assets are expected to increase ongoing operational costs by approximately \$0.5 million per annum from depreciation and maintenance costs, which will need to be accommodated within future budgets.

Overall, the program represents a balanced and deliverable investment in Council's infrastructure, maintaining essential assets while progressing key improvements to support a safe, functional and liveable city.

**Recommendation**

That Council:

1. ENDORSE the Glenorchy City Council Capital Works Program for the 2026/27 financial year, as detailed in this report; and
2. ADOPT the 2026/27 Capital Works Summary Budget Estimates as set out in **Attachment 1**.

<p>Community Plan Reference</p>	<p>Valuing Our Environment We improve the quality of our urban and rural areas as places to live, work and play.</p> <p>Open for Business We encourage responsible growth for our City. Investment in infrastructure to achieve our community's vision.</p>
<p>Strategic Plan Reference</p>	<p>Maintain our roads, footpaths, trails, parks, playgrounds, open spaces, stormwater and building assets so they are functional, safe and clean.</p> <p>Deliver services to our community at defined levels.</p> <p>Make our City more liveable by providing and upgrading public places and facilities for people to come together.</p> <p>Make our City more liveable by investing in our City's infrastructure.</p> <p>Improve our parks and public spaces for the enjoyment, health and wellbeing of our community.</p> <p>Manage the City's assets responsibly for the long-term benefit and growth of our community.</p>
<p>Consultation/ Engagement</p>	<p>Council officers have carried out consultation with the key stakeholders who would be affected by the capital works program and its projects, including residents, community groups, utilities, and the wider community.</p> <p>For instance, during the scoping and concept design phase of the stormwater projects where machinery access to private properties is required, affected residents have been approached by Council officers and relevant consents obtained when Council has no easement or existing assets within the properties. Further consultation is undertaken prior to the works commencing to inform residents of any inconvenience.</p> <p>Consultation with key stakeholders has been recognised as one of the critical success factors in the successful delivery of the FY2026/27 Capital Works Program and will be continually carried out through the whole lifespan of the capital works program.</p> <p>Council will communicate the key information about this year's budget through face-to-face discussion and online platforms (e.g. Facebook and Council website), to explain the key aspects of the budget in a clear and accessible way.</p> <p>Council will also periodically report the progress of its capital works program through a variety of channels including quarterly</p>

	<p>Capital Works Status reporting to Council as well as website and social media updates.</p>
<p>Resources</p>	<p>Council has several departments involved in the planning, scoping, design and delivery of the annual capital works program and has resourced its staff accordingly. It is confident that officers are appropriately positioned to implement the FY2026/27 capital works program.</p> <p>Council has internal construction crews skilled and equipped to deliver some of the infrastructure projects proposed within the transport and stormwater programs. For projects outside of Council’s current internal capacity or specialist skillsets, works will be delivered through appropriate procurement processes (e.g. tenders and RFQs) and awarded to external contractors.</p> <p>Due to the scale of the proposed program, Council may face resource constraints in delivering all projects within the financial year. Prevailing construction market conditions, including contractor availability, skill shortages, and volatility in fuel supply and material inputs (particularly bitumen), may impact pricing, procurement outcomes and delivery timeframes. These factors may also affect Council’s ability to secure contractors at competitive rates.</p> <p>Council officers are aware of these delivery and market risks. The internal capital program governance group (Infrastructure Management Group) and project managers will actively monitor resourcing, market conditions and delivery performance, and respond to emerging risks as required. Any material variations to scope, cost or timing will be reported to Council through quarterly financial reporting or on an “as required” basis.</p>
<p>Risk / Legal / Legislative / Reputational</p>	<p>The Capital Works Program is subject to financial, delivery and asset management risks that require ongoing monitoring. Economic conditions, including inflation, global fuel supply constraints and associated impacts on bitumen and construction materials, may affect cost estimates and project delivery, requiring in-year budget adjustments. This is managed through regular financial review processes and periodic budget updates.</p> <p>A key strategic risk is misalignment between the annual capital program and Council’s SAMP and LTFMP. Where renewal funding is below asset demand, there is potential impact on long-term asset condition and financial sustainability. This risk is managed through ongoing asset performance monitoring and periodic updates to long-term planning frameworks.</p>

	<p>Delivery risk also exists due to contractor availability, supply chain disruption and material cost volatility, which may affect pricing and program delivery. This is mitigated through robust procurement processes and broad market engagement. Council is also exposed to infrastructure damage from extreme events, with limited insurance coverage; this risk is partially mitigated through eligibility for external disaster funding.</p> <p>If the program is not adopted, there is a high risk of delays, rework and financial uncertainty associated with developing an alternative budget. This is mitigated through early engagement with Elected Members during the budget development process.</p>
<p>26/27 Budget Allocation</p>	<p>The proposed Capital Works Program for FY2026/27 totals \$21.1 million, comprising six sub-programs aligned to Council’s major asset classes. The largest allocation is to the Transport Program (\$11.5 million), followed by Property and Environment (\$2.8 million), Major Projects (\$2.5 million), Fleet and Plant (\$2.2 million), Stormwater (\$1.9 million) and ICT (\$0.2 million). Of the total program, approximately \$13.7 million is allocated to asset renewal and \$7.4 million to new and upgrade works, reflecting a continued focus on maintaining existing assets while delivering targeted improvements to service levels</p>
<p>Life of Project, Service, Initiative or (Expectancy of) Asset</p>	<p>The assets delivered through the Capital Works Program are long-life infrastructure that support core Council services, including transport networks, drainage systems, buildings, parks and facilities. These assets typically have useful lives ranging from 10 to 80+ years, depending on asset class. Lifecycle management is guided by Council’s Asset Management Plans and Strategic Asset Management Plan, which forecast renewal, maintenance and replacement requirements over a 10 year horizon to ensure assets remain safe, functional and fit for purpose</p>
<p>26/27 Budget Reconsideration</p>	<p>The Capital Works Program will be actively monitored throughout the financial year and may be reconsidered through Council’s established financial reporting processes. This includes quarterly financial reporting and, where required, separate reports to Council to address material changes in scope, cost or timing. Reconsideration may be required in response to factors such as market conditions, procurement outcomes, delivery constraints or emerging risks, ensuring the program remains aligned with Council priorities and financial capacity</p>

<p>Ongoing Costs (e.g. maintenance, operational)</p>	<p>New and upgraded assets delivered through the 2026/27 program will result in increased ongoing operational costs, including maintenance and depreciation. These impacts are estimated to be approximately \$0.5 million per annum, driven primarily by the completion of new and upgraded infrastructure within the Transport and Major Projects programs. These additional costs will need to be incorporated into future operating budgets and reflected in Council’s Long Term Financial Management Plan to ensure ongoing financial sustainability</p>
<p>Other Funding Sources</p>	<p>The Capital Works Program includes a combination of Council funding and external funding sources. External contributions are primarily associated with grant-funded projects and stakeholder contributions, including State and Federal Government programs and, where applicable, utility or development related funding. Some projects are also funded from Council reserves, such as the Tolosa Park Destination Playspace funded from land disposals reserves. It is noted that certain grants operate on a reimbursement basis, requiring Council to fund works upfront and seek milestone payments, which has implications for cashflow management during delivery.</p>

**Proposal in Detail**

**Background**

1. Council is responsible for the acquisition, operation, maintenance, renewal and disposal of an extensive range of physical assets, including roads, footpaths, drainage networks, bridges, public buildings, parks, recreation facilities, fleet and Plant, information and communications technology (ICT) and other equipment.
2. Council manages an extensive asset portfolio with an estimated total replacement value of over \$1.2 billion. These assets provide essential services to the Glenorchy community and underpin the delivery of Council’s core functions.
3. Most of this asset value is concentrated across four key asset classes, Transport, Drainage, Buildings, and Parks/Recreation, which together represent the largest and most critical components of Council’s infrastructure base.
4. The importance of these assets to the community and their significance for the budget means that asset management is a critical part of the Council’s long-term financial planning and service delivery, and these assets must be maintained and replaced accordingly.
5. As required under the Local Government Act 1993 (the Act), Council develops and maintains a set of crucial asset management documents, including its Asset Management Policy (the Policy), the Asset Management Strategy (AMS) and

Strategic Asset Management Plan (SAMP). Each of the four major asset classes also has its own class-specific Asset Management Plan (AMP) developed to ensure they are managed in-line with the goals and objectives set out in the SAMP.

6. The AMS, SAMP and individual AMPs identify the community's need and demand for these assets and provides long-term projections of the renewal, upgrade and new asset acquisitions required, based on the adopted levels of service.
7. To deliver the objectives and goals in the SAMP and individual AMPs, Council develops and maintains a 10-year capital works program.
8. In addition to the projects from the four major asset classes, there are several minor asset classes, including Plant and Equipment, Vehicles and Fleet, and Information and Communications Technology (ICT) assets. Assets in these classes are also included in Council's annual capital works program to ensure Council's overall asset base is sufficiently renewed and reflects the emerging needs within the community.
9. This report is to present Council with the proposed 2026/27 financial year (FY2025/26) capital works program and seeks Council's approval of the capital expenditure associated with the program.

#### **How the Capital Works Program is Developed**

10. Council is required to maintain a 10-year capital works program and have the expenditure of the program projected in its Long-Term Financial Management Plan (LTFMP).
11. The development of the 10-year capital works program considers community objectives, affordability, and levels of service.
12. In general, the projects listed in the first year (Yr. 1) of the capital works program are used for budgeting and project programming purposes and give the most certainty in terms of costs and timing. The Yr. 1 program is the FY2026/27 capital works program which is presented to Council for endorsement as part of this report.
13. Subsequent years (Yr. 2 to Yr. 10) in the capital works program have been nominated and prioritised but are not confirmed until adopted for the budget year in which they are scheduled to commence.
14. The projects included in the capital works program are generated from several sources, including asset condition assessments and analysis, risk ratings, necessity, requests from the public and initiatives from community groups. These projects are further explored and prioritised by asset managers before being included in the capital works program.
15. For external-facing projects, such as transport, stormwater, property and environmental projects, community consultation and engagement form a vital part of the projects and program development process.
16. Guided by Council's community engagement framework, suitable levels of engagement (e.g., 'inform', 'consult' or 'empower') were used further to refine the scope and outcomes of the projects.

17. This process ensures the outcomes of these projects are aligned with the Council’s strategic direction and asset management goals, and that the benefits outweigh the expenditure over the whole lifespan of the assets.

### **FY2026/27 Capital Works Program Summary**

18. For FY2026/27, Council officers have proposed a capital works program valued at \$21.1m for asset renewal, upgrade and acquisition.
19. The program consists of infrastructure projects from the four major asset classes as well as minor asset classes (e.g., ICT and vehicles and equipment) to ensure all the high-priority asset renewals, upgrades, and acquisitions are captured and budgeted for.
20. The program consists of six (6) sub-programs, mainly based on asset classes, and results in a total proposed capital expenditure of \$21.1m that requires Council funding.
21. The table below presents the names of these six capital sub-programs and their capital expenditures:

No.	Sub-Programs	Expenditure (\$)
1	Transport	\$11.5m
2	Stormwater	\$1.9m
3	Property and Environment	\$2.8m
4	Major Projects	\$2.5m
5	Fleet and Plant	\$2.2m
6	Information and Communications Technology (ICT)	\$0.2m
<b>Total Capital Budget Required:</b>		<b>\$21.1m</b>

22. A copy of the FY2026/27 capital works program summary is included in **Attachment 1** to this report.
23. \$13.7m of the proposed \$21.1m Capital Works Program would be spent on asset renewal works, such as road resurfacing, footpath replacement and playground renewal, to provide a safe and fit-for-purpose environment for the residents and the wider community to use. The remainder (\$7.4m) would be spent on upgrading existing assets or acquiring new assets to improve levels of service.
24. The overall FY2026/27 capital works program is approximately \$10m lower than last year’s program. This is mainly due completion of major grant funded projects including the to the Glenorchy War Memorial Pool, which was funded by the State Government.

25. The breakdowns between renewal and new/upgrade amounts for each sub-program are presented in the table below (Figure 1).

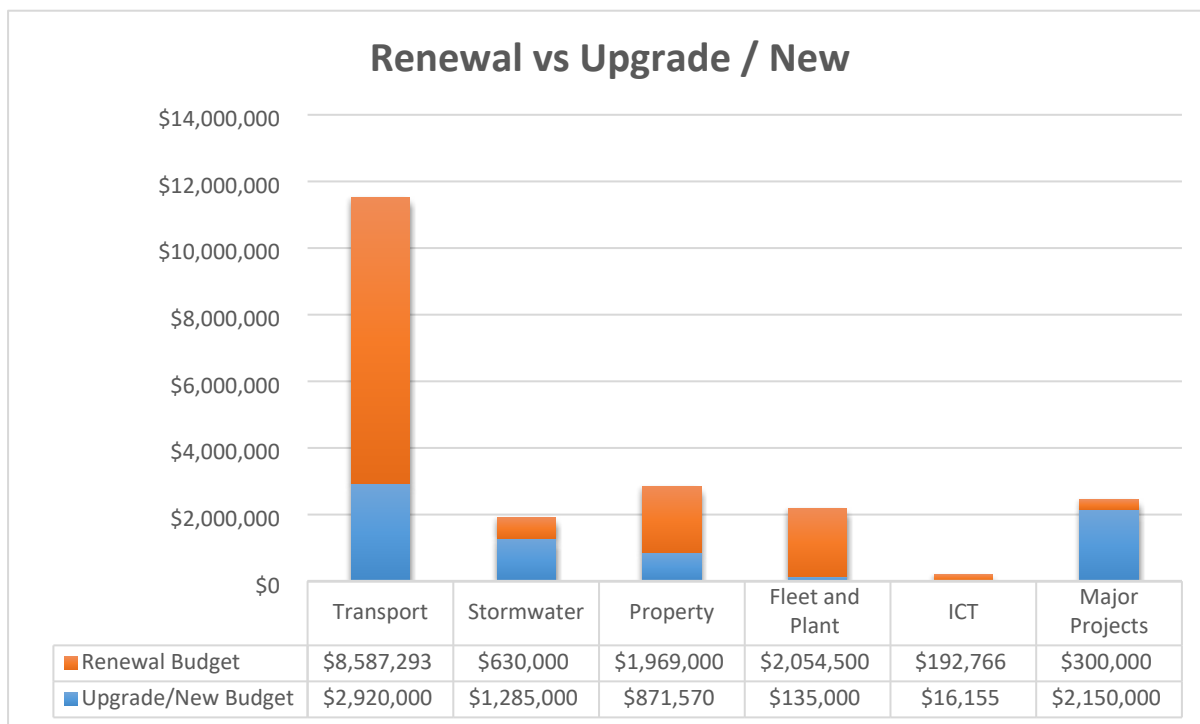


Figure 1: Capital Works Program Renewal and Upgrade/New Expenditure

26. The diagram above shows that the ‘Transport’ capital works program is the most extensive capital program in terms of overall expenditure, around \$11.5m in FY2026/27.

27. It is noted that the majority (approximately 75%) of the Transport capital works program is made of renewal projects. \$2.9m of the Transport program will be spent on new and upgrade projects, mostly associated with the Vulnerable Road User and Black Spot programs, along with new cycling infrastructure projects. A significant amount of upgrade and new expenditure (\$2.2m) has also been included in the Major Projects works program, mainly consisting of the Tolosa Park Destination play space, funded from Council’s land disposals reserves.

**FY2026/27 Capital Works Program in Detail**

28. The FY2026/27 Capital Works Program consists of projects and assets from six (6) sub-programs and results in capital expenditure of \$21.1m that Council is required to fund. Key information about each of the sub-capital works programs are:

Transport Capital Works Program and Budget

29. The Transport Capital Works Program is traditionally the most prominent capital works program in Council given the value (over \$712m) of Council-owned transport assets and the critical service they provide to the community.

30. Transport capital projects can vary from large-scale civil construction works, such as full road segment reconstruction, to minor upgrades, such as adding kerb ramps to an existing intersection.

31. Council's proposed transport capital works budget for FY2026/27 is valued at \$11.5m, of which \$8.6m is for renewal and replacement of existing assets and \$2.9m is for new and/or upgraded assets.
32. Compared to the FY2025/26 budget, Council has reduced expenditure on transport asset renewal by approximately \$3.1 million in FY2026/27. This follows a deliberate uplift in renewal investment over recent financial years to address historical underfunding of the road and footpath network prior to 2022/23. As a result of that targeted catch-up investment, the network condition and renewal position have stabilised, and current funding levels are now broadly aligned with Asset Management Plan requirements.
33. Pleasingly, Council is now meeting the renewal spending required for transport assets as identified in the SAMP. This is a significant achievement for Council.
34. Major capital works budgeted for in the Transport Capital Works Program include:
  - Main Road Footpath Renewal (Gavitt to Windsor)
  - Springfield Avenue Footpath Renewal
  - Moonah Car Park Seating Area
  - Allowance for Moonah Parklets and amenity upgrades
  - Stage 3 of Renfrew Circle Reconstruction
  - Stage 2 of Molesworth Road Repairs
  - Reid Street Reconstruction
  - Tolosa Street Pavement Rehabilitation
  - Knights Point Reserve Car Park
  - Main Road Granton Shared Path – Stage 3A
  - Claremont Link Road Pathway – Stage 1
  - GASP Walkway Bridge Corrosion Protection Works
  - Transport Access Projects
    - Euston Street / Redfern Place Pedestrian Crossing
    - Bowen Road Access Project
    - Terry Street Pedestrian Crossings

#### Major Projects

35. This program consists of the significant sporting and community infrastructure projects funded by State and Federal Government grants as well as other major projects not within Council's usual capital works program.
36. The State and Federal Government grant projects, with a total budget of about \$2.4m, are:
  - International Food Garden/Community Garden
  - Tolosa Park Destination Playspace

- Landfill Hazardous Waste Storage
  - Wilkinsons Point Ferry Terminal Contribution
37. The preparation works for these projects has already commenced during FY202/26, focusing on project initiation, design and consultation.
38. In FY2026/27, these grant projects will be delivered, with construction works expected to be completed during the year. Council should note that under the terms and conditions of some of the funding agreements, Council must first undertake the works and then seek milestone reimbursements. This results in timing delays between completing works and receiving payment of grant funds for some projects.
39. With the amount of new and upgraded assets, as detailed above, coming to Council's asset portfolio at the end of the financial year, an increase in depreciation and maintenance costs is expected, estimated to be \$0.5m (this is equivalent to 1.0% of Council's general rate).
40. This cost increase needs to be catered for in the development of next and future years' operational budgets and reflected in Council's LTFMP.

#### Property and Environment Capital Works Program and Budget

41. The total Property and Environment capital works budget for the 2026/27 financial year is \$2.8m, of which \$2.0m is for the replacement and renewal of existing assets and \$0.8m is for new and/or upgraded assets.
42. The Council-initiated capital projects budgeted in the Property and Environment Program include:
- Replacement of various picnic shelters, seating, tables and BBQs
  - Montrose Exercise Area Renewal
  - Synthetic Cricket Pitches – Cadbury, Abbotsfield and Eady Street
  - Tracks and Trails – Gerrard Street Reserve
  - St Matthews Church Building Repairs
  - Abbotsfield Park Ring Main Upgrade
  - Public toilet replacement at Roseneath Park

#### Stormwater Capital Works Program and Budget

43. The proposed stormwater capital works program (also known as the drainage program), focuses on the renewal, upgrade and extension of Council's stormwater system. It deals with stormwater related issues, such as soakage and flooding, across the municipal area. Its purpose is to ensure sufficient drainage services are provided to the residents living in the urban area.
44. Council's proposed stormwater capital works budget for FY2026/27 is \$1.9 million, with approximately \$1.4 million allocated to flood mitigation and system upgrade projects. This level of investment is consistent with recent years and reflects

Council's continued focus on reducing flood risk and improving network resilience, particularly in response to the increasing frequency and intensity of rainfall events.

45. Due to the long-life nature of stormwater assets, which are approximately halfway through their useful lives, renewal demand is not high as these assets do not deteriorate at a uniform rate.
46. The major Stormwater Capital Works Program proposed for FY2026/27 are:
  - Redlands Drive Flood Mitigation (Partly Grant Funded)
  - Littlejohn Creek Flood Mitigation (105 Grove Road)
  - Abbotsfield Road and & Hanlon Street Stormwater Diversions
47. The stormwater capital works program also has some recurring projects, such as \$50,000 per year, allocated to stormwater pit replacement and \$100,000 per year, allocated to pipe patching repairs to ensure a functional underground drainage network is maintained.

#### Information and Communications Technology (ICT) Program and Budget

48. Council continues its investment in technology for FY2025/26, allocating a budget of \$0.2m to its hardware replacement.
49. We will see the replacement and upgrade of Council's mobile devices (e.g. laptops) and hardware to enable mobility and ensure business continuity.

#### Fleet and Plant Program and Budget

50. In FY2026/27, Council is planning to replace 13 vehicles, valued at \$0.7m, as part of its rolling fleet replacement program. Council's fleet has been managed based on a 3 to 5-year replacement cycle, depending on the type of vehicles and the optimum point between resale value and holding cost.
51. Most of these vehicles are commercial vehicles (e.g. utility vehicles) and are replaced on a like-for-like basis. Options are being investigated to implement smaller, more fuel-efficient or electric vehicles where possible.
52. The overall plant and equipment budget for FY2026/27 is \$2.2 million and includes the replacement of several items of plant and equipment that support Council's day-to-day construction and maintenance activities. This is consistent with last year's level of investment, which represented a significant increase on prior years as Council transitioned from renewing expiring leases to purchasing plant items to support long-term value and operational flexibility.
53. These plant and equipment items range from small items, such as compactor plates, to large machines, such as an excavator.
54. In addition, kerbside and recycling bin replacements are included, given the fact that every year a number of these bins are damaged and are required to be reissued to residents

#### **Benchmarking SAMP and LTFMP with Budget**

55. The long-life nature of Council's assets, which supports many Council services, necessitates Council's budget commitment, and reflects the long-term provision

of services that meets community expectations whilst ensuring ongoing financial sustainability.

- 56. In line with the requirements of the Act, Council has developed its SAMP and AMPs for major asset classes. The capital expenditure projected in the SAMP and AMPs, reflects the renewal and upgrade demands from an asset management perspective, matching the levels of service that the community needs.
- 57. Under the Act, Council is also required to develop and maintain its Long-term Financial Management Plan (LTFMP) and Financial Management Strategy to provide a longer-term context in managing its financial performance.
- 58. The LTFMP takes the capital expenditures projected in the SAMP and AMPs and adjusts them in the context of Council’s long-term financial sustainability. The capital expenditures included in the LTFMP reflects what the community can afford in realistic terms.
- 59. The SAMP, AMPs and LTFMP are critical documents to support decision making, particularly during the budget development process. The funding gaps between AMPs, LTFMP and the annual capital budget need to be highlighted, and their impacts need to be appropriately managed due to the long-term implications for Council’s financial sustainability and asset performance.
- 60. Some comparisons between the renewal and upgrade/new amounts suggested in the AMPs, LTFMP and the proposed budget are illustrated below:

Budget vs. AMP Renewal Demand

- 61. Figure 2, below, presents the budget amounts proposed for the three major capital works programs, namely Transport, Stormwater and Property and Environment, compared with the renewal demand which is forecast in the relevant AMPs.

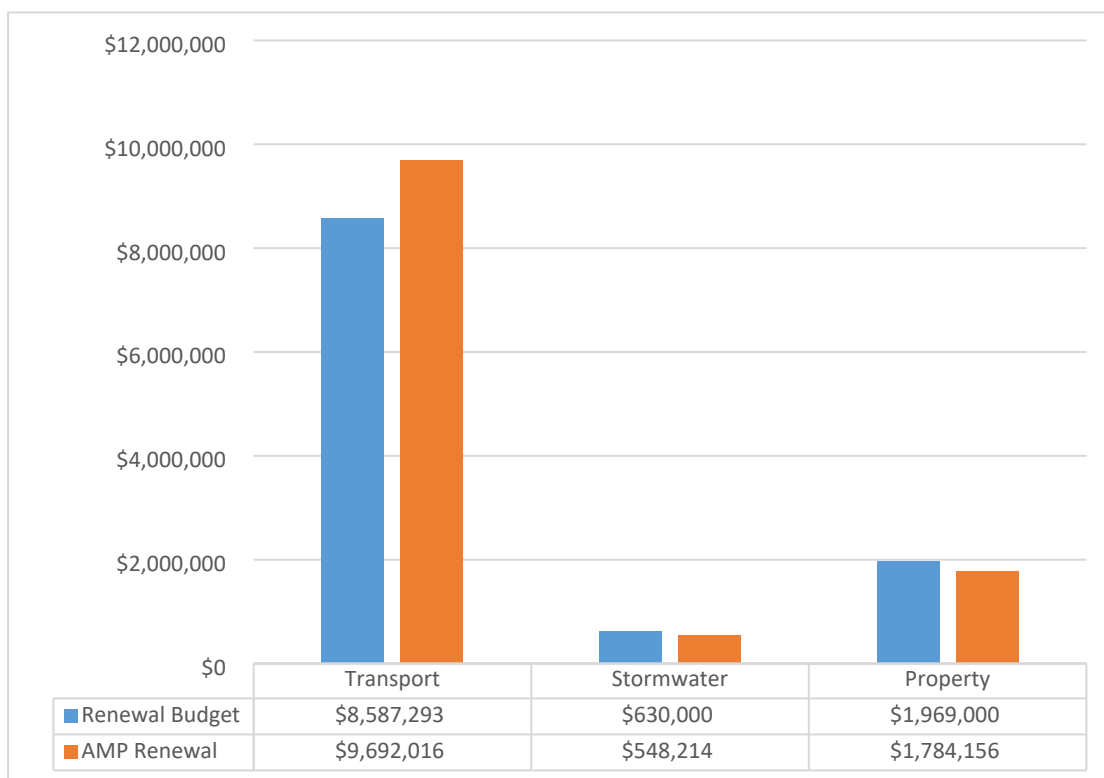


Figure 2: Budget vs. AMP Renewal Demand

- 62. The analysis indicates that the Stormwater and Property Capital Programs are funded at or above their respective renewal demand for FY2026/27. In contrast, the Transport Program is currently below its renewal requirement for this financial year.
- 63. This reflects the deliberate over-investment in transport asset renewal in recent years, particularly in footpaths and road resurfacing, to address a historic backlog. As a result of this catch-up investment, Council has been able to reduce renewal expenditure slightly in FY2026/27, allowing for increased focus on the delivery of new and upgraded infrastructure while maintaining an overall balanced asset management approach.

**Budget vs. LTFMP Upgrade/New Forecast**

- 64. Figure 3, below, presents the upgrade/new budget amounts proposed for all the capital works sub-programs and the amounts forecasted in the LTFMP.

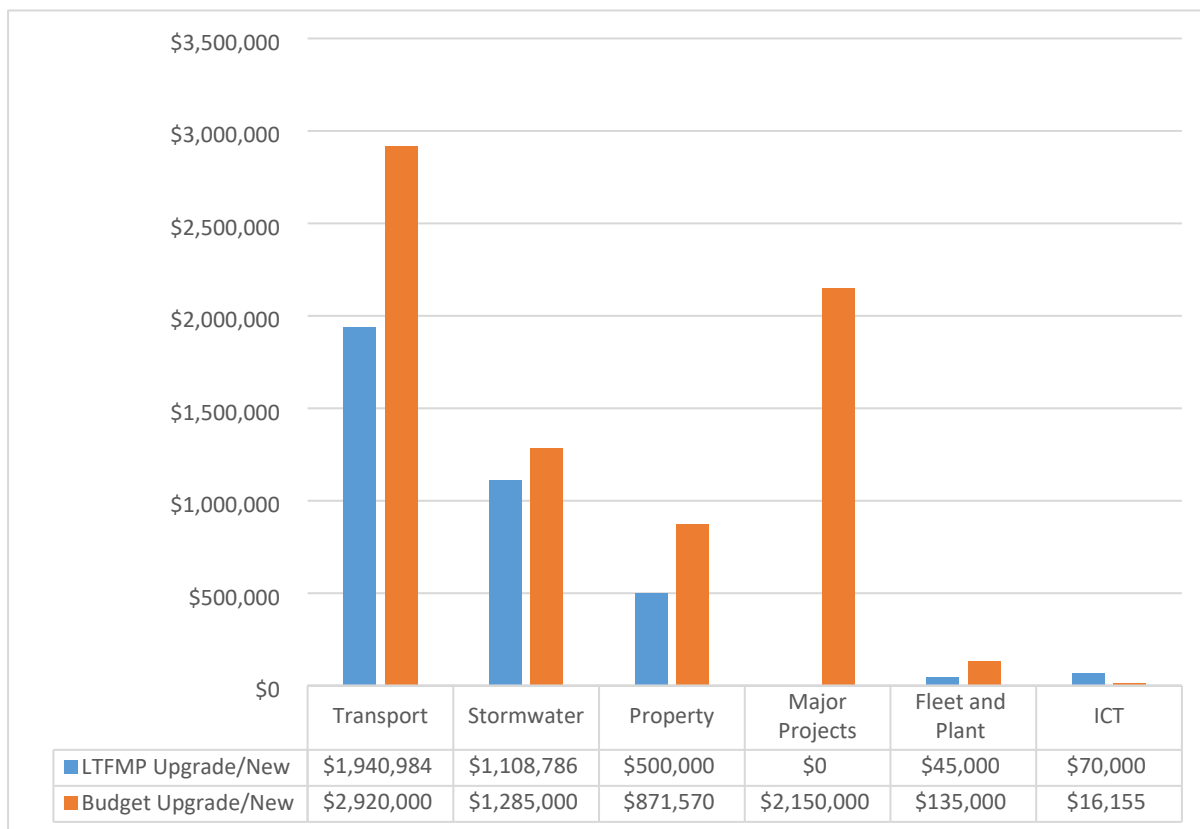


Figure 3: Budget vs LTFMP Upgrade / New Forecast

- 65. In the preparation of its LTFMP, Council recognised that there would continue to be State and Federal Government grant funding being injected into the Capital Works Program in FY2026/27.
- 66. Comparing the upgrade/new amount (\$7.4m) for the proposed FY2026/27 budget and the amount forecast in the LTFMP (\$3.6m), indicates there is additional funding required compared to forecast. This is mostly due to the Tolosa Park Destination Playspace and the Main Road Footpath Upgrade, funded from grants and reserves.

67. The impacts of increasing Council's investment on upgraded/new assets to cater for these long-term impacts is reflected in the revised LTFMP brought forward for adoption in the separate Budget Estimates report on this agenda.

#### Gifted Assets

68. As part of urban expansion, Council receives a significant amount of assets, such as roads, footpaths and drainage after subdivision works are carried out by developers in the city.
69. Although in most cases there is no upfront cost to Council to acquire the assets, they become part of our public transport and drainage networks serving the community, however Council takes over the responsibility to maintain these assets and services for the rest of their asset lives and for their replacement at end of life.
70. It is expected that in FY2026/27, approximately \$1.0m transport and \$1.1m stormwater assets will be handed over to Council from individual developments. This additional \$2.1m in assets would enlarge Council's asset base and increase the total asset replacement value.
71. It is noted that gifted assets have no material impact on the proposed FY2026/27 capital works budget. However, the depreciation and maintenance costs associated with taking over gifted assets will have an ongoing impact on Council's operating expenditure and need to be reflected in the LTFMP and funded accordingly. This has a direct impact on Council's rates settings.
72. The forecast \$2.1m in gifted transport and drainage assets would result in a total asset value increase to \$9.5m (\$7.4m capital works program and \$2.1m gifted assets).

#### **Conclusion**

73. In summary, the FY2026/27 capital works program has a total value of \$21.1m, made of six sub-programs based on asset classes. The capital works program allocates \$13.7m for asset renewal and \$7.4m for upgraded and/or new assets.
74. A copy of the Capital works program from the 2026/27 financial year is included in **Attachment 1** for information.

#### **Attachments**

1. Capital Budget Summary [**6.2.1** - 1 page]

Abbreviation	Program	AMP	LTFMP	Proposed Budget	Budget vs AMP	Budget vs LTFMP
<b>Transport</b>						
RR	Road Resurfacing	\$3,000,000	\$3,000,000	\$2,590,249	-\$409,751	-\$409,751
FR	Footpath Renewal	\$3,241,632	\$3,241,632	\$2,612,044	-\$629,588	-\$629,588
MRA	Main Road Amenity	\$0	\$0	\$430,000	\$430,000	\$430,000
PR	Pavement Rehabilitation	\$3,591,368	\$3,591,368	\$3,815,000	\$223,632	\$223,632
BSL	Bridge and Street Lighting Renewal	\$150,000	\$150,000	\$360,000	\$210,000	\$210,000
PTT	New Footpath and Cycleway Construction	\$1,000,000	\$1,000,000	\$880,000	-\$120,000	-\$120,000
HP	Heavy Patching	\$150,000	\$150,000	\$150,000	\$0	\$0
AP	Access Projects	\$0	\$0	\$270,000	\$270,000	\$270,000
RUS	Road User Safety Improvement	\$500,000	\$500,000	\$400,000	-\$100,000	-\$100,000
	<b>Transport - Total</b>	<b>\$11,633,000</b>	<b>\$11,633,000</b>	<b>\$11,507,293</b>	<b>-\$125,707</b>	<b>-\$125,707</b>
	<b>Transport - New/Upgrade</b>	<b>\$1,940,984</b>	<b>\$1,940,984</b>	<b>\$2,920,000</b>	<b>\$979,016</b>	<b>\$979,016</b>
	<b>Transport - Renewal</b>	<b>\$9,692,016</b>	<b>\$9,692,016</b>	<b>\$8,587,293</b>	<b>-\$1,104,723</b>	<b>-\$1,104,723</b>
<b>Stormwater</b>						
FMS	Flood Mitigation and System Upgrade	\$680,000	\$680,000	\$1,430,000	\$750,000	\$750,000
SAR	Stormwater Asset Renewal	\$677,000	\$677,000	\$485,000	-\$192,000	-\$192,000
SE	Service Extension	\$300,000	\$300,000	\$0	-\$300,000	-\$300,000
	<b>Stormwater - Total</b>	<b>\$1,657,000</b>	<b>\$1,657,000</b>	<b>\$1,915,000</b>	<b>\$258,000</b>	<b>\$258,000</b>
	<b>Stormwater - New/Upgrade</b>	<b>\$1,108,786</b>	<b>\$1,108,786</b>	<b>\$1,285,000</b>	<b>\$176,214</b>	<b>\$176,214</b>
	<b>Stormwater - Renewal</b>	<b>\$548,214</b>	<b>\$548,214</b>	<b>\$630,000</b>	<b>\$81,786</b>	<b>\$81,786</b>
<b>Property</b>						
P&R	Parks and Reserves	\$725,415	\$725,415	\$689,000	-\$36,415	-\$36,415
T&T	Tracks and Trails	\$210,000	\$210,000	\$110,000	-\$100,000	-\$100,000
CBD	Commercial Buildings	\$531,408	\$531,408	\$781,570	\$250,162	\$250,162
FSG	Facilities and Sports Grounds	\$400,000	\$400,000	\$660,000	\$260,000	\$260,000
PTR	Public Toilet Replacement	\$528,177	\$528,177	\$600,000	\$71,823	\$71,823
	<b>Property - Total</b>	<b>\$2,395,000</b>	<b>\$2,395,000</b>	<b>\$2,840,570</b>	<b>\$445,570</b>	<b>\$445,570</b>
	<b>Property - New/Upgrade</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$871,570</b>	<b>\$371,570</b>	<b>\$371,570</b>
	<b>Property - Renewal</b>	<b>\$1,784,156</b>	<b>\$1,734,000</b>	<b>\$1,969,000</b>	<b>\$184,844</b>	<b>\$235,000</b>
<b>Major Projects / Grants</b>						
MP	Humphreys Rivulet Rehabilitation	\$0	\$0	\$0	\$0	\$0
MP	International Food Garden/Community Garden	\$0	\$0	\$150,000	\$150,000	\$150,000
MP	Tolosa Park Destination Playspace	\$0	\$0	\$1,700,000	\$1,700,000	\$1,700,000
MP	Landfill Hazardous Waste Storage	\$0	\$0	\$100,000	\$100,000	\$100,000
MP	Wilkinsons Point Ferry Terminal Contribution	\$0	\$0	\$500,000	\$500,000	\$500,000
	<b>Major Projects / Grants - Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,450,000</b>	<b>\$2,450,000</b>	<b>\$2,450,000</b>
	<b>Major Projects / Grants - New/Upgrade</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,150,000</b>	<b>\$2,150,000</b>	<b>\$2,150,000</b>
	<b>Major Projects / Grants - Renewal</b>	<b>\$0</b>	<b>\$0</b>	<b>\$300,000</b>	<b>\$300,000</b>	<b>\$300,000</b>
<b>Fleet and Plant</b>						
P	Plant	\$0	\$409,000	\$839,500	\$839,500	\$430,500
C	Council Owned Commerical	\$0	\$0	\$670,000	\$670,000	\$670,000
F	Fleet	\$0	\$545,000	\$680,000	\$680,000	\$135,000
	<b>Fleet and Plant - Total</b>	<b>\$0</b>	<b>\$954,000</b>	<b>\$2,189,500</b>	<b>\$2,189,500</b>	<b>\$1,235,500</b>
	<b>Fleet and Plant - New/Upgrade</b>	<b>\$0</b>	<b>\$45,000</b>	<b>\$135,000</b>	<b>\$135,000</b>	<b>\$90,000</b>
	<b>Fleet and Plant - Renewal</b>	<b>\$0</b>	<b>\$909,000</b>	<b>\$2,054,500</b>	<b>\$2,054,500</b>	<b>\$1,145,500</b>
<b>ICT</b>						
ICTS	Software	\$0	\$250,000	\$0	\$0	-\$250,000
ISF	Information Security Framework	\$0	\$0	\$0	\$0	\$0
ICTH	ICT Equipment - Hardware	\$0	\$232,000	\$208,921	\$208,921	-\$23,079
	<b>ICT - Total</b>	<b>\$0</b>	<b>\$482,000</b>	<b>\$208,921</b>	<b>\$208,921</b>	<b>-\$273,079</b>
	<b>ICT - New/Upgrade</b>	<b>\$0</b>	<b>\$70,000</b>	<b>\$16,155</b>	<b>\$16,155</b>	<b>-\$53,845</b>
	<b>ICT - Renewal</b>	<b>\$0</b>	<b>\$266,000</b>	<b>\$192,766</b>	<b>\$192,766</b>	<b>-\$73,234</b>
	<b>Total</b>	<b>\$15,685,000</b>	<b>\$17,121,000</b>	<b>\$21,111,284</b>	<b>\$5,426,284</b>	<b>\$3,990,284</b>

## 6.3 GLENORCHY CITY COUNCIL ANNUAL PLAN 2026/27–2029/30

Author: Coordinator Strategy and Executive (Tim Douglass)

Qualified Person: Chief Executive Officer (Emilio Reale)

File Reference: Annual Plan

### Executive Summary

Council is required to adopt an Annual Plan under s.71 of the *Local Government Act 1993* (the Act). The draft Glenorchy City Council Annual Plan 2026/27–2029/30 (Annual Plan) is **Attachment 1** to this report.

The draft Annual Plan meets the requirements of the Act and sets out what Council will deliver over the next four years to achieve Glenorchy's Strategic Plan 2023-2032.

It focuses on maintaining essential services, managing assets, and progressing key projects. Priority areas include:

- supporting young people through the youth hub
- increasing housing supply through Council-owned land release
- improving community safety and inclusion
- progressing playground renewal and parks programs and continuing targeted investment in public facilities and open spaces
- delivering the destination playground at Tolosa Park
- advocating for funding and community priorities

The Annual Plan has been developed alongside the 2026-2027 Budget and is considered achievable within available resources.

Progress will be reported quarterly and annually. If adopted, the Annual Plan will be made publicly available in line with legislative requirements.

### Recommendation

That Council:

1. ADOPT the Glenorchy City Council Annual Plan 2026/27–2029/30 (Annual Plan), **Attachment 1** to this report.
2. NOTE that the 2026/27 Budget Estimates and 2026/27 Capital Works Program and Budget referred to in the Annual Plan are subject to approval as part of separate reports to this Council meeting, in agenda items 6.1 and 6.2 respectively.
3. AUTHORISE the CEO to amend the Annual Plan, if necessary, to reflect any changes to 2026/27 Budget Estimates and 2026/27 Capital Works Program and Budget arising from Council's consideration of agenda items 6.1 and 6.2.

Community Plan Reference	<p>Leading Our Community</p> <p>We responsibly manage our community's resources to deliver what matters most.</p>
Strategic Plan Reference	<p>Manage the City's assets responsibly for the long-term benefit and growth of our community.</p> <p>Deploy the Council's resources effectively to deliver value while being financially responsible.</p>
Consultation/ Engagement	<p>Elected Members</p> <p>Executive Leadership Team (ELT)</p> <p>All Managers</p> <p>Relevant Stakeholders (e.g. Government Departments)</p>
Resources	<p>The development of the Annual Plan is aligned to the Budget development process. The actions identified in the Annual Plan can be delivered within the Council's proposed 2026/27 budget and human resource capacity. The Annual Plan includes a four-year outlook to assist with Council's financial and workforce forward planning.</p>
Risk / Legal / Legislative / Reputational	<p>Council is required under section 71 of the <i>Local Government Act 1993</i> to prepare an Annual Plan for the municipal area for each financial year. The draft Annual Plan has been prepared to meet these statutory requirements and to align with the Glenorchy City Council Strategic Plan 2023-2032.</p> <p>The primary legislative risk is that Council fails to adopt an Annual Plan or adopts a plan that does not include the matters required under the Act. This risk is considered low, as the draft Annual Plan has been prepared against the statutory requirements and includes actions, measures and priorities linked to the Strategic Plan.</p> <p>There are several delivery risks associated with the breadth of actions identified in the Annual Plan. These include workforce capacity, contractor availability, cost escalation, grant funding conditions, regulatory approvals, and reliance on external partners or government decisions. These risks may affect the timing, scope or delivery of some actions, particularly major projects, advocacy priorities, housing-related actions and externally funded programs.</p> <p>There is a financial risk if Annual Plan actions are not aligned with the adopted 2026/27 Budget or if project costs increase during delivery. This risk has been mitigated by developing the</p>

	<p>Annual Plan and Budget together. The recommendation also enables the CEO to amend the Annual Plan, if necessary, to reflect any changes arising from Council’s consideration of the Budget Estimates and Capital Works Program.</p> <p>There is a reputational risk if Council does not deliver visible progress on priority actions, particularly in areas of high community interest such as the youth hub, housing supply, community safety, playground renewal, Tolosa Park, Humphreys Rivulet and infrastructure maintenance. The Annual Plan may also raise community expectations about the timing and extent of delivery. This risk will be managed through clear communication, realistic project planning, quarterly reporting and annual reporting.</p> <p>There is a governance risk if Annual Plan actions are not embedded into business plans, individual work plans and regular performance reporting. This risk is considered manageable, as actions will be further clarified through business planning and monitored through Quarterly and Annual Reports to Council.</p> <p>Overall, the risks associated with adopting the Annual Plan are considered manageable. The greater risk would be not adopting a compliant Annual Plan or adopting an Annual Plan that is not aligned to Council’s Budget, workforce capacity and strategic priorities.</p>
25/26 Budget Allocation	Not applicable
Life of Project, Service, Initiative or (Expectancy of) Asset	Not applicable
25/26 Budget Reconsideration	Not applicable
Ongoing Costs (e.g. maintenance, operational)	Not applicable
Other Funding Sources	Not applicable

## Proposal in Detail

### Statutory Requirements

1. The Act sets out that:
  - (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.*
2. The draft Annual Plan complies with the requirements of the Act.

### Background and link to the Strategic Plan

3. The Glenorchy City Council Strategic Plan 2023-2032 was developed following the installation of the Council after the 2022 Local Government Elections. Council adopted the Glenorchy City Council Strategic Plan 2023 - 2032 (Strategic Plan) on 27 March 2023.
4. The Strategic Plan identifies the following community goals:
  - Making lives better
  - Building image and pride
  - Open for business
  - Leading our community
  - Valuing our environment
5. The Strategic Plan aims to deliver on the goals in the Community Plan through 10 objectives and 32 strategies.
6. The draft Annual Plan aligns to the Strategic Plan and identifies actions to be undertaken by Council over the next four years to deliver on the community's goals and vision. The plan provides the direction that staff will follow and tasks that will be delivered and what resources will be allocated.
7. This is the fourth Annual Plan aligned to the current Strategic Plan. Council will continue to deliver essential services and maintain infrastructure, while progressing key projects and advocating for priority community issues.

8. Key focus areas include operating the youth hub, upgrading playgrounds and continuing Humphreys Rivulet environmental works, alongside targeted advocacy to support improved employment, housing and community safety outcomes across Glenorchy.
9. The Plan maintains a strong focus on financial sustainability to facilitate reinvestment in community assets. Council will continue to advocate for projects that support an inclusive, connected, liveable and resilient Glenorchy for current and future communities.

### **Development of the Annual Plan**

10. The Annual Plan and Budget development processes are aligned 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.
11. To develop the Annual Plan, an environmental scan was conducted to identify current and future factors that may impact the Council. The Annual Plan actions from the previous year were then reviewed and categorised as either:
  - Complete
  - Ongoing unchanged (i.e. multiyear projects)
  - Ongoing amended (i.e. ongoing projects with a change/update, e.g. Council's Playground Strategy will continue to be progressed, but in this Plan the priority is the completion of a destination playground at Tolosa Park, where the 2025/26 Annual Plan focused on a playground upgrade at Apex Park Lutana)
12. The language and context of the collated actions was then refined. Gaps and opportunities were identified, and new actions were drafted where necessary by Council's Executive Leadership Team (ELT) and managers. Nine priority actions were identified for the 2026/27 Annual Plan, highlighting Council's key focus areas.
13. The Annual Plan actions and priorities were then presented to and reviewed by Elected Members at a Council Workshop on 4 May 2026, with feedback incorporated into the final draft.

**Priority Actions for 2026/27**

14. The nine priority actions for 2026/27 incorporated into the draft Annual Plan are:

1.1.1.3	Deliver programs to improve opportunities for our young people including the operation of the youth hub.
1.2.1.1	Advocate for key community priorities.
1.2.1.2	Pursue external funding to support and deliver projects included in Council's Priority Projects Prospectus.
1.2.2.1	Support increased housing supply through Council owned land release.
1.2.2.2	Participate in the Northern Suburbs Transit Corridor project to support future housing growth, accessibility and connectivity.
2.1.1.1	Partner with government and community organisations to deliver programs that improve community safety and inclusion.
3.1.2.1	Work constructively with the development sector to assess planning permit applications against the Tasmanian Planning Scheme to enable acceptable development opportunities.
5.1.2.2	Progress the multi-year Humphreys Rivulet Rehabilitation project in accordance with Australian Government grant deed.
5.2.1.2	Progress Council's Playground Strategy and complete the destination playground at Tolosa Park.

15. These priority actions are highlighted at the front of the Annual Plan for clear and quick identification and are also emphasised in bold type within the full list of actions.

**Monitoring and Reporting on Progress**

16. Individual Annual Plan actions will be further clarified in detailed business plans at a team and individual position level. Progress reporting against the Strategic Plan via the Annual Plan will be delivered via Quarterly and Annual Reports to Council.

17. Outcomes and deliverables have been set out, and various measures have been identified against the deliverables. This ensures that Council can clearly demonstrate and articulate how the Annual Plan, and in turn the Strategic Plan, is being delivered.

18. The nine priority actions will garner a more detailed level of reporting in each Quarterly Report.

**Community Consultation and Public Relations Implications**

19. Under s. 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.*
20. Once adopted, the Annual Plan will be made available in accordance with the requirements and will also be posted to Council's website.
21. Council's Annual Plan outlines the key actions and priorities for the upcoming 2026-2027 financial year and may attract interest from the public and/or media.

**Attachments**

1. GCC Annual Plan 2026-27 [6.3.1 - 37 pages]



# Annual Plan

## 2026/27 – 2029/30

---



Photo by Kelvin Ball

# Acknowledgement of Aboriginal People and Country

## GLENORCHY CITY COUNCIL ACKNOWLEDGES THE MUWININA PEOPLE AS THE TRADITIONAL OWNERS OF THIS LAND.

*We recognise all Tasmanian Aboriginal people as the original owners and continuing custodians of the land and waters of this island, Lutruwita. We pay our respect to Aboriginal Elders, past and present. We commit to working in a way that welcomes and respects all Aboriginal and Torres Strait Islander people.*

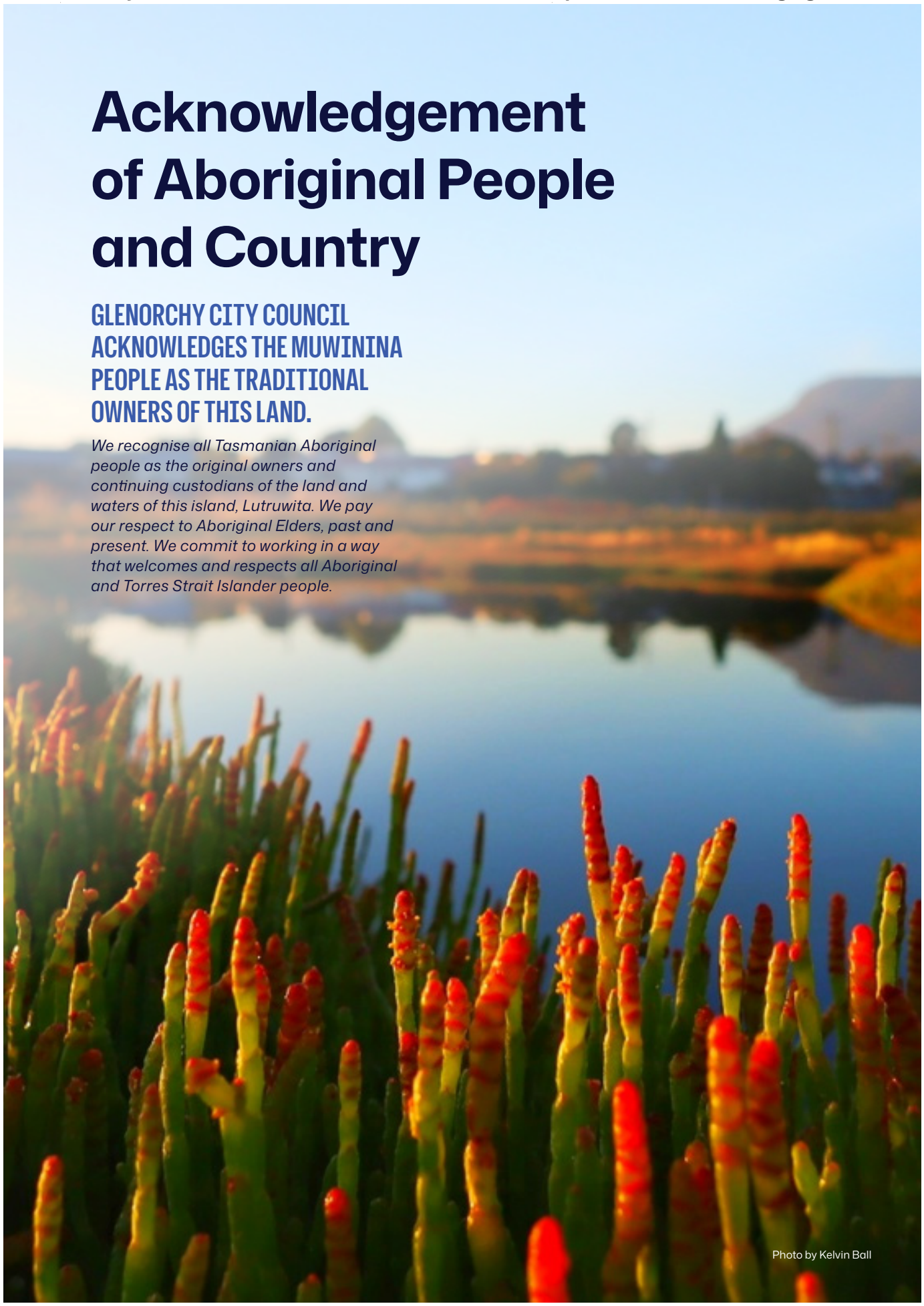


Photo by Kelvin Ball

# Contents

Message from the Mayor, CEO and Elected Members	4
Structure	7
Purpose and Values	8
Strategic Planning Processes	9
Community Goals	10
Objectives	11
<b>ANNUAL PLAN ACTIONS</b>	<b>12</b>
Priority Actions	13
Making Lives Better	14
Building Image and Pride	16
Open for Business	18
Leading Our Community	21
Valuing Our Environment	26
<b>BUDGET ESTIMATES 2026/27</b>	<b>28</b>
Budget Summary	29
Budget Estimates	30
Revenue and Expenditure	31
Capital Works Summary	32
Public Health Goals and Objectives	35
Appendix A	36



Gould's Lagoon –photo by Kelvin Ball

# Message from the Mayor, CEO and Elected Members



Mayor Sue Hickey



Emilio Reale CEO

## WE ARE PLEASED TO INTRODUCE COUNCIL'S ANNUAL PLAN 2026/27 – 2029/30.

This is the fourth Annual Plan of the current Council, which was elected in October 2022. Since that election we have seen several changes to the membership of Council, with the addition of Alderman Alderton in 2023, and Alderman Stringer, Alderman Ridler and Alderman Marks in 2024.

This Annual Plan supports the strategic vision set out in the Glenorchy City Council Strategic Plan 2023–2032 and builds on the progress of the last three Annual Plans. It continues key initiatives, including operating a youth hub in Glenorchy, advancing the multi year Humphreys Rivulet Rehabilitation project, and investing in public spaces through Council’s Playground Strategy. The Plan will also strengthen local employment through the Glenorchy Jobs Hub and work with partners to support housing, transport and community safety outcomes, while maintaining essential services and infrastructure across the City.

Our focus is clear: to manage our finances in a way that protects essential services today while preserving our capacity to invest in the future. Reaching a debt free position is a significant milestone that reflects this disciplined approach. Every dollar not spent on debt can instead be reinvested into roads and footpaths,

parks and facilities, community safety and amenity, and support for our community.

A strong financial foundation allows us to manage our more than \$1.2 billion asset base responsibly. Maintaining and renewing this infrastructure is critical to ensuring intergenerational equity. Our approach is to plan ahead, fund renewal programs, and make considered decisions that deliver value for ratepayers while keeping services affordable, particularly in the context of ongoing cost of living pressures.

## Key Activities and Works

We are strengthening community wellbeing and inclusion. A new youth hub will be operated in the heart of our CBD to provide a safe, supportive space for young people. We are also continuing to invest in community safety initiatives and a cleaner city, including targeted graffiti removal, improved city cleansing and a program of public murals.

We will implement a Community Engagement Action Plan to better hear from and involve people who face barriers to participation.

We will continue to support economic activity and local jobs through initiatives such as the Glenorchy Jobs Hub and regional employment events, and by facilitating major private investment where appropriate and consistent with planning requirements.

We will progress key community infrastructure, including Stage 2 of the Main Road footpath upgrade between Gavit Street and Windsor Street. This project will deliver new footpaths, kerb and channel, and a road reseal, along with upgraded streetscape elements including street trees and landscaped garden beds.

We will deliver a new \$1.6 million destination playground at Tolosa Park, featuring nature play elements and accessible equipment for a wide range of users. Works will also

commence on the multi year Humphreys Rivulet rehabilitation project, focusing on weed removal, native planting, erosion control and bank stabilisation.

### Advocacy

Looking ahead, we will seek grant funding to deliver:

- The new Glenorchy Pool redevelopment, a proposed \$83.8 million regional aquatic facility providing modern indoor and outdoor pools and contemporary amenities, supporting community health, wellbeing and increased visitation across Glenorchy and the broader region.
- Tolosa Park Stage B Redevelopment, delivering the next phase of transforming the former dam site into a regional destination with cycling infrastructure, a pump track, accessible walking paths, community facilities, environmental upgrades and a multi use games area.
- Berriedale Destination Playground, a \$1.2 million project delivering a free, accessible recreation space that activates the foreshore, supports inclusive play and strengthens connections between the community, open space and the Derwent River waterfront.
- Humphreys Rivulet Path Detailed Design Phase, a \$250,000 project to complete strategic design and planning, enabling future delivery of improved connectivity, recreational opportunities and environmental outcomes within the Glenorchy CBD and surrounding areas.
- Street Art Program, seeking \$100,000 towards a \$150,000 initiative to deliver place based art installations that transform public spaces, support local artists and enhance safety, amenity and city identity across Glenorchy.

### ANNUAL PLAN ACTIONS

This plan includes 58 actions, of which nine are priority actions. The priorities have been set based on feedback received on the current needs and wishes of our community.

The priority actions are:

#### Advocacy and Engagement

- Advocate for key community priorities.
- Pursue external funding to support and deliver projects included in Council's Priority Projects Prospectus.
- Support increased housing supply through Council-owned land release.
- Participate in the Northern Suburbs Transit Corridor project to support future housing growth, accessibility and connectivity.

#### Youth Engagement

- Deliver programs to improve opportunities for our young people including the operation of the youth hub.

#### Community Safety and Inclusion

- Partner with government and community organisations to deliver programs that improve community safety and inclusion.

#### Development

- Work constructively with the development sector to assess planning permit applications against the Tasmanian Planning Scheme to enable acceptable development opportunities.


#### Parks and Recreation

- Progress the multi-year Humphreys Rivulet Rehabilitation project in accordance with Australian Government grant deed.
- Progress Council's Playground Strategy and complete the destination playground at Tolosa Park.

As a commitment to keeping you informed we will continue to provide public updates on progress through quarterly reports, quarterly capital works reports, and monthly financial performance reports.

These reports can be found on our Council website. We also commit to providing project specific announcements and information on social media, at monthly Council meetings, and through our Council website and stakeholder engagement website “Let’s Talk, Glenorchy”.

Thank you to our community for your ongoing involvement and feedback. Together, we will continue to deliver a Glenorchy that is connected, well-serviced and a great place to live, work, learn and visit.



Alderman Sue Hickey  
Mayor



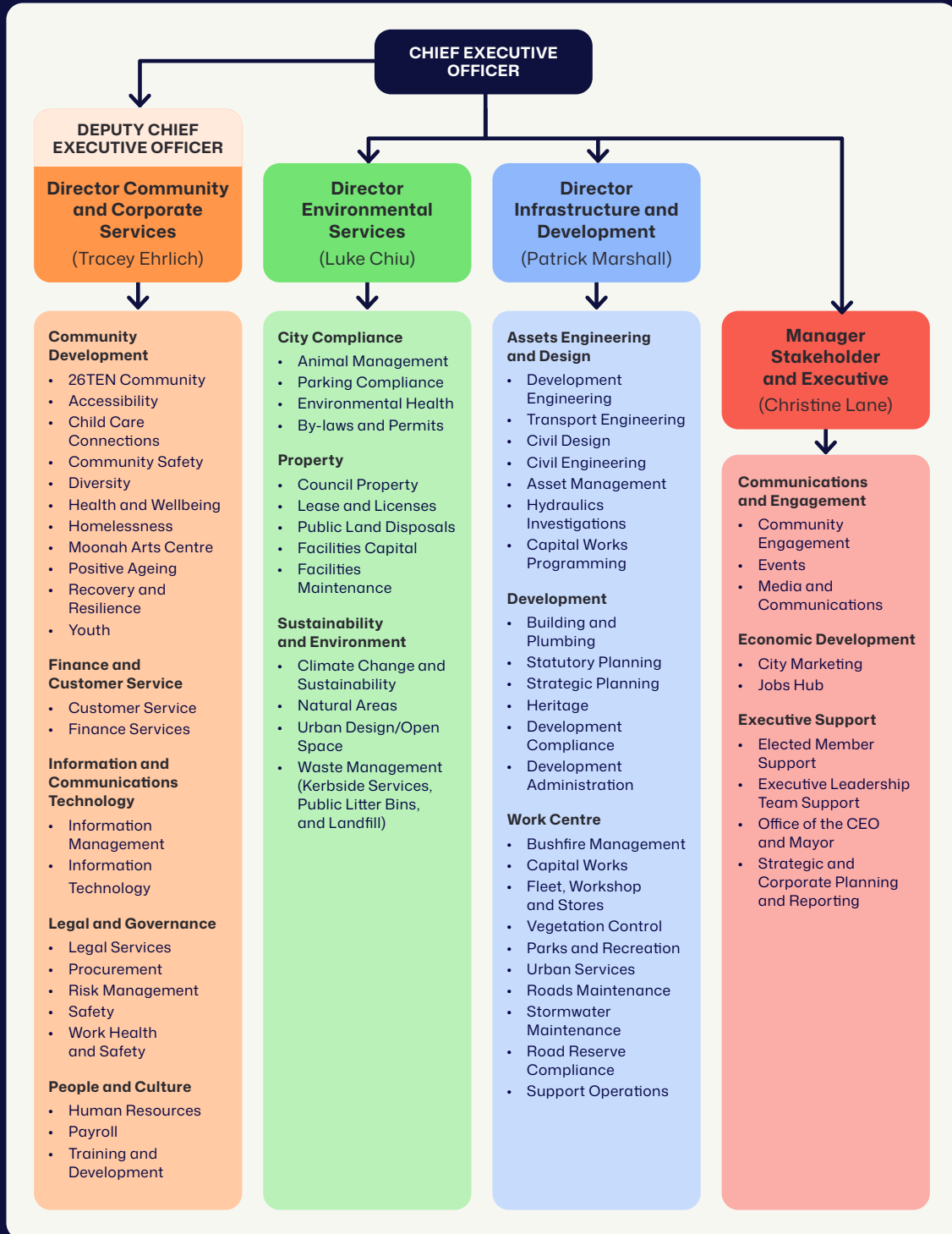
Emilio Reale  
Chief Executive Officer

On behalf of the Glenorchy City Council  
Alderman Russell Yaxley (Deputy Mayor)  
Alderman Shane Alderton  
Alderman Josh Cockshutt  
Councillor Molly Kendall  
Alderman Steven King  
Alderman Tim Marks  
Alderman Peter Ridler  
Alderman Stuart Slade  
Alderman Justin Stringer



Kiewa Rise – photo by Sarah van Tienen

# Structure



# Purpose and Values

## Purpose

We are a welcoming Council, representing our community and providing services to make Glenorchy a better place every day.

## Council Values

### People

We value our diverse and welcoming community. We believe that each person is equal and has a positive contribution to make, with their rights respected and their opinions heard and valued.

### Place

We work together to future proof our City so we can enjoy a good quality of life and a safe, sustainable and healthy environment. We respect our heritage and have pride in our City.

### Opportunity

We value innovation, flexibility and imagination and strive to create social and economic choices and opportunities for all.

### Together

We commit to work as a united Council team to build relationships and partnerships within and outside our community to make a difference in Glenorchy.

### Accountable

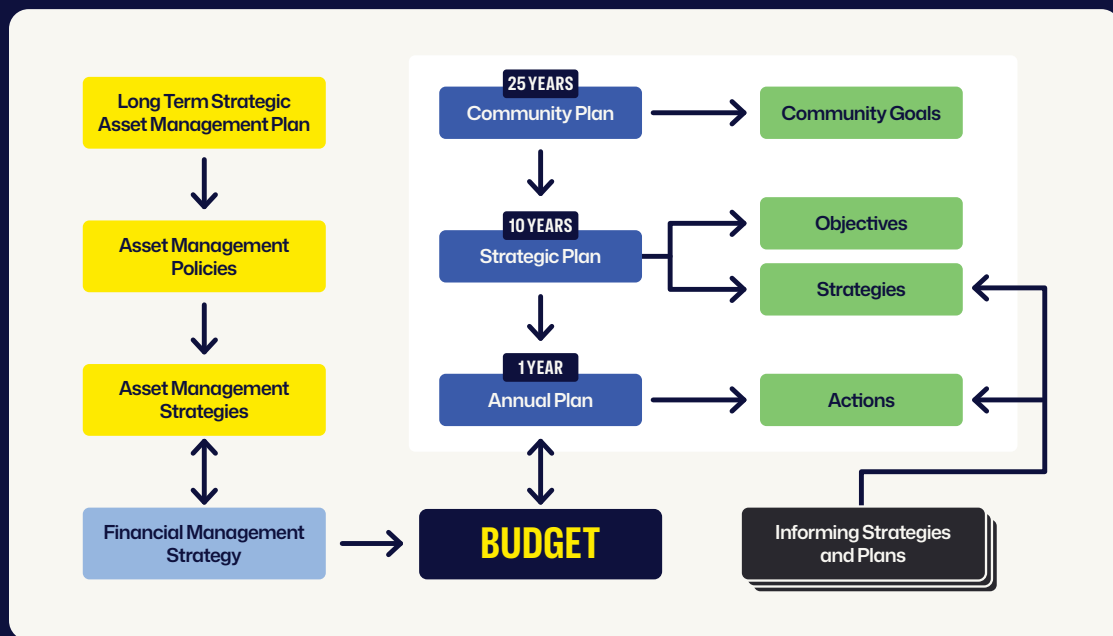
We are accountable to each other and the Glenorchy community for the difference we make to the life of our City.



Bilton Bay – photo by Natasha Barber

# Strategic Planning Processes

Council’s strategic planning processes involve a series of plans which help Council to put the Community’s vision into action.



Council’s Strategic Planning Processes involve a number of plans – including the Community Plan, the Strategic Plan and the Annual Plan and Budget.

Council uses these plans to help turn the community goals in the Community Plan into action on the ground.

Council’s four-year rolling Annual Plan sets out the actions that Council will take for each of the Strategies in the Strategic Plan.

This is aligned to the annual budget estimates which fund the Annual Plan.

# Community Goals

The City of Glenorchy Community Plan 2015 - 2040 was adopted by Council on 19 January 2015 after deep consultation with our community.

The community gave nearly 2000 comments and 7,500 ideas about the future of the City through 69 different consultation activities.

The Community Plan sets out the vision, goals and priorities for the City of Glenorchy over the period to 2040 as told to us by the Glenorchy community.

The community goals that are set out in the Community Plan have been a key input for the Elected Members and Council staff in preparing the Strategic Plan.

The objectives and strategies in the Strategic Plan are aligned to each of the community goals and are aligned with Actions in the Annual Plan.



## Making Lives Better

Our community faces a range of social and economic challenges. Council's role is to advocate for, and work with others to, improve the daily lives of people in our City.



## Building Image and Pride

Our community values a strong sense of connection and a positive City image and Council strives to promote these.



## Open for Business

Council seeks to be a City which is 'easy to do business with' while managing our City's growth responsibly.



## Leading Our Community

Council exists to represent the best interests of the people of Glenorchy, working together to manage community resources and further community priorities.



## Valuing Our Environment

Our community values the facilities provided in our City to improve its quality of life and protection of our natural environment and special places now and for the future.

# Objectives

The following objectives have been developed to deliver on the community goals and guide actions in the Annual Plan.



## Making Lives Better

We deliver services to meet our community's needs.

We champion greater opportunities for our community.



## Leading Our Community

We are a leader and partner that acts with integrity and upholds our community's best interests.

We responsibly manage our community's resources to deliver what matters most.



## Building Image and Pride

We work for a safe and clean City.

We nurture and celebrate our proud and vibrant City with its strong sense of belonging.



## Valuing Our Environment

We protect and manage our City's natural environment and special places now and for the future.

We improve the quality of our urban and rural areas as places to live, work and play.

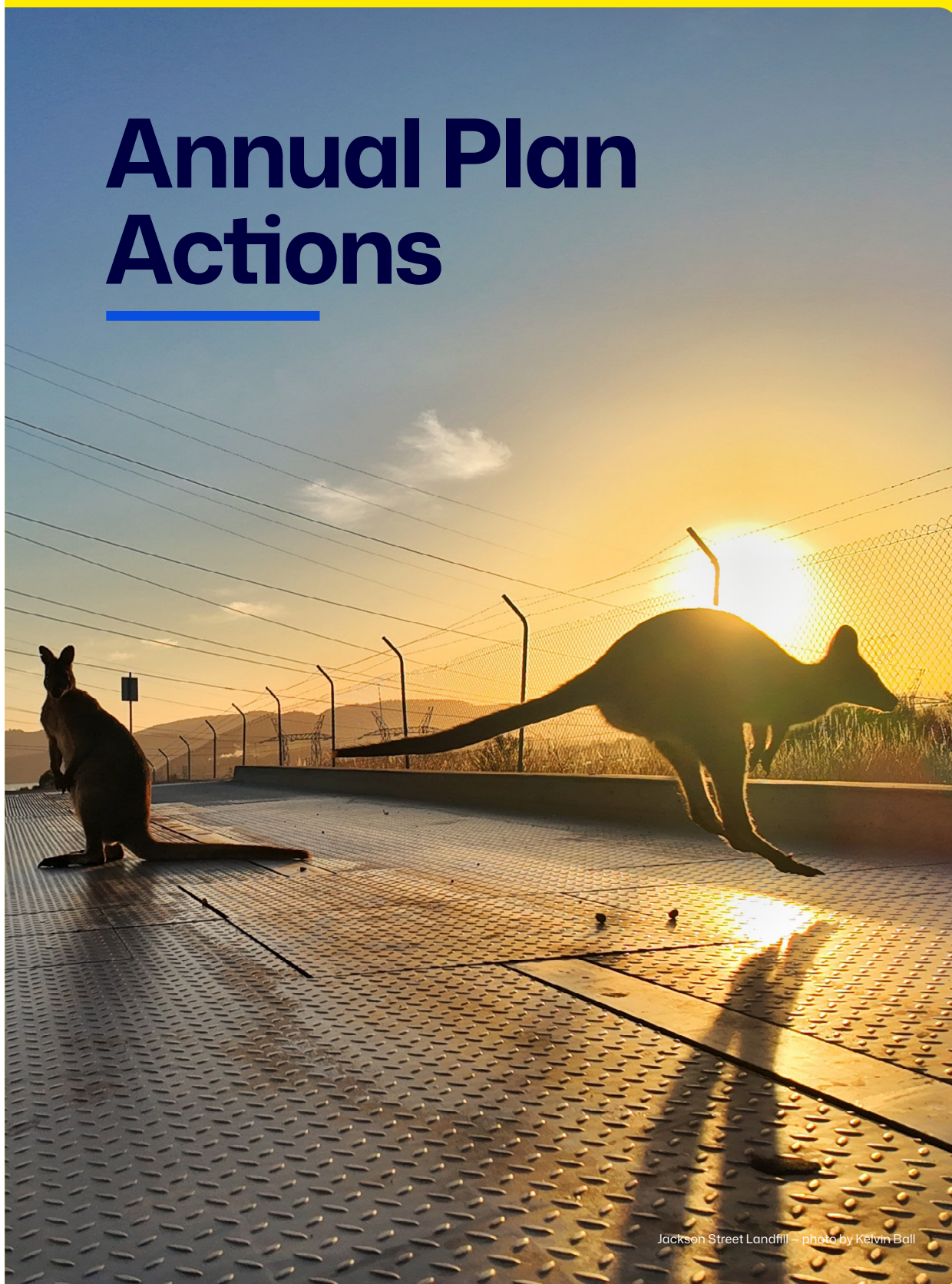


## Open for Business

We value our community by delivering positive experiences.

We encourage responsible growth for our City.

# Annual Plan Actions



Jackson Street Landfill – photo by Kelvin Ball

# 2026/27 Priority Actions

By setting priority actions, Council can clearly communicate about how we intend to allocate our limited resources to deliver what matters for our community throughout 2026/27-2029/30. Council and community will be provided with a detailed update on these priorities each quarter through Council's Quarterly Report.


PRIORITY ACTIONS	
1.1.1.3	Deliver programs to improve opportunities for our young people including the operation of the youth hub.
1.2.1.1	Advocate for key community priorities.
1.2.1.2	Pursue external funding to support and deliver projects included in Council's Priority Projects Prospectus.
1.2.2.1	Support increased housing supply through Council-owned land release.
1.2.2.2	Participate in the Northern Suburbs Transit Corridor project to support future housing growth, accessibility and connectivity.
2.1.1.1	Partner with government and community organisations to deliver programs that improve community safety and inclusion.
3.1.2.1	Work constructively with the development sector to assess planning permit applications against the Tasmanian Planning Scheme to enable acceptable development opportunities.
5.1.2.2	Progress the multi-year Humphreys Rivulet Rehabilitation project in accordance with Australian Government grant deed.
5.2.1.2	Progress Council's Playground Strategy and complete the destination playground at Tolosa Park.

*Priority actions are noted in bold throughout the full list of 2026/27 actions.*

<b>MAKING LIVES BETTER</b>						
<b>OBJECTIVE 1.1 WE DELIVER SERVICES TO MEET OUR COMMUNITY'S NEEDS</b>						
<b>Strategy 1.1.1 Deliver services to our community at defined levels</b>						
Actions		Lead	26/27	27/28	28/29	29/30
1.1.1.1	Review and update the Moonah Arts Centre Business Plan.	Community and Corporate Services	X			
1.1.1.2	Provide quality, sustainable, compliant childcare services.	Community and Corporate Services	X	X	X	X
1.1.1.3	Deliver programs to improve opportunities for our young people including the operation of the youth hub.	Community and Corporate Services	X	X	X	X
<b>Strategy 1.1.2 Identify and engage with partnerships that provide services effectively to our community</b>						
Actions		Lead	26/27	27/28	28/29	29/30
1.1.2.1	Coordinate grant funded community activities and services.	Community and Corporate Services	X	X	X	X
<b>OBJECTIVE 1.2 WE CHAMPION GREATER OPPORTUNITIES FOR OUR COMMUNITY</b>						
<b>Strategy 1.2.1 In partnership with others, facilitate and advocate for a welcoming, inclusive, healthy and learning community</b>						
Actions		Lead	26/27	27/28	28/29	29/30
1.2.1.1	Advocate for key community priorities.	Executive Office	X	X	X	X
1.2.1.2	Pursue external funding to support and deliver projects included in Council's Priority Projects Prospectus.	Executive Office	X			
<b>Strategy 1.2.2 Work with others to improve access to housing and transport choices for our community</b>						
Actions		Lead	26/27	27/28	28/29	29/30
1.2.2.1	Support increased housing supply through Council-owned land release.	Environmental Services	X	X	X	X
1.2.2.2	Participate in the Northern Suburbs Transit Corridor project to support future housing growth, accessibility and connectivity.	Infrastructure and Development	X	X	X	X

OUTCOMES	DELIVERABLES	MEASURES
Services delivered meet community needs	Services delivered by council	Percentage of direct Council operational expenditure on priority community services (parks, playgrounds, urban services, asset maintenance and community development and welfare programs)  Progress on the review and update of the Moonah Arts Centre Business Plan
	Services delivered with partners	Number of programs developed and run  Number and variety of partner organisations  Number, type, and net value of grants sought and won  Number of community members receiving services through Council partners
Advocate for important community issues	Advocacy undertaken	Amount of advocacy undertaken on community priorities including: <ul style="list-style-type: none"> <li>• Number of mayoral advocacy letters and deputations</li> <li>• Number of Council submissions on policy and legislative review</li> </ul>
Work with others to improve access to housing for our community	Support increased housing supply	Progress of Council-owned land release initiatives for housing development and social housing purposes  Participation in the Northern Suburbs Transit Corridor Plan and Rapid Bus Solution



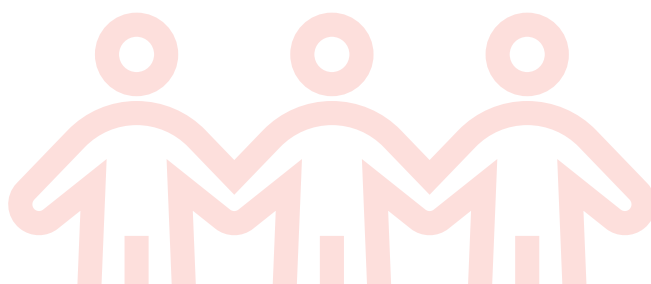
<b>BUILDING IMAGE AND PRIDE</b>						
<b>OBJECTIVE 2.1 WE WORK FOR A SAFE AND CLEAN CITY</b>						
<b>Strategy 2.1.1 Work proactively with other governments, service providers and the community to improve public safety in our City</b>						
Actions		Lead	26/27	27/28	28/29	29/30
2.1.1.1	Partner with government and community organisations to deliver programs that improve community safety and inclusion.	Community and Corporate Services	X	X	X	X
<b>Strategy 2.1.2 Maintain our roads, footpaths, trails, parks, playgrounds, open spaces, stormwater and building assets so they are functional, safe, and clean</b>						
Actions		Lead	26/27	27/28	28/29	29/30
2.1.2.1	Maintain the City's infrastructure within defined service levels so that it is in good condition for our community.	Infrastructure and Development	X	X	X	X
<b>OBJECTIVE 2.2 WE NURTURE AND CELEBRATE OUR PROUD CITY WITH ITS STRONG SENSE OF BELONGING</b>						
<b>Strategy 2.2.1 Encourage creative expression and participation in our community.</b>						
Actions		Lead	26/27	27/28	28/29	29/30
2.2.1.1	Plan, promote, and present an annual program of arts and cultural exhibitions, workshops, concerts and events for our diverse community.	Community and Corporate Services	X	X	X	X
2.2.1.2	Deliver murals that activate key public spaces and reflect Glenorchy's identity, diversity and sense of place.	Community and Corporate Services	X	X	X	X

Strategy 2.2.2 Welcome diversity and inclusion in our community, creating connections that enable a sense of belonging and acceptance.						
Actions		Lead	26/27	27/28	28/29	29/30
2.2.2.1	Continue to deliver the Reconciliation Action Plan to strengthen relationships with and opportunities for Aboriginal and Torres Strait Islander peoples including staff and community cultural safety.	Community and Corporate Services	X	X	X	X
2.2.2.2	Develop a Glenorchy brand to build confidence in the City's strengths and advantages.	Executive Office	X			

Strategy 2.2.3 Deliver or facilitate events to strengthen our community's sense of pride and belonging						
Actions		Lead	26/27	27/28	28/29	29/30
2.2.3.1	Plan and support the delivery of civic events and awards programs.	Executive Office	X	X	X	X

OUTCOMES	DELIVERABLES	MEASURES
A safe and clean city	Improved public safety	Number of programs developed and run in partnership with government and community organisations that improve community safety and inclusion
	Functional, safe and clean community infrastructure	Number of completed maintenance activities by asset class, delivered in line with the adopted maintenance program.  Asset classes: <ul style="list-style-type: none"> <li>• Roads</li> <li>• Parks and recreation</li> <li>• Urban Services</li> <li>• Stormwater</li> <li>• Vegetation Control</li> </ul>
A proud city with increased sense of belonging and social cohesion	Creative expression in our community	Visitation at the Moonah Arts Centre Number of new public murals delivered
	Welcoming and inclusive opportunities for community participation	Progress on Reflect Reconciliation Action Plan delivery Attendance at civic events Attendance at Community Development events
	Confidence in city identity	Progress on brand development



<b>Actions</b>		<b>Lead</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>29/30</b>
<b>OBJECTIVE 3.1 WE VALUE OUR COMMUNITY BY DELIVERING POSITIVE EXPERIENCES</b>						
<b>Strategy 3.1.1 Build and maintain relationships with government and the private sector that creates job opportunities and help our City to prosper</b>						
<b>Actions</b>		<b>Lead</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>29/30</b>
3.1.1.1	Deliver and implement the "Prosperous Glenorchy" economic development plan.	Executive Office	X	X	X	X
<b>Strategy 3.1.2 Work constructively with the development sector and the community to enable acceptable development opportunities</b>						
<b>Actions</b>		<b>Lead</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>29/30</b>
3.1.2.1	Work constructively with the development sector to assess planning permit applications against the Tasmanian Planning Scheme to enable acceptable development opportunities.	Infrastructure and Development	X	X	X	X
3.1.2.2	Assess building and plumbing applications against the National Construction Code, working constructively with parties through the process.	Infrastructure and Development	X	X	X	X
<b>Strategy 3.1.3 Provide a high standard of customer service and continuous improvement by investing in our people, systems and processes</b>						
<b>Actions</b>		<b>Lead</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>29/30</b>
3.1.3.1	Provide a high standard of customer service by meeting or exceeding service levels in our Customer Service Charter.	Community and Corporate Services	X	X	X	X
<b>OBJECTIVE 3.2 WE ENCOURAGE RESPONSIBLE GROWTH FOR OUR CITY</b>						
<b>Strategy 3.2.1 Maintain a progressive approach that encourages investment and jobs</b>						
<b>Actions</b>		<b>Lead</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>29/30</b>
3.2.1.1	Advocate for continued funding of, and operate the Glenorchy Jobs Hub to connect local people with local jobs and assist local industry and business to meet current and future workforce needs.	Executive Office	X	X		
3.2.1.2	Review Glenorchy's industrial land supply.	Infrastructure and Development	X			

Strategy 3.2.2 Plan for the orderly future growth of our City, including opportunities for more housing and improvements in transport						
Actions		Lead	26/27	27/28	28/29	29/30
3.2.2.1	Identify and progress amendments required to Glenorchy’s planning scheme to facilitate growth.	Infrastructure and Development	X	X	X	X
3.2.2.2	Progress priority actions from the Glenorchy Parking Strategy (2017–2027), including parking permit and Council-owned parking management	Infrastructure and Development	X	X	X	X

OUTCOMES	DELIVERABLES	MEASURES
Positive relationships and interactions	Connection to local Business and industry	Number Prosperous Glenorchy action plan items completed Outdated legacy plans rescinded or archived
	High standard of customer service	Number of applications Percentage of planning permit applications determined within statutory timeframes Number of new residential lots created Percentage of building and plumbing applications determined within statutory timeframes Number of dwelling completions issued CSAT Score (>75%) Percentage of calls answered within 60 seconds (>80%) Percentage of front counter visits completed within 5 minutes Percentage of call back requests completed within Service Level Agreement Percentage of complaints completed within Service Level Agreement Percentage of industrial land supply survey report completed Number of Glenorchy Customer Service Strategy action plan items completed
Well- managed growth encouraged	Investment in job creation	Number of registrations and job placements through the Glenorchy job Hubs by type (casual, permanent etc.) Number of advocacy efforts for ongoing funding of the Jobs Hub
	Future growth planned for	Progress of industrial land supply review. Number of Council-led planning scheme amendments progressed through statutory stages that increase capacity for residential development. Development and endorsement of a parking permit assessment procedure, and progression of a Residential Parking Permit Scheme to feasibility or implementation stage.

<b>Actions</b>		<b>Lead</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>29/30</b>
<b>OBJECTIVE 4.1 WE ARE A LEADER AND PARTNER THAT ACTS WITH INTEGRITY AND UPHOLDS OUR COMMUNITY'S BEST INTERESTS</b>						
<b>Strategy 4.1.1 Listen to our community to understand their needs and priorities.</b>						
4.1.1.1	Actively listen to and include feedback from all members of our community in our decision-making.	Executive Office	X	X	X	X
4.1.1.2	Assist people in financial hardship by reviewing applications in a timely and sensitive manner.	Community and Corporate Services	X	X	X	X
<b>Strategy 4.1.2 Communicate effectively with our community and stakeholders about what Council is doing</b>						
<b>Actions</b>		<b>Lead</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>29/30</b>
4.1.2.1	Keep the community up to date about what Council is doing and the decisions that are being made.	Executive Office	X	X	X	X
4.1.2.2	Review and update the Media and Communications Plan 2024-26.	Executive Office	X			
<b>Strategy 4.1.3 Champion and work together to address our community's needs and priorities</b>						
<b>Actions</b>		<b>Lead</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>29/30</b>
4.1.3.1	Align Council's services and partnerships around shared community priorities to ensure a coordinated response to local needs.	Community and Corporate Services	X	X	X	X
<b>Strategy 4.1.4 Make informed decisions that are open and transparent and in the best interests of our community</b>						
<b>Actions</b>		<b>Lead</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>29/30</b>
4.1.4.1	Ensure high quality Officer Council reports, agendas and minutes to assist Elected Member decision-making.	Executive Office	X	X	X	X


<b>Strategy 4.1.5 Build and maintain productive relationships with all levels of government, other councils and peak bodies to achieve community outcomes</b>						
<b>Actions</b>		<b>Lead</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>29/30</b>
4.1.5.1	Participate in intercouncil and intergovernmental committees, groups, and associations to advocate for the interests of the Glenorchy and wider southern Tasmanian community.	Executive Office	X	X	X	X
<b>Strategy 4.1.6 Ensure our City is well planned and prepared to minimise the impact of emergency events and is resilient in responding to and recovering from them</b>						
<b>Actions</b>		<b>Lead</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>29/30</b>
4.1.6.1	Implement the Bushfire Mitigation program to manage the risk of bushfire.	Infrastructure and Development	X	X	X	X
<b>OBJECTIVE 4.2 WE RESPONSIBLY MANAGE OUR COMMUNITY'S RESOURCES TO DELIVER WHAT MATTERS MOST</b>						
<b>Strategy 4.2.1 Manage the city's assets responsibly for the long-term benefit and growth of the community</b>						
<b>Actions</b>		<b>Lead</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>29/30</b>
4.2.1.1	Maintain and upgrade stormwater infrastructure with priority on reducing flood risk.	Infrastructure and Development	X	X	X	X
4.2.1.2	Manage the City's property, parks and recreation facilities for the long term benefit of the community through effective asset management.	Environmental Services	X	X	X	X
<b>Strategy 4.2.2 Deploy the Council's resources effectively to deliver value while being financially responsible</b>						
<b>Actions</b>		<b>Lead</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>29/30</b>
4.2.2.1	Produce and monitor the Annual Budget in line with the long term financial management plan.	Community and Corporate Services	X	X	X	X
4.2.2.2	Prepare Council's Annual Plan and monitor the progress of actions.	Executive Office	X	X	X	X

<b>Strategy 4.2.3 Manage compliance and risk in Council and the community through effective systems and processes</b>						
<b>Actions</b>		<b>Lead</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>29/30</b>
4.2.3.1	Actively manage Council's strategic risks within their agreed risk appetites and provide regular status reports.	Community and Corporate Services	X	X	X	X
4.2.3.2	Manage Council's information assets within statutory requirements.	Community and Corporate Services	X	X	X	X
4.2.3.3	Develop an information management plan.	Community and Corporate Services	X			
4.2.3.4	Undertake property inspections to address possible fire abatement risks.	Environmental Services	X	X	X	X
4.2.3.5	Assist businesses to comply with public health requirements.	Environmental Services	X	X	X	X
4.2.3.6	Manage compliance with parking regulations.	Environmental Services	X	X	X	X
4.2.3.7	Assist residents to comply with animal management requirements.	Environmental Services	X	X	X	X
<b>Strategy 4.2.4 Be a healthy, proactive and forward-looking organisation with a strong safety culture and a skilled and adaptable workforce</b>						
<b>Actions</b>		<b>Lead</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>29/30</b>
4.2.4.1	Support staff to deliver services in a safe workplace through the Work Health and Safety Framework.	Executive Office	X	X		
4.2.4.2	Review and implement the Workforce Development Framework to support staff to continuously improve service delivery.	Community and Corporate Services	X	X	X	X
4.2.4.3	Deliver Council's core technology project to enhance customer and user experience and productivity.	Community and Corporate Services	X	X	X	

OUTCOMES	DELIVERABLES	MEASURES
Leadership in the community's best interests	Meaningful engagement with the community	Number and type of community engagements completed Number of participants and demographic indicators captured
	Transparent communications about Council activities	Number of community feedback insights recorded and shared across Council Number and type of communications with community, including social media and website analytics Media and Communications Plan reviewed and renewed upon swearing in of new Council
	Good decision-making	Applications are processed in accordance with the policy Number of resolutions by Council Percentage of Council decisions made in open meetings Percentage of Council meeting agendas and minutes within statutory timeframes
	Productive relationships with government and peak bodies	Number of engagements with strategic partnerships and peak bodies
	Comprehensive Bushfire Mitigation planning	Delivery of programmed bushfire mitigation works in accordance with the annual Bushfire Mitigation Program including: <ul style="list-style-type: none"> <li>• Number of completed fuel reduction burns</li> <li>• Metres of fire tracks maintained</li> <li>• Number and type of cross organisational collaborations</li> </ul>



OUTCOMES	DELIVERABLES	MEASURES
Effective management of assets, resources, compliance, risk and WHS	Responsible asset management	Number of priority stormwater actions progressed or completed in accordance with the Stormwater System Management Plan  Percentage of recurrent capital work program delivered against annual budget
	Effective resource use and financial management	Financial performance against budget reported monthly, quarterly and annually  Cash cover ratio in months
	Effective risk management and compliance	Percentage of strategic risks within agreed risk appetite  Number of Council documents added to Council's document management system  Progress on information management plan development  Number of properties inspected for fire risk  Number of abatement notices issued for fire risk  Number of food premises inspected  Number of parking tickets issued  Number of patrols conducted  Number of dogs registered  Number of infringements issued for non-compliance of the Dog Control Act 2000 and Council's Animal Management By-Law
	Strong Safety Culture	Compensation incident rate below 20 benchmark  Number of WHS incident actions outstanding
	Skilled and adaptable workforce	Number of staff participating in training

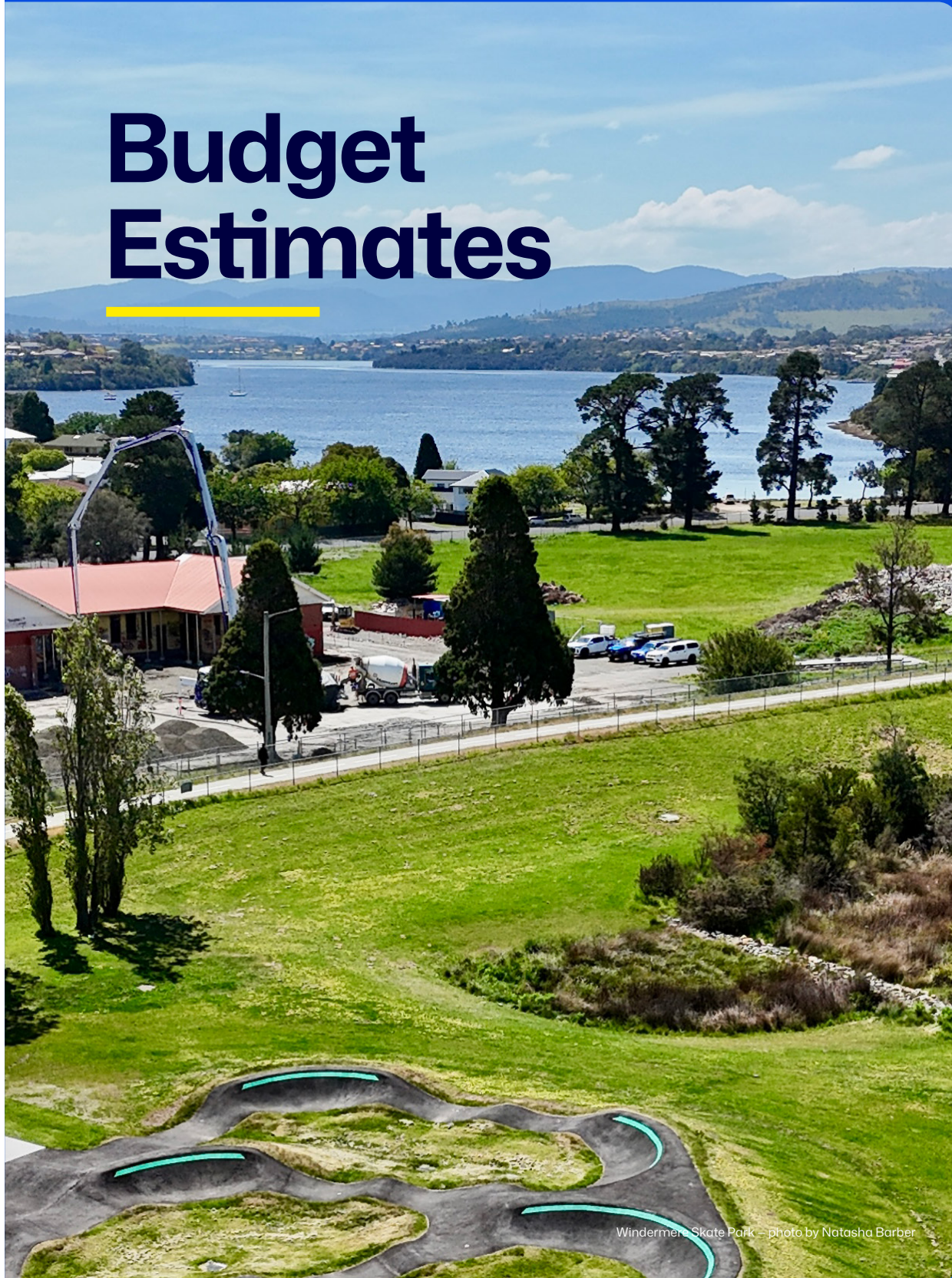
<b>VALUING OUR ENVIRONMENT</b>						
<b>OBJECTIVE 5.1 WE PROTECT AND MANAGE OUR CITY'S NATURAL ENVIRONMENT AND SPECIAL PLACES NOW AND FOR THE FUTURE</b>						
<b>Strategy 5.1.1 Identify and protect our natural values and special places including Wellington Park and River Derwent foreshore</b>						
Actions		Lead	26/27	27/28	28/29	29/30
5.1.1.1	Participate in the Derwent Estuary Program by undertaking water quality monitoring, reporting, and participating in environmental projects.	Environmental Services	X	X	X	X
<b>Strategy 5.1.2 Encourage access to and appreciation of natural areas</b>						
Actions		Lead	26/27	27/28	28/29	29/30
5.1.2.1	Support stewardship of our natural environment through education programs and volunteer events in natural reserves.	Environmental Services	X	X	X	X
5.1.2.2	Progress the multi-year Humphreys Rivulet Rehabilitation project in accordance with Australian Government grant deed.	Environmental Services	X	X		
<b>Strategy 5.1.3 Manage waste responsibility and innovate to reduce waste to landfill</b>						
Actions		Lead	26/27	27/28	28/29	29/30
5.1.3.1	Implement the Waste Management Strategy to reduce waste to landfill.	Environmental Services	X	X	X	X
<b>Strategy 5.1.4 Work to reduce our resource use and carbon emissions and prepare the City for the impacts of a change climate</b>						
Actions		Lead	26/27	27/28	28/29	29/30
5.1.4.1	Implement and report on the climate change mitigation action plan.	Environmental Services	X	X	X	X

<b>OBJECTIVE 5.2 WE IMPROVE THE QUALITY OF OUR URBAN AND RURAL AREAS AS PLACES TO LIVE, WORK AND PLAY</b>						
<b>Strategy 5.2.1 Make our city more liveable by providing and upgrading public spaces and facilities for people to come together</b>						
<b>Actions</b>		<b>Lead</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>29/30</b>
5.2.1.1	Implement the Public Toilet Strategy.	Environmental Services	X	X	X	X
5.2.1.2	Progress Council's Playground Strategy and complete the destination playground at Tolosa Park.	Environmental Services	X			
<b>Strategy 5.2.2 Make our city more liveable by investing in our City's infrastructure</b>						
<b>Actions</b>		<b>Lead</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>29/30</b>
5.2.2.1	Deliver the capital works program to renew and upgrade Council infrastructure.	Infrastructure and Development	X	X	X	X
5.2.2.2	Deliver Council's Strategic Asset Management Plan.	Infrastructure and Development	X	X	X	X
5.2.2.3	Deliver the Main Road Glenorchy footpath upgrade between Gavitt Street and Windsor Street to improve safety, accessibility and amenity.	Infrastructure and Development	X			
<b>Strategy 5.2.3 Improve our parks and public spaces for the wellbeing and enjoyment of our community</b>						
<b>Actions</b>		<b>Lead</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>29/30</b>
5.2.3.1	Provide a network of shared paths, footpaths and trails that is safe and provides access to people of all abilities.	Infrastructure and Development	X	X	X	X
<b>Strategy 5.2.4 Working proactively with providers, manage the City's transport infrastructure sustainably to secure accessible, safe and reliable transport options for everyone</b>						
<b>Actions</b>		<b>Lead</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>29/30</b>
5.2.4.1	Provide road network infrastructure that supports alternative transport modes and meets the needs of the community.	Infrastructure and Development	X	X	X	X
5.2.4.2	Review Urban Road Network to prioritise blackspot funding addressing identified safety issues.	Infrastructure and Development	X	X	X	X

OUTCOMES	DELIVERABLES	MEASURES
Natural environment protected	Increased access to natural areas	Number of water samples provided to the Derwent Estuary Program Progress of environmental projects Number of natural environment engagement events Progress in accordance with the Australian Government grant deed schedule
	Responsible waste management	Percentage of waste diverted from landfill Progress on actions
	Reduced greenhouse gas emissions	Council's Climate Change Mitigation Action Plan number of actions progressed
Improved public places through infrastructure investment in public spaces, facilities, parks, and transport options	Infrastructure investment	Roseneath Reserve Toilet delivered as an action under the Public Toilet Strategy Tolosa Park destination playground development completed Percentage of the approved Capital Works Program delivered, including major and recurrent capital projects Number of priority improvement actions progressed or completed in accordance with Council's Strategic Asset Management Plan Completion of the Main Road Glenorchy footpath upgrade between Gavitt Street and Windsor Street in accordance with the approved capital works program
	Accessible, safe and reliable transport options	Delivery of priority shared path, footpath and trail projects identified in the approved capital works program Number of federal Government Funded Black Spot projects delivered Number of Vulnerable Road Users projects delivered



# Budget Estimates



Windermere Skate Park – photo by Natasha Barber

# Budget Summary

Glenorchy is Tasmania's fourth largest city and is home to over 51,000 residents located in the northern suburbs of the Greater Hobart metropolitan area. The City is bounded by the Derwent River to the north and east, Hobart City to the south-east, Mt Wellington/kunanyi to the south and the Derwent Valley Council area to the west. The City features both urban and semi-rural areas and is characterised by a diverse mix of industrial, commercial and residential development including three major commercial areas located in Moonah, Glenorchy CBD and Claremont.

Council's mission is to provide a wide range of services to businesses and the community, many of which are supported by the Strategic Plan. Council is focused on maintaining a financially responsible financial position with the 2026/27 Budget balancing increased fuel costs and Glenorchy pool operating expenses and balancing our community and infrastructure needs.

Developing a budget that balances service delivery, financial sustainability and community affordability is a complex process and requires strong decisions.

## Key features of the proposed 2026/27\* operating budget estimates are:

- Operating Surplus **\$0**
- Underlying Deficit **\$2.075 million**
- Rate Revenue (net) **\$51.324 million**
- Operating Revenue **\$89.556 million**
- Operating Expenditure **\$89.556 million**
- Depreciation and Amortisation **\$19.621 million**
- Asset Writeoff and Disposal **\$2.075 million**
- Capital Expenditure **\$21.111 million**
- Average cash-cover **3-6 months**
- No new borrowings

**The proposed 2026/27 operating budget is a balanced break-even budget that generates additional revenue of \$5.443 million primarily from \$3.311 million in Rates, \$1.777 million in User Charges & Licenses and \$0.523 million in Grants.**

Council will receive grants for operational programs, the most significant being the funding for the development of Humphries Rivulet, Glenorchy Jobs Hub and a community youth hub. Council will pursue additional operational and capital grant funding for key community priorities.

Only grants with signed Deeds are included in the original budget estimates. Existing grants that are unspent at 30 June 2026 or new grants entered into during the new financial year will be considered for a budget revision report to Council.

**The proposed 2026/27 budget allows for an increase in expenditure of \$5.946 million primarily funding additional \$2.789 million in Materials & Services, \$1.596 million in Employee Costs and \$1.303 million in Depreciation and Amortisation.**

Council has committed funds of around \$0.700 million to operate the redeveloped Glenorchy Pool. Maintaining maintenance and service levels with rising fuel costs will cost an additional \$0.977 million and Council will invest \$0.361 million in operating a youth hub in Glenorchy.

Employee salary and wage costs will increase in line with the Enterprise Bargaining Agreement for 2026/27.

**In summary, the 2026/27 proposed budget estimates fund essential programs and services whilst continuing to build a sound base for our future economic sustainability.**

*\*Subject to 2026/27 budget adoption by Council*

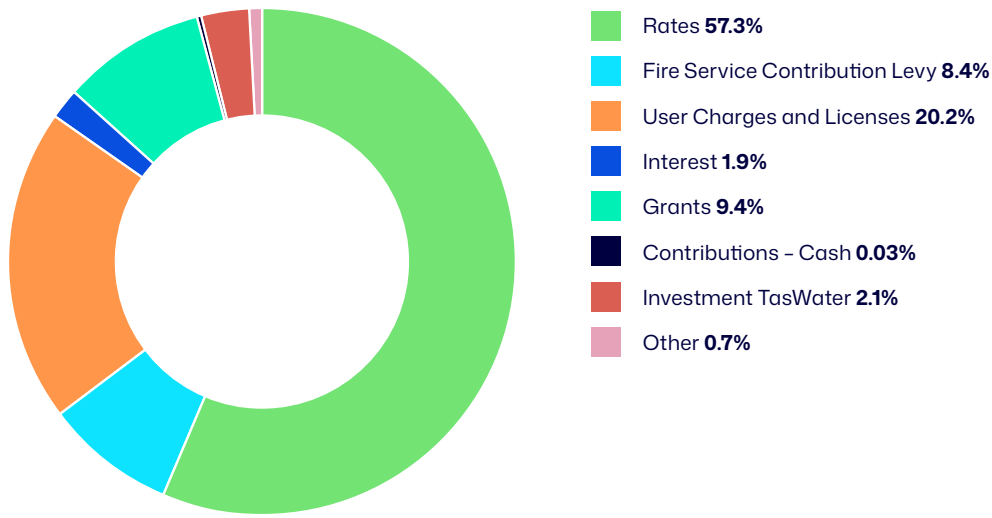
## 2026/27 Budget Estimates

	2025/26 Budget	2025/26 Original Budget	2025/26 Revised Budget
<b>Operating Revenue</b>			
Rates	\$51,324,184	\$48,012,722	\$48,012,722
Fire Service Contribution Levy	\$7,482,297	\$7,096,978	\$7,096,978
User Charges and Licences	\$18,100,443	\$16,268,476	\$16,323,476
Interest	\$1,675,000	\$1,750,000	\$1,750,000
Grants	\$8,420,806	\$7,262,168	\$7,897,829
Contributions - Cash	\$22,717	\$45,270	\$45,270
Investment TasWater	\$1,874,000	\$2,172,000	\$2,389,200
Other Revenue	\$656,947	\$485,004	\$598,004
<b>Total Operating Revenue</b>	<b>\$89,556,394</b>	<b>\$83,092,618</b>	<b>\$84,113,479</b>
<b>Operating Expenses</b>			
Employee Costs	(\$35,116,178)	(\$33,639,760)	(\$33,519,781)
Materials & Services	(\$25,596,150)	(\$22,283,488)	(\$22,807,637)
Depreciation and Amortisation	(\$19,620,724)	(\$17,881,943)	(\$18,317,649)
Finance Costs	\$0	(\$146,904)	(\$146,904)
Bad and Doubtful Debts	(\$20,000)	\$0	(\$20,000)
Other Expenses	(\$9,203,341)	(\$8,269,711)	(\$8,798,762)
<b>Total Operating Expenses</b>	<b>(\$89,556,394)</b>	<b>(\$82,221,806)</b>	<b>(\$83,610,733)</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>\$0</b>	<b>\$870,812</b>	<b>\$502,746</b>
<b>Non Operating Revenue/(Expenses)</b>			
Assets Written Off	(\$700,000)	(\$700,000)	(\$700,000)
Asset Disposal Costs	(\$1,375,000)	(\$1,375,000)	(\$1,375,000)
<b>Total Non Operating Revenue / (Expenses)</b>	<b>(\$2,075,000)</b>	<b>(\$2,075,000)</b>	<b>(\$2,075,000)</b>
<b>UNDERLYING SURPLUS/(DEFICIT)</b>	<b>(\$2,075,000)</b>	<b>(\$1,204,188)</b>	<b>(\$1,572,254)</b>
<b>Capital Revenue</b>			
Capital Assets Free of Charge	\$2,625,000	\$3,675,000	\$3,675,000
Capital Grants	\$1,278,000	\$1,126,248	\$5,965,737
<b>Total Capital Revenue</b>	<b>\$3,903,000</b>	<b>\$4,801,248</b>	<b>\$9,640,737</b>
<b>TOTAL SURPLUS/(DEFICIT)</b>	<b>\$1,828,000</b>	<b>\$3,597,060</b>	<b>\$8,068,483</b>
<b>Capital Expenditure</b>			
Renewal Capital and Assets	\$13,733,559	\$23,583,626	\$24,847,942
Upgrade Capital and Assets	\$5,486,570	\$5,591,313	\$3,723,401
New Capital and Assets	\$1,891,155	\$2,695,000	\$3,327,222
<b>Total Capital Expenditure</b>	<b>\$21,111,284</b>	<b>\$31,869,939</b>	<b>\$31,898,565</b>

# 2026/27 Budget Estimates

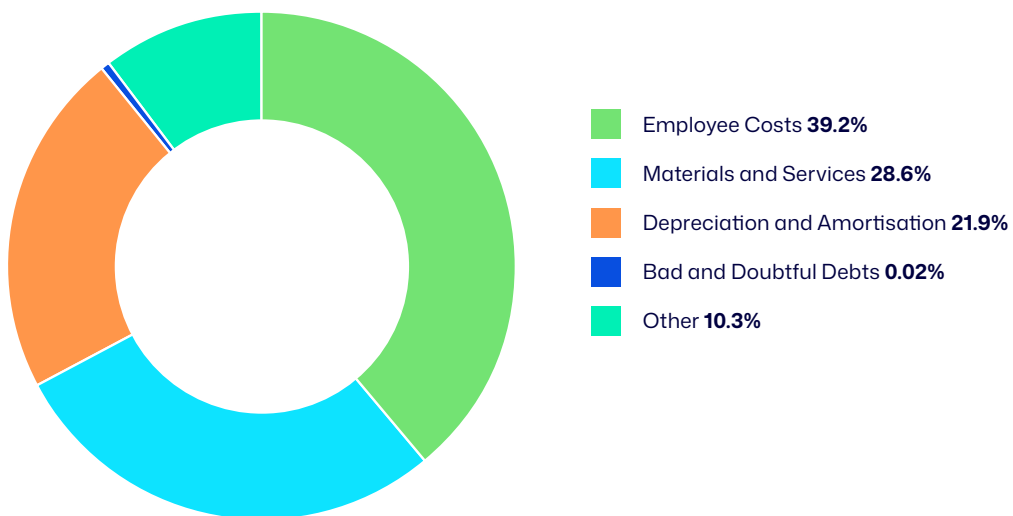
## Revenue

Sources of Council's operating revenue (as a proportion of the total operating revenue budget of \$89,556,394).



## Expenditure

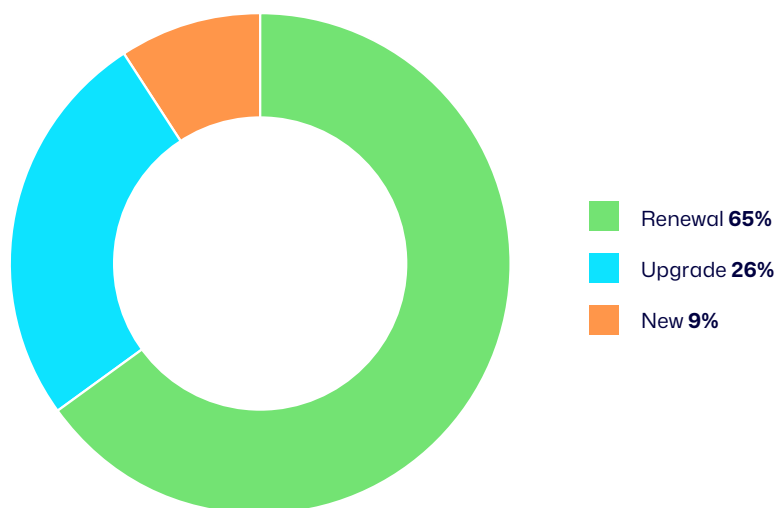
Areas of Council's operating expenditure (as a proportion of the total operating budget of \$89,556,394).



# Capital Works Summary

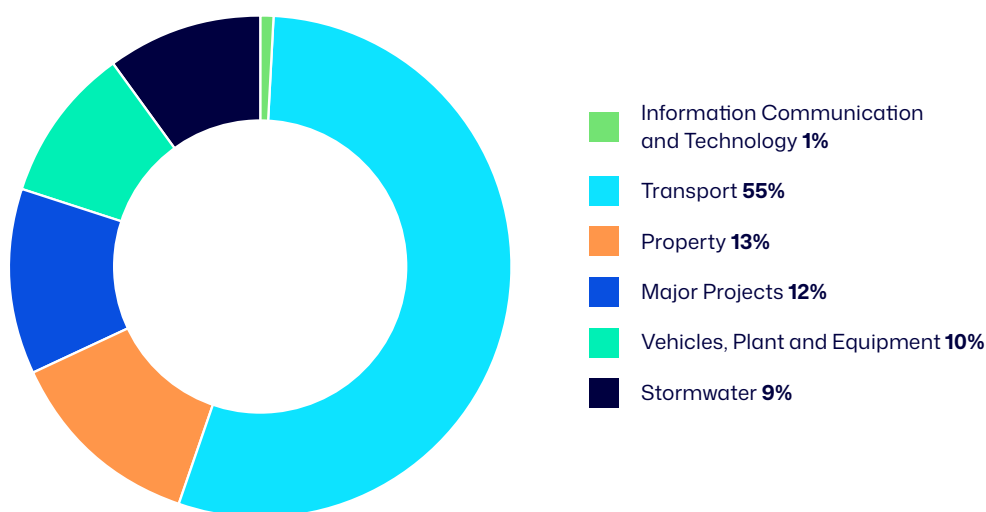
## Renewal, upgrade and new investment

Council's capital expenditure by type as a proportion of the total capital budget (\$21,111,284).



## Investment by asset programs

Council's capital expenditure by asset program (as a proportion of the total capital budget of (\$21,111,284).



# Investment by Asset Programs

## TRANSPORT

In keeping with the fiscal constraints of the broader 2026/27 budget, the transport asset program will prioritise renewal and replacement of existing assets to ensure the community continues to receive safe and reliable road and footpath services. Council will invest a total of \$11.5 million in transport capital works, of which \$8.6 million is directed to renewal projects and \$2.9 million to new and upgraded assets.

The program balances the need to maintain existing assets with targeted investment in safety, access and active transport. Major transport projects for 2026/27 include:

- Main Road Footpath Renewal (Gavitt to Windsor)
- Springfield Avenue Footpath Renewal
- Moonah Car Park Seating Area
- Allowance for Moonah Parklets
- Stage 3 of Renfrew Circle Reconstruction
- Stage 2 of Molesworth Road Repairs
- Reid Street Reconstruction
- Tolosa Street Pavement Rehabilitation
- Knights Point Reserve Car Park
- Main Road Granton Shared Path – Stage 3A
- Claremont Link Road Pathway – Stage 1
- GASP Walkway Bridge Corrosion Protection Works
- Euston Street / Redfern Place Pedestrian Crossing
- Bowen Road Access Project
- Terry Street Pedestrian Crossings

## STORMWATER

Council's stormwater program for 2026/27 will deliver new, upgraded and renewed assets with a total capital investment of \$1.9 million. This includes \$1.4 million directed to flood mitigation and system upgrades, and \$0.5 million allocated to renewal of existing assets.

The higher proportion of upgrade works reflects the delivery of priority flood mitigation projects that address known risk areas and respond to community concerns. Major stormwater projects include:

- Redlands Drive Flood Mitigation (sedimentation basin)
- Littlejohn Creek Flood Mitigation (105 Grove Road)
- Abbotsfield Road and Hanlon Street stormwater diversions

## PROPERTY

The Property and Environment asset program for 2026/27 includes total capital investment of \$2.8 million, comprising \$0.9 million for new and upgraded works and \$1.9 million for the renewal and replacement of existing assets. Investment will focus on maintaining and improving Council's buildings, parks, reserves and public amenities to support safety, accessibility and community use, while addressing asset condition and lifecycle requirements.

Major property projects for 2026/27 include:

- Replacement of various picnic shelters, seating, tables and BBQs
- Montrose Exercise Area Renewal
- Synthetic cricket pitches at Cadbury, Abbotsfield and Eady Street
- Tracks and Trails – Gerrard Street Reserve
- St Matthews Church building repairs
- Abbotsfield Park ring main upgrade
- Public toilet replacement at Roseneath Park

**MAJOR PROJECTS**

Council will invest \$2.5 million in major projects during 2026/27. These projects are funded through a combination of reserves and external contributions and are managed separately from Council’s core asset renewal programs.

Projects included in the 2026/27 capital program are:

- International Food Garden
- Tolosa Park Destination Playspace
- Landfill hazardous waste storage facility
- Wilkinsons Point Ferry Terminal contribution

**INFORMATION, COMMUNICATION, AND TECHNOLOGY (ICT)**

Council will invest \$208,000 in ICT capital works during 2026/27. Investment will focus on information security, software and the replacement and upgrade of mobile devices and hardware to support business continuity, improve resilience and mitigate emerging cyber risks

**FLEET, PLANT, AND EQUIPMENT**

Council’s fleet, plant and equipment assets range from small items such as mowers to large construction and maintenance plant. In 2026/27, Council will invest \$2.2 million, including \$0.7 million for vehicle replacements and \$1.5 million for construction and maintenance equipment.

Plant replacement expenditure is higher than usual in 2026/27 due to the transition of some fleet assets from lease to purchase arrangements, improving long term value and control over critical plant resources.



Renfrew Circle – GCC Image Library

# Public Health Goals and Objectives

**Section 71(2)(d) of the *Local Government Act 1993* requires that Councils include a summary of the major strategies to be used in relation to the council’s public health goals and objectives in their Annual Plan.**

Glenorchy City Council's commitment to public health is identified in Objectives 4.2, and 5.1 of the Glenorchy City Council's Annual Plan. These objectives contain strategies and actions aimed at maintaining a high level of public health within the municipality.

## **GOAL:** **Leading Our Community**

**Objective:**

4.2 We responsibly manage our community’s resources to deliver what matters most.

**Strategy:**

4.2.3 Manage compliance and risk in Council and the community through effective systems and processes.

**Action:**

4.2.3.4 Assist businesses to comply with public health requirements.

## **GOAL:** **Valuing Our Environment**

**Objective:**

5.1 We protect and manage our City’s natural environment and special places now and for the future.

**Strategy:**

5.1.1 Identify and protect our natural values and special places including Wellington Park and the River Derwent foreshore.

**Action:**

5.1.1.1 Participate in the Derwent Estuary Program by undertaking water quality monitoring and reporting and participating in environmental projects.



Windermere Beach - photo by Kelvin Ball

# Appendix A – Informing Documents

## Statutory Documents

Glenorchy Strategic Plan 2023–2032

Strategic Asset Management Plan (Combined with Asset Management Strategy) 2023–2032

Long Term Financial Management Plan 2023–2033

Emergency Management Plan – 2026–2028

Bushfire Mitigation Strategy – 2020–2030

## Guiding Documents

Active Glenorchy Sport and Recreation Framework

Climate Change Mitigation Action Plan

Community Strategy

Customer Service Strategy

“Prosperous Glenorchy” Economic Development Plan

Glenorchy Community Plan

Glenorchy Mountain Bike Master Plan

LGBTIQ+ Community Inclusion Consultation Report

Marine and Innovation Master Plan

Parking Strategy

Planning For Play

Priority Projects Prospectus

Public Toilet Strategy

Statement of Commitment on Housing

Statement of Commitment on Gambling Harm Reduction

Statement of Commitment on Safeguarding Children and Young People

Stormwater System Management Plan

Tolosa Park Master Plan Glenorchy

Waste and Resource Recovery Strategy

**This document is available from Council in alternative formats**

**WEB**

[www.gcc.tas.gov.au](http://www.gcc.tas.gov.au) – Your Council – Council Documents

**PRINT**

Collect a copy from our Customer Service Counter at Council’s Main Office,  
374 Main Rd Glenorchy City Council

Collect a copy from your local Libraries Tasmania Service.

**LARGE PRINT**

Request a copy from our Customer Service Counter.



**6.4 NOTICES OF MOTION - QUESTIONS ON NOTICE /  
WITHOUT NOTICE**