



Glenorchy City Council Ordinary Council Meeting Monday, 27 October 2025

AGENDA

Notice is hereby given of a Meeting of the Glenorchy City Council to be held at the Council Chambers commencing at 3:30pm.



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'.

Emilio Reale

Chief Executive Officer

Monday, 27 October 2025

**Workshops held
since last Council
meeting:**

Date: Monday, 6 October 2025

Purpose: To present and discuss at an Open workshop:

- Annual Bushfire Mitigation Strategy update

Date: Monday, 13 October 2025

Purpose: To present and discuss:

- Jobs Hub Strategy

Date: Monday, 20 October 2025

Purpose: To present and discuss:

- Progress on implementation of Council's Playspace Strategy (Planning for Play 2041)
- Draft Graffiti Management Policy and Graffiti Management Plan



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.....	7
2 CONFIRMATION OF MINUTES (OPEN MEETING).....	8
3 ANNOUNCEMENTS BY THE CHAIR.....	9
4 PECUNIARY INTEREST NOTIFICATION.....	10
5 RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE .	11
6 PUBLIC QUESTION TIME (15 MINUTES).....	12
7 PETITIONS/ADDRESSING COUNCIL MEETING	15
8 COMMUNITY	16
8.1 ACTIVITIES OF THE MAYOR.....	17
8.2 GLENORCHY CITY COUNCIL CHAMBERS MURAL PROJECT	19
9 ECONOMIC	25
10 ENVIRONMENT	26
10.1 PLAYSPACE STRATEGY PROGRESS UPDATE.....	27
11 GOVERNANCE	102
11.5 UPDATED COUNCIL POLICY - GRAFFITI MANAGEMENT.....	103
11.6 AUDIT PANEL CHARTER AND CODE OF CONDUCT	131
11.7 SUBMISSION ON REFORMS TO COUNCILLOR NUMBERS AND ALLOWANCES	169
11.8 CAPITAL WORKS STATUS REPORT	215
11.9 QUARTERLY REPORT - Q1 - PERIOD ENDING 30 SEPTEMBER 2025.....	226
11.10 DELEGATIONS TO CHIEF EXECUTIVE OFFICER.....	278
11.11 GOOD GOVERNANCE POLICY.....	363
11.12 ENVIRONMENTAL HEALTH SERVICES PRO-RATA AND REFUND POLICY	381
11.13 NOTICES OF MOTION - QUESTIONS ON NOTICE / WITHOUT NOTICE.....	393
12 CLOSED TO MEMBERS OF THE PUBLIC.....	394
12.1 CONFIRMATION OF MINUTES (CLOSED MEETING)	395
12.2 APPLICATIONS FOR LEAVE OF ABSENCE	395
12.3 NOTICES OF MOTION - QUESTIONS ON NOTICE/ WITHOUT NOTICE	395

1 APOLOGIES

2 CONFIRMATION OF MINUTES (OPEN MEETING)

That the minutes of the Council meeting held on Monday, 29 September 2025 be confirmed.

3 ANNOUNCEMENTS BY THE CHAIR

4 PECUNIARY INTEREST NOTIFICATION

None.

5 RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE

None.

6 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 31(2) and (3) (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.

Question with notice – Janiece Bryan, Montrose

Received Sunday, 28 September 2025

The 4th Quarterly Report for 2024-2025 Page 25 states:

“The Youth Hub Project advanced to Stage 2 of \$1M TCF (Tasmanian Community Fund) grant process for therapeutic programs.”

Q1. Could you outline the therapeutic programs delivered in Stage 1 and how much was spent on each?

Response: Stage 1 refers to the TCF grant application process. Council has not received a grant from TCF.

At this stage Council is progressing its application with TCF, but there is no certainty that Council will be successful in its application.

Q2. (i) who the target groups are attending the therapeutic programs?

Response: The design of the therapeutic programs has yet to occur. This will be part of the latter stages of the grant application.

Q3. (ii) where the programs are being delivered?

Response: No programs are being delivered as yet.

Q4: (iii) how much of the \$1 Million Grant is still available for Youth Hub Therapeutic Programs for our young people?

Response: Please see the response above.

Q5: (iv) is there a Designated Council Officer responsible for oversight, management and spending of the Grant Program \$1million fund?

Response: Council’s Community Development staff will oversee the Management of the Grant if Council is successful.

Question with notice – Janiece Bryan, Montrose**Received Monday, 20 October 2025**

Q1. Could you please provide a list of people or groups who have used the Golden Years Club at 314 Main Road Glenorchy over the last three (33) years including details of frequency of use?

Response: Response: Council provided an exclusive lease of the site to the Golden Years Club. As has been previously reported the Golden Years Club decided to close in December 2024 due to low membership and participant numbers. The Golden Years club did sub-hire the venue to a number of groups including:

- The Golden Wattle Cafe
- The Country Music Club of Southern Tasmania
- The City North Church

When the Golden Years Club closed down Council offered each of these groups the opportunity to continue using the facility on a short-term agreement directly with Council until the long-term future of the site was resolved. The Golden Wattle Cafe elected to move to the Goodwood Community Centre for their weekly morning teas instead. The Country Music Club, and City North Church have continued to use the site on short-term agreements which cease at the end of the month.

Q2. Could the details of all Independent Property Valuations for 314, 316, 322 and 1/370 Main Road Glenorchy be made publicly available prior to the Aldermen voting to dispose of the Community's Public Facilities and Land?

Response: Council will publicly release the costs paid for the property sales/swaps if they proceed, which will include independent valuation amounts. The timing of when this information will be publicly released is still to be determined as they are related to potential commercial transactions. Elected Members will certainly be provided with this information prior to any decision.

7 PETITIONS/ADDRESSING COUNCIL MEETING

COMMUNITY

Community Goal – Making Lives Better

8.1 ACTIVITIES OF THE MAYOR

Author: Mayor (Sue Hickey)
Qualified Person: Chief Executive Officer (Emilio Reale)
File Reference: Activities of the Mayor

Executive Summary

This report details the recent activities of the Mayor.

Mayor Hickey attended 16 significant events and external meetings during the period from Monday, 22 September 2025 to Sunday, 12 October 2025.

Recommendation

That Council:

1. RECEIVE the report about the activities of Mayor Hickey during the period from Monday, 22 September 2025 to Sunday, 12 October 2025.

Proposal in Detail

These are the events and external meetings attended by Mayor Hickey during the period from Monday, 22 September 2025 to Sunday, 12 October 2025.

Monday, 22 September 2025

- Chaired the Council Workshop.
- Participated in the Claremont Garden Club meeting, updating the club members on the work Council is doing in the community.

Tuesday, 23 September 2025

- Participated in a media event with Senator Carol Brown at the North Chigwell Soccer Club. The event marked the completion of the Northern Suburbs Football Club Facilities Development project and the opening of the new club rooms.

Wednesday, 24 September 2025

- Attended the Greater Hobart Mayors' Forum meeting.

Thursday, 25 September 2025

- Participated in the Youth Justice Art Showcase, facilitated by the Glenorchy City Council Community Development team and Youth Justice.

The exhibition was an opportunity for sharing experiences and lessons from the partnered workshop.

Friday, 26 September 2025

- Participated in ABC Radio's Friday Forum.

Monday, 29 September 2025

- Chaired the Council Meeting.

Monday, 6 October 2025

- Chaired the Open Council Workshop.

Wednesday, 8 October 2025

- Participated in a meeting with a constituent and CEO of Glenorchy City Council regarding the use and development of 11 Bender Drive, Derwent Park.
- Met with CEO of Dementia Australia regarding a proposed event in 2026.
- Participated in the Mental Health Week Expo facilitated by the Glenorchy City Council Community Development team.
- Participated in the Performance Review Committee for the CEO of Glenorchy City Council.

Thursday, 9 October 2025

- Met with Department of State Growth regarding a phone system for domestic abuse victims.
- Attended a Reception for the Members of the Consular Corps of Tasmania at Government House.

Friday, 10 October 2025

- Participated in a meeting with senior staff of the Museum of Old and New Art (MONA), the CEO of Glenorchy City Council, and the Acting Director of Infrastructure and Works at Glenorchy City Council.

Saturday, 11 October 2025

- Participated in the Riding for the Disabled Association's Open Day.
The event marked 50 years of bringing horses and people together.

In addition to the above meetings and events, the Mayor attended numerous internal meetings and performed other administrative duties.

Attachments

Nil

8.2 GLENORCHY CITY COUNCIL CHAMBERS MURAL PROJECT

Author: Manager Stakeholder and Executive (Christine Lane)

Qualified Person: Chief Executive Officer (Emilio Reale)

File Reference: Council Chambers Public Art

Executive Summary

The Glenorchy City Council Chambers Mural Project will see the installation of a painted mural on the west-facing wall of Council Chambers overlooking the bus mall.

The mural was originally proposed by Alderman Jan Dunsby prior to her passing in November 2024, as a lasting gift to the people of Glenorchy and to enhance the vibrancy of the CBD.

The proposed mural will span the entire west-facing wall and will be painted by local artist Trent Fischer who is known for his vibrant murals and contributions to the street art scene. Following consultation with Council officers, Fischer has prepared a concept design for consideration and endorsement by Council.

Painting is scheduled to commence in early December at an estimated cost approximately \$25,000. This includes artist fees, materials, wall preparation, and compliance requirements.

The project aligns strongly with Council's commitment to creativity, civic pride, and community identity as expressed in Glenorchy – City of Arts 2040 and the Graffiti Management Policy. The mural concept, designed by acclaimed Tasmanian street artist Trent Fischer, depicts Humphreys Rivulet and local native fauna—symbolising both the natural beauty and environmental renewal of Glenorchy.

This initiative complements the forthcoming Humphreys Rivulet Rehabilitation Project, funded through a \$1.7 million Australian Government grant, and represents the first step in a broader program of public art installations celebrating Glenorchy's people and places.

Recommendation

That Council:

1. ENDORSE the installation of a mural on the west wall of the Council Chambers.
2. APPROVE the engagement of Tasmanian street artist Trent Fischer to complete the mural in accordance with the concept presented.
3. ACKNOWLEDGE the alignment of the project with Glenorchy – City of Arts 2040, the Graffiti Management Policy, and the Humphreys Rivulet Rehabilitation Project.
4. SUPPORT the inclusion of this mural as the first in a broader Glenorchy public art program celebrating the city's people, environment, and culture.

Community Plan Reference	Building Image and Pride We work for a safe and clean City. Valuing Our Environment We improve the quality of our urban and rural areas as places to live, work and play.
Strategic Plan Reference	Maintain our roads, footpaths, trails, parks, playgrounds, open spaces, stormwater and building assets so they are functional, safe and clean. Encourage creative expression and participation in our community. Welcome diversity and inclusion in our community, creating connections that enable a sense of belonging and acceptance. Make our City more liveable by providing and upgrading public places and facilities for people to come together. Improve our parks and public spaces for the enjoyment, health and wellbeing of our community.
Consultation/ Engagement	Elected Members Executive Leadership Team Communications and Engagement Team
Resources	Safety systems, wall preparation, painting of the mural and application of an anti-graffiti coating will be outsourced. Compliance requirements will be undertaken by Council staff.
Risk/Legal/ Legislative/ Reputational	Legal risks <i>Copyright and Intellectual Property</i> Risk: Disputes over ownership of the mural or its reproduction rights. Mitigation: Ensure a clear written agreement with the artist (Trent Fischer) outlining Council's ownership of the physical artwork; retention of copyright by the artist; and permissions for reproduction, modification, or removal. <i>Artists Moral Rights</i> Risk: Artist objections to alteration or destruction of the mural. Mitigation: Include clauses respecting the artist's moral rights (e.g., attribution and integrity) in the contract and consult the artist before any future changes.

	Legislative and Compliance Risks <i>Planning and Zoning Approvals</i> Risk: Non-compliance with local planning laws or building codes. Mitigation: Affirm that planning approval is not required for the mural. <i>Accessibility and Safety Standards</i> Risk: Mural installation may interfere with public access or safety. Mitigation: Conduct a site safety assessment and ensure installation complies with relevant safety and accessibility standards. <i>Preparation and Maintenance</i> Risk: Premature deterioration or vandalism. Mitigation: Ensure the wall is fully prepared prior to painting; apply anti-graffiti coating once mural is complete; and include the mural in Council's expanded cleaning and graffiti management program. Reputational Risks <i>Community Perception</i> Risk: Negative public reaction to the mural's design or cost. Mitigation: Highlighting the mural's alignment with Council's strategic goals, promote the installation of the mural prior to work commencing with details about any access changes to the area. <i>Media and Social Media Scrutiny</i> Risk: Negative coverage or viral criticism. Mitigation: Prepare a proactive communications strategy and monitor public sentiment responding promptly to concerns.
25/26 Budget Allocation	The budget for the Chambers Mural Project is available in Council's capital funding budget.
Life of Project, Service, Initiative or (Expectancy of) Asset	It is anticipated that the project will take two weeks from early December 2025. Once installed the mural will be treated with an anti-graffiti coating to extend the life of the project.
25/26 Budget Reconsideration	Not applicable

Ongoing Costs (e.g. maintenance, operational)	Maintenance of the Chambers mural will be undertaken through the expanded City Cleansing and Graffiti Management program.
Other Funding Sources	Not applicable

Proposal in Detail

1. Glenorchy City Council recognises the value of initiatives that foster creativity, community engagement, and social impact.
2. Prior to her passing in November 2024, Alderman Jan Dunsby's express wish was for Council to install a mural on the west wall of Council Chambers facing the Tolosa Street Bus Interchange, for commuters to enjoy and as a lasting legacy for the Council and community she tirelessly served for over 10 years.
3. Glenorchy City Council has previously installed wall murals in location such as Moonah known as the Corridor of Modern Art (COMA) project, which was part of the Economic Recovery Program during and after the COVID 19 Pandemic.
4. Council has also embraced strategies in its current and past Annual Plans to *Encourage creative expression and participation in our community* and to be a *City of the Arts* with a specific strategy "*Glenorchy – City of Arts 2040*". This strategy aligns with the community's goals to be a vibrant community with a strong focus on arts and culture, complementing its identity as the home of the Museum of Old and New Art (MONA) and its history of supporting local arts.
5. Council officers have been working to find a suitably experienced and available local street artist to realise this vision. Following advice from Council's Youth Engagement Officer in the Community Development Team, several street artists were approached to provide concepts and quotes for the mural. An experienced and recognised street artist Trent Fischer was selected to undertake this work.
6. Trent Fischer is a talented Tasmanian artist known for his vibrant murals and contributions to the street art scene across Australia. His art often blends playful and engaging elements, making his murals a beloved part of the community. As a prominent figure in Australian street art, Trent continues to create impressive works that showcase his skill and creativity.
7. Trent's latest works include a mural on the Tea Tree Water Tank, which showcases an assortment of native Tasmanian flora and fauna. Additionally, Trent created the Jack Jumpers mural on the Water Pump Station outside the My State Bank Areana in Glenorchy.
8. The brief provided to the artists was to create a mural that represented an iconic scene in Glenorchy with native flora and fauna found in the area.
9. The concept that Trent presented to Council is of Humphreys Rivulet, specifically the waterfall beside Chapel Street, which is unofficially known as Glenorchy Falls.

Also featured in this scene is a selection of native animals including but not limited to a spotted quoll, a wallaby with a joey and a magpie **Attachment 1**.

10. The concept proposed by Street Artist Trent Fischer, became significantly timely and relevant due to the mural's alignment with a project that Council is about to undertake being the environmental rehabilitation of Humphreys Rivulet, acknowledging that this work is set to commence with a \$1.7 million grant from the Australian Government. This was an Election Commitment to Glenorchy City Council made at the last Federal Election.
11. The remediation work at Humphreys Rivulet will include:
 - Stabilising the creek banks to prevent erosion and protect water quality
 - Removing invasive weeds
 - Replanting native vegetation to restore biodiversity and provide animal habitats
 - Establishing a new picnic facility and interpretive signs at the Chapel Street waterfall.
12. This initiative also aligns with Council's proposed updated Graffiti Management Policy, outlined in the Updated Council Policy - Graffiti Management. The changes to this policy affirm support for authorised murals and street art as a means of reducing vandalism and promoting civic pride.
13. It is envisaged that this project will be the first of a program that will be complimented by a number of other murals on prominent buildings around Glenorchy.
14. Painting of the Chambers Mural is set to commence in early December 2025 following a public announcement of the work if Council endorsement is received.

Attachments

1. Chambers Mural Concept [**8.2.1** - 1 page]



ECONOMIC

Community Goal – Open for Business

ENVIRONMENT

Community Goal – Valuing our Environment

10.1 PLAYSPACE STRATEGY PROGRESS UPDATE

Author: Recreation and Environment Coordinator (Jasmine Young)

Qualified Person: Acting Director Infrastructure and Development (Luke Chiu)

File Reference: Planning for Play 2041

Executive Summary

In December 2021, Council adopted the Playspace Strategy – Planning for Play 2041 following extensive community consultation. The Strategy found that many of Glenorchy’s 44 playgrounds were over 20 years old, in poor condition, and in urgent need of renewal.

Since then, Council has taken a strategic approach to fast-track the delivery of safe, modern and inclusive playspaces across the city. This work has been supported by a mix of federal grant funding, reprioritised asset renewal budgets, and use of property disposal reserve funds. As a result, Council has developed 20 new/upgraded playspaces in less than three years, which has substantially rectified the situation.

Work continues to renew remaining older playgrounds, with Apex Park in Lutana scheduled for replacement this financial year.

The Tolosa Park Masterplan identifies the opportunity for a new destination playspace within Tolosa Park to complement recent parkland developments and better serve the regional role of Tolosa Park. To progress this, it is recommended that Council allocate up to \$1.456 million from the Property Disposal Reserve Fund in the 2026–27 financial year. This proposed release is consistent with Council’s policy allowing these funds to be used for open space development.

Recommendation

That Council:

1. NOTES the recent delivery of 20 playground renewals in line with the Playspace Strategy – Planning for Play 2041.
2. APPROVES the release of up to \$1,456,856.00 from the Property Disposals Reserve fund towards the development of a destination playspace at Tolosa Park in the 2026-27 financial year.

Community Plan Reference	Valuing Our Environment We improve the quality of our urban and rural areas as places to live, work and play.
Strategic Plan Reference	Make our City more liveable by providing and upgrading public places and facilities for people to come together. Improve our parks and public spaces for the enjoyment, health and wellbeing of our community.
Consultation/Engagement	• Acting Director Infrastructure & Development • Manager Works

	• Operations & Maintenance Supervisor • Parks & Recreation Coordinator • Property Coordinator • Landscape Architect • Project Manager The report highlights Council's significant recent progress in renewing Playspaces and improving open spaces. Positive public relations are expected from community stakeholders.
Resources	Delivery of Planning for Play 2041 has been planned and project managed with existing internal resources, with engagement of external contractors for supply and install through a Standing Offer contract agreement. Standing Offer contracts under pre-approved terms and conditions allowed playground contracts to be awarded to reliable prequalified contractors, streamlining procurement processes and ensuring consistent outcomes.
Risk/Legal/ Legislative/ Reputational	The renewal of playgrounds reduces community risk from unsafe or non-compliant equipment. Council has significantly reduced the number of high-risk assets across the playground network. Council will continue to work through renewals of the remaining older playgrounds.
25/26 Budget Allocation	For the 2025/26 financial year Council has allocated \$250,000 for capital projects that contribute towards actions in Planning for Play 2041. The next playground renewal is planned for Apex Park in Glenorchy, scheduled for this financial year.
Life of Project, Service, Initiative or (Expectancy of) Asset	The life of playspaces varies and is regularly assessed and adjusted through condition audits. The typical asset life of a playspace is approximately 20 years.
25/26 Budget Reconsideration	Not Applicable
Ongoing Costs (e.g. maintenance, operational)	As part of existing resources and maintenance programs.
Other Funding Sources	The playground renewal program is funded through a combination of sources. These include Council's asset renewal funds, grants, and the use of Council's Land Disposal Reserve Fund. Specific examples of additional funding secured include: • A \$2 million Federal Government grant for the Giblin Reserve regional playground.

	• A \$1.5 million Federal Government grant for the replacement of 10 local/neighbourhood playgrounds. • A release of \$1 million from Council's Land Disposal Reserve Fund, combined with a \$127,789 bequest, for the Benjafield Reserve district playground.
--	---

Proposal in Detail

1. In December 2021, Council endorsed its Playspace Strategy - Planning for Play 2041 (the Strategy) following extensive community consultation. A key finding from this process was that many of the 44 existing playgrounds across the municipality were over 20 years old and in urgent need of renewal and faced potential closure without timely intervention.
2. In response, Council developed a strategic approach to fast-track the delivery of safe, modern, and inclusive playspaces across the municipality. To support the implementation, Council secured funding via:
 - A reprioritisation of Council's open space renewal program to increase the focus on playground renewals over the short term.
 - \$2 million Federal Government grant to contribute to the development of the Giblin Reserve regional playground.
 - \$1.5 million Federal Government grant to contribute to the replacement of 10 local and neighbourhood playgrounds.
 - Release of \$1 million from Council's Land Disposal Reserve Fund to support the development of the Benjafield Reserve District Playground.
 - A \$127, 789 bequest from the estate of Reginal Ray Webb, also to support the development of the Benjafield Reserve District Playground.
3. Other key factors that supported the rapid delivery of playspaces included:
 - A clearly defined strategic framework for the playgrounds (i.e. the Strategy).
 - Access to an internal Landscape Architect familiar with Australian playground standards, local conditions, and accurate cost estimation.
 - Strong Procurement and Project Management systems, including Standing Offer Contracts with pre-approved contractor panels, to support efficient and quality local delivery.
4. As a result of this process Council has renewed and upgraded 20 playspaces in less than three years, which has substantially rectified the situation. A summary list of these playspaces with photographs is provided as **Attachment 1**. A copy of Council's playspace strategy – Planning for Play 2041 is provided as **Attachment 2**.
5. All the new playspaces have been developed in accordance with the relevant Australian Standards (AS 4685). Accessible access and equipment have been included in larger playgrounds where practical to do so.

6. Council continues to work on renewing the remaining older playspaces, with Apex Park in Lutana programmed for its playground replacement in this financial year.

Tolosa Park

7. The Tolosa Park Masterplan identifies this location as a key site for a destination playspace to be developed within Tolosa Park. The location identified is between the main carpark and the new parklands that have been developed following the conversion of the dam.
8. The existing playspaces at Tolosa Park are small and aged, and it is recognised in the Strategy that a destination playspace would be more suited to match the significant regional attraction of Tolosa Park.
9. To progress this proposal, it is recommended that Council approves the release of up to \$1,456,856.00 from the Property Disposals Reserve fund towards the development of a destination playspace at Tolosa Park in the 2026-27 financial year.
10. This amount was the current balance of the Property Disposal Reserves fund at 30 June 2025. As per the Proceeds of Property Disposals Policy, those funds can only be used *“for the acquisition, development and/or improvement of sites for public open space in the municipality, or purposes designed to increase the use of and access to open space by the community”*.
11. The biggest recent contribution to this fund was from the recent sale of 23A Norman Circle, which is in very close proximity to Tolosa Park. The net proceeds from that sale were \$743,837.
12. If Council approves the release of these funds, Council Officers will continue to develop plans for this playspace so that they are ready for implementation next financial year. Officers will also examine grant opportunities that may further support and enhance this development and/or reduce Council’s financial outlay.

Attachments

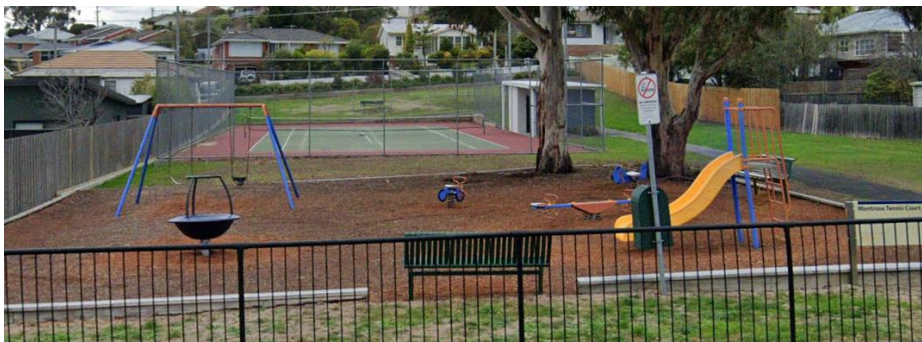
1. Playground Renewals Images [**10.1.1** - 7 pages]
2. Playspace- Strategy-2021-2040 [**10.1.2** - 64 pages]

APPENDIX – GLENORCHY CITY COUNCIL PLAYGROUND RENEWALS IMAGES

1. Boothe Avenue Reserve, Glenorchy. Completion Date (January 2023)



2. Montrose Tennis Court. Completion Date (January 2023)



3. Collinsvale Reserve, Collinsvale. Completion Date (April 2023)



4. Cairnduff Reserve, Glenorchy. Completion Date (April 2023)



5. Moorina Crescent Reserve, Berriedale . Completion Date (June 2023).



6. Alkoo Circle, Chigwell. Completion Date (November 2023)



7. Giblins Reserve, Goodwood. Completion Date (December 2023).



8. Benjafield Park, Moonah. Completion Date (February 2024)



9. Alroy Court Reserve, Rosetta. Completion Date (March 2024)



10. Chandos Drive Reserve, Berriedale. Completion Date (March 2024).



11. Pitcairn Reserve, Montrose. Completion Date (June 2024).



12. Chardonnay Drive Reserve, Berriedale. Completion Date (June 2024).



13. Cooinda Reserve, West Moonah. Completion Date (July 2024)



14. Barossa Road Reserve, Glenorchy. Completion Date (July 2024)



15. Battersby Drive Reserve, Claemont. Completion Date (July 2024).



16. Lutana Woodlands Reserve, Lutana. Completion Date (August 2024).



17. Montrose Foreshore Playground additions, Montrose. Completion Date (October 2024).



18. Roseneath Reserve, Austins Ferry. Completion Date (December 2024)



19. Barry Street Reserve, Glenorchy. Completion Date (January 2025).



20. Brent Street Reserve, Glenorchy. Completion Date (June 2025).



PLANNING FOR PLAY 2041

A STRATEGY FOR THE DEVELOPMENT
OF INNOVATIVE, QUALITY PLAY
OPPORTUNITIES IN GLENORCHY

NOVEMBER
2021



GLENORCHY
CITY COUNCIL

Acknowledgment of Country

The City of Glenorchy acknowledges the muwinina people who are the original and current inhabitants, the traditional owners and the custodians of this land.

We recognise and cherish the value of continuing Aboriginal knowledge and cultural practice, and what it can teach us about history, culture, the environment and the arts.

We acknowledge and respect the contemporary Tasmanian Aboriginal community who continue (and must be supported) to maintain their Indigenous rights, identity and their ancient and irreplaceable culture.

We commit to imagining and realising a vision for the future of Glenorchy together.

Contents

Acknowledgment of Country	2	The Strategic Response	49
Contents	3	4.1 Summary of Opportunities	49
Introduction	4	Provision	49
1.1 Strategic Context	4	Distribution	49
1.2 About Glenorchy	6	Variety	49
A Framework for Play	8	Age	49
2.1 Playspace Hierarchy	8	Destination	49
2.2 Playspace Development Model	8	Health	49
2.3 Playspace Design	10	4.2 Guiding Principles for Play	50
2.3.1 Local Playspaces	10	4.3 Recommendations	51
2.3.2 Neighbourhood Playspace	11	4.4 Gaps and Changes	56
2.3.3 District Playspace	12	4.5 Summary and Conclusion	58
2.3.5 Regional Playspaces	13	Appendix A: Understanding Play	59
2.5 Additional Design Elements	14		
2.5.1 Shade	14		
2.5.2 Fencing	14		
2.5.3 Paths	14		
2.5.4 Softfall	15		
2.5.5 Nature Play	16		
2.5.6 Barbeques	16		
2.5.7 Seating and Tables	16		
2.5.8 Ancillary Services	16		
Play in Glenorchy	17		
3.1 Supply	17		
3.2 Benchmarking	19		
3.3 Provision Principle	20		
3.4 Audit	20		
3.5 Initial Analysis	40		
3.5.1 Distribution	42		
3.5.2 Classifications	45		
3.5.3 Age	47		

Section One

Introduction

1.1 Strategic Context

The Glenorchy City Council (Council) provides and maintains a diverse variety of parks, playgrounds, play spaces and play environments for the community and understands and acknowledges the importance of play on the social, physical, and cognitive development of children. It also understands the role playspaces play in the image of the city and their ability to attract local and regional tourism to Glenorchy.

Our current play infrastructure is however ageing, with many requiring renewal and/or replacement. To provide residents with the playspaces that reflect community expectations and a well-planned and coordinated approach, Council identified the need for a playspace strategy which will:

- address current shortfalls in play space.
- Identify the current and future needs for the community.
- Set out a strategic framework to guide Council in delivering affordable and contemporary playspaces to the community.
- Consider the future development and upgrade of existing play infrastructure within the greater Glenorchy municipality.
- Investigate best practice models.
- Project the future needs of the municipality considering population growth along with changing demographics and future development requirements.
- Coordinate the future planning of playspaces which require significant maintenance and/or replacement and potentially decommissioning.
- Develop a set of standards for the allocation of suitable open space for playspaces.
- Consult and understand community expectations.

The future provision of play space infrastructure will provide opportunities for children to participate in physical activity in a safe environment. This will in turn provide long term health and social benefits to the local community which are key outcomes for Council whose overall vision is:

“A proud city; a city of arts; of opportunity; of partnerships; a city that makes exciting things happen.”

The strategy will therefore link to Council's strategic framework and its commitments made in its 'Healthy Communities Plan and its Health and Wellbeing Objectives. It will also align with the Open Space Strategy and the Developer Contribution Policy with regard to playspaces within new or proposed developments.

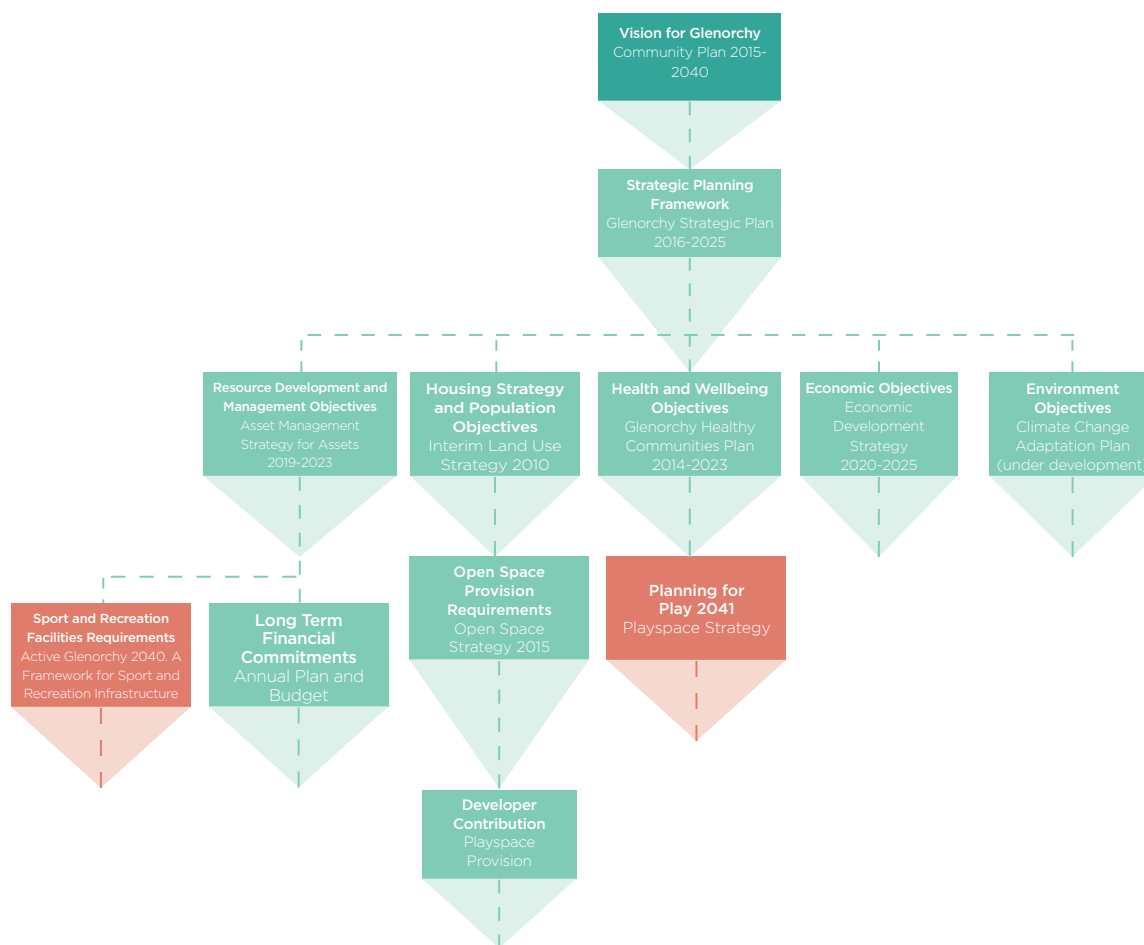


Figure 1: Strategic Alignment

1.2 About Glenorchy

Spanning a geographical area of nearly 12094 hectares (121km²) and a population of approximately 48,000 the Glenorchy City Council is a growing city both urban and semi-rural areas, with mostly undulating hills rising steeply in the west to a line of hills (Figure 1). Glenorchy is characterised by a diverse mix of industrial, commercial, and residential development and located approximately 7 kilometres north of the Hobart CBD with the suburbs and localities of:

- Austins Ferry
- Berriedale
- Chigwell
- Claremont
- Collinsvale
- Derwent Park
- Dowsing Point
- Glenlusk
- Glenorchy
- Goodwood
- Granton
- Lutana
- Montrose
- Moonah
- Rosetta
- Wellington Park
- West Moonah.

In 2016, Glenorchy City had similar proportion of children (under 18) and a lower proportion of persons aged 60 or older than Greater Hobart. Overall, 22.0% of the population was aged between 0 and 17, and 23.6% were aged 60 years and over, compared with 21.7% and 24.1% respectively for Greater Hobart (Figure 2).

Glenorchy Aboriginal and Torres Strait Islander population increased by 356 people from 2011-16 (18.8%) and is now 4.9% of the total Glenorchy population compared to 3.8% for Greater Hobart.

Analysis of household income in 2016 compared to Greater Hobart shows that there was a smaller proportion of high-income households (earning \$2,500 per week or more) and a higher proportion of low-income households (earning less than \$650 per week). Overall, 8.8% of the households earned a high income and 26.2% were low income compared with 15.4% and 21.0% respectively for Greater Hobart.

Analysis of the employment status compared to Greater Hobart shows that there is a lower proportion in employment, and a higher proportion unemployed representing 8.5% compared with 6% for Greater Hobart.

These findings support the need for low cost or free access to public services that promote the health and wellbeing of the community. Parks and open spaces lead this for any local authority, and playspaces in particular are a free and healthy activity for both adults and children and should be considered in the context of health as well as recreation.



Section Two

A Framework For Play

When undertaking a playspace strategy, it is important to initially understand the benefits and role it has in the lives of children, their families, and the broader community. Not only will this assist Council in understanding the role it could and should play, but the design and placement of assets will be guided through a range of opportunities rather than a 'one size fits all' approach. These are highlighted in the Appendices with the following being the basis of Council framework for play.

2.1 Playspace Hierarchy

Playspaces generally have a classification which aligns with national approaches to open space to include:

Local: Normally small in size (approximately 0.1 – 0.2 ha) and offering passive and low-key recreation opportunities such as seating and landscaping, local playspaces would be small in nature and would target infants and toddlers (0-3- and 3-6-year-olds). Equipment would normally include basic swing and slide aspects and minor landscaping.

Neighbourhood: Targeting a broader demographic catchment and therefore (normally) located on larger parcels of land, neighbourhood playspaces would include equipment for toddlers to juniors and may include assets such as seating, shade bins and picnic tables.

District: Usually attracting a wider catchment and located on larger parcels of land also used for other activities such as sport or other forms of recreation, these playgrounds offer a wider variety of play 'choice' from toddler – senior and in some instance's youth. District level facilities normally include seating, shading, shelter, and end of trip facilities such as water fountains and bicycle racks for example. Accessible playgrounds and playspaces are often considered in District level classifications or higher.

Regional: These types of facilities attract visitation from outside of a councils' boundary and are generally those places where people tend to stay longer and would therefore require facilities and services such as toilets, water, shelter, and shade. The playgrounds themselves often offer a unique aspect or feature which encourages use, whether this be a special feature, larger open spaces, or just the range of play opportunities.

2.2 Playspace Development Model

To better understand the hierarchy of playspaces, a 'playspace development model' (PDM) has been developed that can be adopted as a guide for councils when planning and developing playspaces¹. The concept (Figure 3) is widely recognised as a model to illustrate the elementary factors required to establish an area specifically for play and includes five aspects of:

1. Play Equipment

Play equipment has historically been the dominant factor in playground provision. However, play equipment should complement rather than replace the 'playspace' and should align with the intended user and classification of the park. Equipment suitable and interesting to a toddler will be vastly different from equipment for a 'senior' child and generally speaking the more opportunities provided tends to increase the 'classification' of the playspace itself.

2. Imaginative and Creative Area

This is often the most neglected aspect of play provision, and it requires sensitivity to develop possibilities. Some areas, however, simply need to be left in their natural state whereby others can be designed using the natural environment to encourage exploration and imagination.

¹ South Australian Office for Recreation and Sport: Playground Manual Guidelines; March 1998 revised June 2007

Nature play is becoming popular across Australia with many councils understanding and realising its importance and investing in 'nature play' initiatives, branding and programming. In turn this encourages more children into the outdoors and away from some forms of technology that has negative impact on a child's physical development. As such, many local authorities are designing playspaces to encourage the use and exploration of the natural environment and promoting nature play to enhance cognitive, social, and physical development.

3. Unstructured Area

This is an open space area that should not be confused with formal sport requirements and in essence will encourage and allow activities to develop spontaneously among children present at the time. Traditionally these areas appeal to older children and are often used as a meeting place/socialising area or for informal ball games such as kick to kick, basketball, netball rings etc.

4. Adult/Family Area

Adults accompanying children to play areas require a comfortable area where they can passively monitor children whilst socialising with other carers or parents. The inclusion of items such as seating, shading, BBQ's, shelters, water etc., all of which may result in longer periods of use by families and increased presence increasing passive surveillance and safety.

5. Special Feature

This is an optional component which may be included in the playspace and although these are not essential, could include open air theatres, rotundas, water features, artwork or other natural or built features which would attract greater use, visitation, and general interest

Playspace Hierarchy

Adult/Family Areas

- Shade and shelter
- BBQ and picnic areas
- Water/toilets
- Bike racks/car parking
- Fenced areas

Play Equipment

- All age categories
- All skill levels and abilities
- Traditional playspace equipment

Special Features

- Artwork/sculptures
- Games/ping pong/chess pavers etc.
- Bespoke design e.g. pirate ships, towers, mazes etc.

Imaginative & Creative Areas

- Nature play
- Use of Natural Environment
- Creek lines and trees
- Exploration opportunities

Unstructured Areas

- open space grassed areas for unstructured and informal activity
- Hard court areas for ball games

Figure 2: Playspace Development Model

2.3 Playspace Design

Playspace design is largely reflected in the hierarchy in that the higher the level, the more components a space would have by way of equipment and complementary design elements. Whilst not prescriptive, nor in line with playspaces in Glenorchy; the following provides an overview of traditional classification playspaces adopted across Australia and the common elements within each.

2.3.1 Local Playspaces

This level of playspace is ideally located within a collector district area whereby walking to a destination up to 500 metres would be acceptable for most if not all ages and abilities. Local playspace boundaries are within physical barriers (such as busy roads, railway lines etc) which can prevent easy access to parks and reserves outside of this area for carers and their children. Therefore, such parks should primarily cater for younger children's needs (infants and toddlers and may also be used incidentally i.e., en-route to or from a destination such as shops, schools, or from public transport and in some instances as physical links to other open space systems. Alternatively, such playspaces may be used deliberately as a need for low impact play and exploration for young children under the guidance of adult supervision.

Local Playspace Components

While playspaces in a local setting will primarily be targeted at younger children (1-6) due to the proximity to the home and the understanding that older children (6-12) can and may travel greater distances either on foot or bike with their parents or carers; play opportunities should include aspects of cognitive, social, and physical play and include approximately 3-5 pieces of play equipment as a suggestion. However not all local playspaces need to comprise formal play equipment areas and could include an imaginative (natural) play area to ensure



Keats (above) and St Aubyn playspaces (below), are good examples of local playspaces offering opportunity for young children aged 0-6t



Introducing equipment to challenge a child's physical development with opportunities for learning, socialising and exploring, enhances the playspace classification. Battersby Reserve above is a basic neighbourhood and Giblin's (below), a good example of a neighbourhood classified playspace.

provision is complemented and not duplicated within short distances of each playspace i.e., each should (where possible) offer its own setting with a different set of opportunities from the parks nearby. It is such that local playspaces include complementary components of:

- Play Equipment Area (3-5 pieces)
- Imaginative Creative Area (natural settings)

It must be noted that not all Local play spaces would include both of the above, but these elements developed in conjunction with similar parks nearby, i.e., planning should ensure playspaces are complemented and not duplicated within a close proximity to each other. Specific areas set aside for adults are not necessarily developed in local playspaces due to the age of the child requiring constant surveillance by the carer. However, playspaces and seating should have natural or formalised shading with the latter situated to ensure both active and passive surveillance by carers.

2.3.2 Neighbourhood Playspace

Neighbourhood playspaces consider broader 'suburbs' and thus the need to provide for a more diverse range of opportunities and offer a wider range of opportunity for children primarily in the 0-12 age groups (infants, toddlers and juniors) toddlers. When discussing neighbourhood playspaces, it is assumed that:

- People will travel further to use the park and therefore tend to do so deliberately rather than incidentally.
- Generally located within each suburb and therefore facilities such as toilets may not be required.
- Would be no more than approximately 1-2 kilometres from homes.



Playspaces that cater for all age ranges and abilities and include all aspects of the Playspace development Model such as Montrose Bay Foreshore, can be said to be of District classification and will encourage people to visit for the purpose of play and recreation, travel greater distances, and therefore stay longer.

Neighbourhood Playspace Components

Neighbourhood playspaces are designed to cater for the needs of more than one user group, and for more than one type of activity. Toddler, junior and senior play areas will be provided and sited around a picnic areas/shelters and tables. Neighbourhood playspaces might be set along an urban waterway or natural settings and key components can therefore include:

- Play Equipment Area (5 pieces +) for age groups 1-12 in secured areas and where possible away from main roads and
- Imaginative Creative Area (natural settings)
- Non-Structured Play Area
- Adult / Carer Area
- Bins

2.3.3 District Playspace

The third level in the hierarchy is the District Playspace. District Parks tend to serve wider catchments and sited where special features (natural or manmade) such as a water body, a cluster of sporting facilities, civic areas, or historic site are located. In discussing this classification, it is assumed that visitors are offered greater recreation opportunities and therefore stay longer at the 'park'. As such, amenities such as water, car parking, toilets, barbecues, and rubbish bins etc may all be warranted.

Other key aspects of District playspaces include a safe (normally fenced) play area for young children and areas where parents and carers can meet and socialise in a safe environment. Children's birthday parties are common occurrences in such parks and parents can prepare barbecues in areas with good surveillance of play equipment which has an additional safeguard of fencing to prevent children from leaving the playspace.

District level open space can also be used for specific activities such as youth recreation, sporting facilities, dog parks or adult exercise areas whereby the land parcel is designed to be used for a number of 'specific' activities normally identified in a separate recreation, leisure, or open space strategy.

District Playspace Components

When discussing the playspace component of District level parks, it is assumed that the following components would be provided:

- Play Equipment Area for all age groups (often fenced or secured in areas of high safety concern such as main roads)
- Play equipment / areas for all abilities
- Imaginative Creative Area (natural settings)
- Non-Structured Play Area
- Adult / Carer Area

2.3.5 Regional Playspaces

Regional playspaces are similar to the district classification but with additional components that would attract both local and regional visitors. This may be in the form of an adventure playground, water park, or unique aspect such as additional space for larger community events such as carnivals and concerts.

Regional playspaces are often well landscaped and/or use the natural landscape to offer a unique experience and are often bespoke in design and aligned with a theme or an array of experiences and opportunities for the whole family.



There are currently no regional playspaces in Glenorchy, but there are some which have potential to be developed as such including Tolosa and the Giblins Street Reserve. Regional playspaces offer a unique play experience and often include bespoke designed or themed areas such as this example in Lake Macquarie in NSW.

2.5 Additional Design Elements

While the highlighted playspace classifications align themselves with the Playspace Development Model, this does not consider other design concepts which should and could be included within all playspaces and parks. These will obviously vary from classification to classification and in some instances park to park but could include some or all of the following additional design elements which have been referenced from a number of industry sources.

2.5.1 Shade

Shade, particularly during the hotter summer months is vital. Natural shade through trees is highly desirable but due to the time it takes for growth in 'new' playspaces, built shade in the form of pergolas or shelters may be appropriate. Should natural shading be available, tree management and maintenance need to be well considered due to the potential for falling limbs and branches and in some instances-built structures may be favourable.

2.5.2 Fencing

Fencing is often highly desirable in areas where adults use open space with children especially for children's parties, barbecues, and social gatherings. While fencing should not be a complete safeguard to children's safety and the ultimate onus on the parent or carer to ensure the safety of the child, fences do provide an additional safeguard in relation to forming a major barrier between the child and physical dangers such as main roads, major waterways, or steep embankments in natural settings. However, it is not recommended that all playspaces be fenced but rather those which are used for larger social gatherings such as District level facilities, or those that have obvious physical dangers to children or other park users.

2.5.3 Paths

Paths within playspaces and parks should be sited carefully to minimise their impact upon other uses of a park. For example, two paths criss-crossing a reserve will break it into four small spaces which may each be too small to be useful.

Busy paths, especially cycle paths, may intrude upon quiet spaces and disturb users. Paths open up otherwise inaccessible places, and the desirability of a path cutting through an area must first be carefully assessed. All path surfaces should be selected to blend visually into the surrounds. Path systems need to be considered for at least two purposes:

'Functional' paths

These have a main purpose of efficient circulation of people between two or more points. Such paths may have 'functional' convenience as their primary purpose, but the pleasure of users and the visual and functional impact on the landscape is important.

Paths also need to be well sited to ensure users are not forced out of their way and sometimes it may be valuable for Council to monitor patterns of use ('desire lines') before constructing a 'formal' route.

Recreational paths

These are not necessarily the quickest way between points but may be sited to pass through attractive or interesting areas, simply for the pleasure of the journey. They may be intended for walking or cycling, and the surfaces should be considered for their contribution to the recreation experiences of users.

For example, rough or bumpy dirt paths are increasingly rare in the suburban landscape, but children derive great pleasure from walking or riding along such paths, especially if they pass through varied terrain, over puddles, bridges, and other features, and at times pass through overhanging vegetation or long grass. These opportunities are important as part of the



recreation spectrum but should not be confused with the need to provide convenient access ways through the neighbourhoods.

2.5.4 Softfall

Kidsafe, an organisation that works with communities and government to minimise the childhood injury by increasing awareness, safety education, advocacy on the prevention of childhood injuries, has developed a series of information sheets pertaining to play design and management one of which pertains specifically to softfall. All playground equipment with a fall height 600mm or more must have an 'impact attenuating' surface beneath to minimise serious head or other injuries in the event of falls.

Whilst no one material has proven to be the best product for impact attenuating surfacing, consideration of factors such as environmental conditions, cost and personal preference may be applied when selecting a material. The two main types of playground surfacing products are loose fill and solid materials.

Loose Fill

Loose fill includes products such as bark mulch, wood chips, wood fibre, rubber mulch, grape seed and sand and these products are generally less expensive than solid materials upon installation but require regular maintenance and top ups. Considering the cost of ongoing maintenance, solid materials may compare favourably over the lifespan of the surfacing.

Solid Fill

Solid Materials include products such as synthetic grass, rubber tiles and wet pour rubber. The impact attenuating qualities of solid materials varies according to the thickness of the layer and the composition of the material. Solid materials can work well in combination with loose fill products providing a fixed surface beneath heavy traffic areas such as under swings and at the run-out (base) of slides. This reduces both the ongoing costs and labour to replenish the loose fill, as required.

Whilst some studies support loose fill over solid with regards to safety when falling from height, the aesthetics of solid over loose combined with a perception of foreign objects finding their way into loose fill softfall, has led to an increased demand from the community to construct more playspaces with solid fill.

As stated however, there is no one answer for this and each playspace must be considered in isolation, but the more natural areas such as local playspaces and potentially components of nature play in larger developments may not warrant the cost or design impact of solid fill. Each will be unique and ultimately the choice of Council must be put down to a number of factors to include budget, aesthetics, playspaces type and ultimately and foremost, safety and adhering to national standard AS/NZS 442¹

1 1996 Playground Surfacing - Specifications, requirements and test method, including amendment No. 1, 5th May 1999

2.5.5 Nature Play

Nature play is making a resurgence as local authorities are recognising the importance of promoting play and offering children an opportunity to learn and grow through interaction with their natural environments. Traditionally this has been difficult for some councils to embrace given the 'lack of standards for 'nature'', but increasingly many are now introducing natural areas into playground designs to encourage cognitive, social and physical development of the child.

Many good examples are now emerging across Australia whereby the use of the landscape is enhanced to create natural areas such as creek beds, sand pits, tree logs and areas for exploration. Normally these are included in higher level playspace developments, but consideration should be given to lower, less well-developed areas and the notion that a child will play where equipment is not present and therefore a local open space that is well designed and managed, can in itself be an excellent opportunity to promote and develop nature play.

2.5.6 Barbeques

Generally, barbeques are not considered appropriate for local playspaces, but they may be considered for higher levels if warranted through demand and certainly district and regional parks if the conditions are suitable. However, the installation of barbeques often requires an associated level of facility provision (tables, toilets, water, shelter, lighting, electricity supply, car parking etc.) and a commitment to maintenance and therefore it is recommended that these be kept to a minimum and included only in District or Regional classified playspaces where other supporting facilities are present.

2.5.7 Seating and Tables

Seating is an important way of encouraging adults to accompany their children to play, as well as providing for the elderly and others. Seating should be available in winter sun and under summer shade. More than one configuration of seating is valuable, to cater for more than one group at a time and to facilitate either solitude or interaction, depending upon the users wishes.

A variety of styles of seating is important:

- Formal seats with back and arm rests are valued by many older people.
- Caregivers need to be able to sit close to playing children.
- Edges to 'perch' on and to adapt to more than one purpose (such as walking and balancing on, as a table for sand play, as a marker or boundary in games etc) will be valued by both children and teenagers.

A diverse range of seating is thus more likely to satisfy the needs of a diverse range of users and should be available in all parks and playspaces (natural or manmade)

Picnic tables are not always necessary in a reserve and are recommended to be developed only in Neighbourhood playgrounds or higher classifications. They may however be useful if sited so adults can supervise children while seated and the shape and orientation considered both for the comfort of users and for ease of supervision. Hexagonal or octagonal shaped tables allow parents to change their position and to monitor children in any direction.

2.5.8 Ancillary Services

As with toilets, ancillary services such as, water, bike racks and formalised car parking for example may all be considered important in destinations where people travel further to and therefore tend to stay longer such as District and Regional playspaces.

Section Three

Play in Glenorchy

3.1 Supply

Council currently has 44 playspaces which for the purpose of this report are described as manufactured equipment primarily targeting the 0-12 age group to include aspects such as slides, rockers, swings, climbing frames and bespoke equipment designed for children's play.

'Additional' play components may add to the overall experience of a playspace as previously discussed in the playspace development model, and in some cases are located adjacent or near to playspaces to include infrastructure such as half-court basketball areas, skate parks, hitting walls or bike tracks and trails etc. Figure 4 highlights the 44 playspaces and 14 additional play opportunities with the city boundary.

It is also acknowledged that there are other playspaces within the community that are either not fully accessible (childcare or neighbourhood centres), or others that are not directly owned by Council such as school playgrounds. These have not been included in the audit given access restraints, but should a gap be identified and in areas where no public open space exists to meet the gap, then Council may enter into individual negotiations with these facility managers/owners and potentially enter into joint use agreements. This will be on a case-by-case basis if required, but outside the scope of this report.



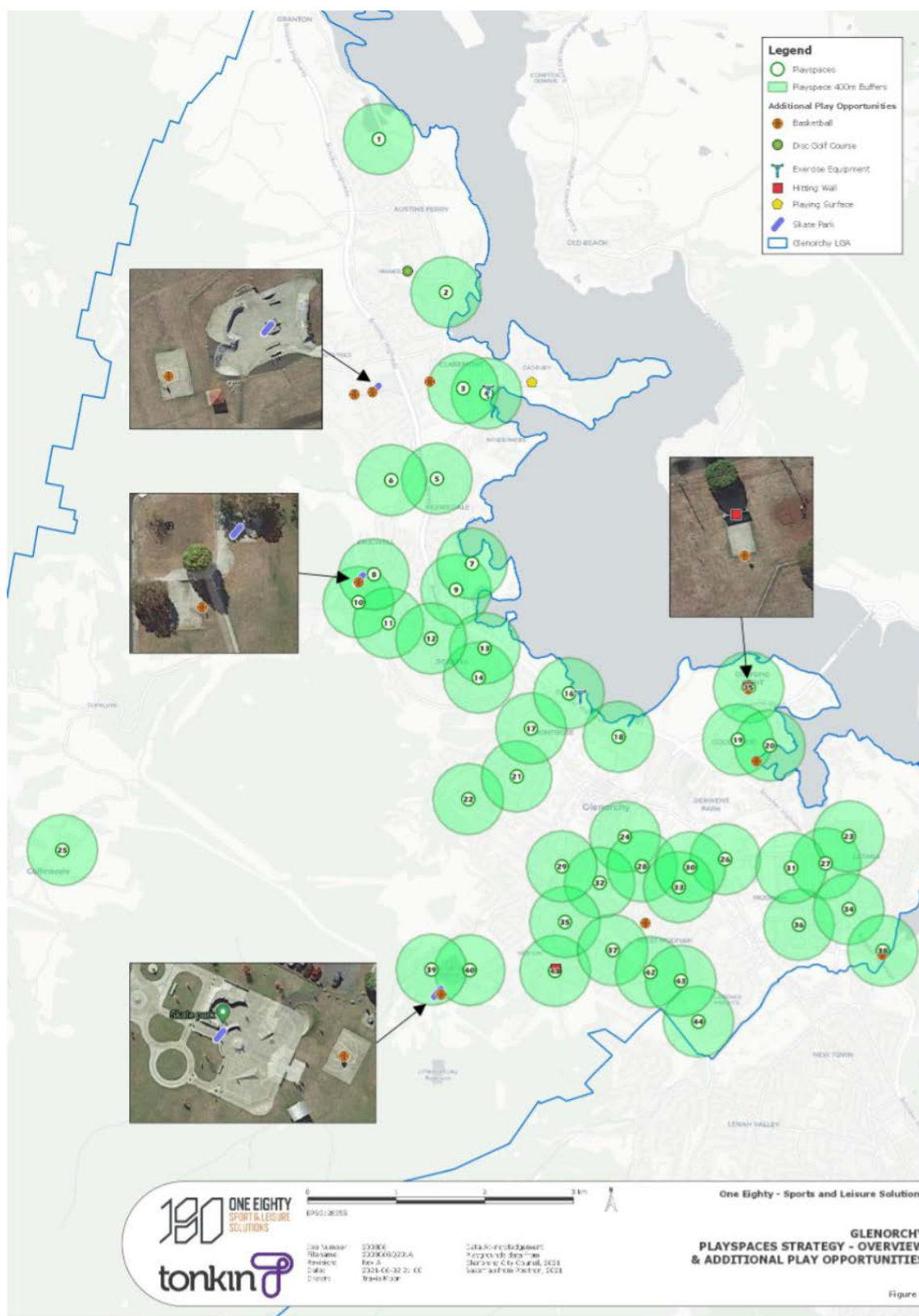


Figure 3: Play Supply in Glenorchy

3.2 Benchmarking

Whilst there is no one universally agreed standard for the provision of playspaces, approximately 1 playspace for every 1500 residents is suggested and used in within the recreation and leisure industry in Australia.¹

Similarly, and in previous studies undertaken by One Eighty SLS in relation to playspace planning and management, the age cohort 0-14 is assessed separately as these are the primary users of playspaces. These studies have established an average ratio of approximately 1 for every 400-500 children is a good benchmark in Australian towns and cities.

For the purpose of this report, an assessment of neighbouring or similar sized Councils in Tasmania was undertaken to establish a mean (average) supply (Table 1) and a rounded benchmark applied of 1/1000 and 1/150 for total population and the age cohort 0-14 respectively.

As can be seen from the tables opposite, the mean in the region is 1 playspace for 946 people or 1 playspace for every 159 children aged between 0 and 14. **Glenorchy is the least supplied by way of total population with 1 playspace for every 1090 people compared with the best supplied which is Devonport with 1 playspace for every 572 residents.** Glenorchy is second least supplied by way of playspaces for the 0-14 age cohort, second to Brighton with 1 playspace for every 216 children and the best supplied is Devonport with 1 playspace for every 100 children aged 0-14.

These findings highlight a shortfall of playspaces to attain the benchmark of 4 for the total population or 12 for the 0-14 age profile. Given the total projected population of Glenorchy is expected to reach 53,587 by 2036² a total of 53 playspaces, or a shortfall 9 would be needed when this number is reached, or alternatively a

staged development in line with gradual growth. However, it is more important to consider pedshed gap areas over total provision, as this is of greater importance than meeting benchmarks. The projected 0-14 age profile is not known and therefore cannot be shown but it would be anticipated that the shortfall to exceed the current 12 identified for this age cohort.

Table 1: Mean Population Playspace Provision

Council	Residential Population	Play spaces	1 Playspace per # of Residents
Devonport	25,747	45	572
Kingborough	38,628	45	858
Clarence	58,729	63	932
Brighton	18,123	18	1007
Hobart	55,250	52	1063
Launceston	68,813	64	1075
Glenorchy	47,963	44	1090
Mean	44,750	47	946

Table 2: Mean 0-14 Playspace Provision Mean

Council	Play spaces	Total Population of Children 0-14	Playspaces per # of Children 0-14
Devonport	45	4,494	100
Hobart	52	7,231	139
Clarence	63	9,853	156
Kingborough	45	7,125	158
Launceston	64	11,567	181
Glenorchy	44	8,429	192
Brighton	18	3,894	216
Mean	47	7,513	159

Table 3: Playspace Provision Gap

	# PS Required	1 PS Per	Current Shortfall
Total Population	48	999	4
0-14 Population	56	151	12

¹ Parks and Leisure Australia (WA Region) Community Facility Guidelines (Draft 2019)

² Glenorchy identity development and precinct planning. SGS Economics and Planning. 29th September 2020

3.3 Provision Principle

Given the above, a key consideration for Council is when to provide a playspace for a community particularly in the more rural or regional areas where population numbers are low. Whilst there is no one answer to this as quite often the expressed demand from a community may lead to the development of a playspace; an understanding or ‘policy’ (intent) may be developed which considers the ‘tipping point’ when a playspace should or could be developed.

The ‘tipping point’ for provision of playspaces in small communities, is recommended being 1/150 (0-14-year-old benchmark). Therefore, in a small rural community of say 200 people, the development of at least 1 neighbourhood playspace is warranted as the base level of supply given these playgrounds should cater for a wider age range of children.

3.4 Audit

To better understand the overall provision of play across the Glenorchy community, an assessment of the 44 playspaces was undertaken with table 4 being a key of the summary Table 5:

Table 4: Audit Key

Key	Description
# Site Playspace	Map reference number, name, and location
Age	Grouped according to when developed
Current Classification	L = Local (target 0-6)
	N = Neighbourhood (target 0-12)
	D = Distric (target all ages)
	R = Regional (target all ages)
Comments and Additional Play Opportunities	S = Skate
	SC = Social Court
	HW = Hitting Wall
	B = Bicycle
	HC = Half Court
	F = Fitness



Site # and Location	Age (Years)					Current Classification				
	<5	5-10	10-15	15-20	>20	L	N	D	R	
1. Hestercombe Reserve										
2. Roseneath Park										
3. Claremont Rec Ground										
4. Windermere Foreshore										
5. Moorina Reserve										

Photo

Comment



Located on a large reserve but in a pocket area, this small playspace has only 2 pieces of equipment in a double swing and hammock swing and is circular fenced with an open entry.



Located off a busy main road, the playspace has a large 'helter skelter' style slide, double junior swing set and spinning bowl. Fenced on all sides, there is a car park and public toilets to the north with ample open space adjoining. Good potential for at least a neighbourhood playspace, but location near to the busy main road needs considering.



High local / low neighbourhood playspace situated on the corner of a sporting reserve and on the apex of two busy roads, and opposite shops and businesses. Playspace is fully fenced with toilets located close by.



A larger play space on a district level waterfront memorial park, the playspace is a low district but does not have toilets. A car park is immediately adjacent to the playspace, and to the north, a fenced fitness area. Lots of potential to enhance this playspace.



A relatively new local playspace located on street apex, the playspace is fenced and located on a thoroughfare reserve.

Site # and Location	Age (Years)					Current Classification				
	<5	5-10	10-15	15-20	>20	L	N	D	R	
6. Battersby Reserve										
7. Berriedale Foreshore Reserve										
8. Bycool Circle Reserve										
9. International Peace Park										
10. Alkoo Circle Reserve										

Photo

Comment



Large reserve with an old playspace located to the rear of a residential property. May be best relocated within the reserve if required.



Old playspace located on a large foreshore reserve. Fully fenced and with toilets within close proximity, shelters and seating, the park has potential to be enhanced.



Very basic double swing on a residential reserve. May be older than information provided by Council.



Very basic local playspace with double swing set, rocker, slide and ball cubby. Shared path and railway on the eastern side and residential road on the western, the reserve is used as a thoroughfare between the two.



Fully fenced playspace with minimal equipment and located on a reserve 'island' surrounded by residential roads and houses. The reserve has a shelter and picnic table.

Site # and Location	Age (Years)					Current Classification				
	<5	5-10	10-15	15-20	>20	L	N	D	R	
11. Chandos Drive										
12. Alroy Court Reserve										
13. Driscoll Street Reserve										
14. Glenmore Reserve										
15. Dowsing Point Community Park										

Photo

Comment



Monkey bars, rocker, and dual swing set of large reserve adjacent to houses. The Park has a bench but is open and used as a thoroughfare between Chandos Drive and Berridale Road.



A double swing set on a thoroughfare reserve between Alroy Court and Chandos Drive, the park used to have a slide which due to safety standards, has been removed.



Thoroughfare leading to shared trail and railway to the east, the park has a climbing wall, 2 spinning poles, rocker, park bench and shelter/picnic area.



Double swing set only.



HW / HC

Very old local playspace located within a large park with old BBQ's, shelters, hitting wall and half-court basketball.

Site # and Location	Age (Years)					Current Classification				
	<5	5-10	10-15	15-20	>20	L	N	D	R	
16. Montrose Bay Foreshore										
17. Montrose Road										
18. Booth Avenue Reserve										
19. Rothesay Circle Reserve										
20. Giblins Reserve										

Photo

Comment



One of the larger parks located along the foreshore, the play spaces are multifaceted and include liberty swing, rubber softfall areas, BBQ shelters, climbing frames and separate junior/toddler play areas. Master planning for the park has begun with opportunity to be developed into a regional facility.



SC

Basic local playspace to include toddler double swing set, 2 x rocker, slide and bench, and located adjacent to a community tennis court.



Located adjacent to Girl Guides Hall, this is a basic local playspace with 2 double swing set frames (swings removed) and a slide.



Local playspace on the back of a community centre on a raised parcel of land.



Large neighbourhood / potential district playspace with a mix of old and new equipment. Well maintained and includes numerous pieces of equipment for all ages. Master planning for the park has begun with opportunity to be developed into a regional facility.

Site # and Location	Age (Years)					Current Classification				
	<5	5-10	10-15	15-20	>20	L	N	D	R	
21. Galston Road										
22. Brent Street Reserve										
23. Lutana Woodlands										
24. Barry Street Reserve										
25. Collinsvale Reserve										

Photo

Comment



Very old local / neighbourhood playspace with good vistas. Equipment includes double swing set, slide climbing frame and 2 rockers. Partially fenced along the northern boundary (residential street).



Older neighbourhood playspace located in a deep gully/ bowl, this playspace would be very difficult to access for people with mobility challenges.



Old climbing cubby house, slide, seating and shelter located at the entrance of a woodland walk. Potential to develop into a nature play opportunity.



Thoroughfare reserve from Barry Street to Bowden Street comprising swing see saw, monkey bars, rocker, double swing set and carousel. This is a low neighbourhood playspace.



Located in the hills of a small community, the basic playspace is located adjacent to the sports oval.

Site # and Location	Age (Years)					Current Classification				
	<5	5-10	10-15	15-20	>20	L	N	D	R	
26. Industrial Heritage Park										
27. Athol Street Reserve										
28. Windsor Street Reserve										
29. Cairnduff Reserve										
30. Johnston Street Reserve										

Photo

Comment



Located along footpath adjacent to industrial area/car showroom, the park has industrial sculptures / models (not accessible) and a basic local playspace and shelter.



Located adjacent to the busy Brooker Highway, the playground is an old local comprising carousel, slide and twin swing set.



Secluded toddler playspace with 2 x rockers, small net frame, spinning poles x 2 and toddler / infant swing set.



High local / low neighbourhood playspace located along drainage corridor and comprising small climbing unit, twin senior swing set and rocker.



Very old twin swing sets (x2) and park bench. Reserve has an old hall located to the rear and does not seem to be a thoroughfare.

Site # and Location	Age (Years)					Current Classification				
	<5	5-10	10-15	15-20	>20	L	N	D	R	
31. St Aubyn Square										
32. Flamenco Circle										
33. Keats Avenue Reserve										
34. Kendall Street Reserve										
35. Stansbury Road Reserve										

Photo

Comment



Large residential reserve with toddler slide and climbing frame and twin swing set. Barriers around the reserve but not fenced. Also has a picnic shelter.



Good sized reserve with formal access from all corners, the playspace itself is fully fenced and includes a toddler / infant swing set and a small carousel and park bench.



Good sized reserve classified high local / low neighbourhood. Opportunity to enhance to the latter as the playspace includes mainly toddler equipment. The area is fenced and includes a picnic shelter.



Located at the end of a cul-de-sac and thoroughfare to the busy Brooker Avenue, the playspace is fenced to the west (Brooker) and comprises junior and toddler climbing frame, slide, junior swing set and bench.



Fully fenced neighbourhood playspace located on central reserve surrounded by residential road, includes junior climb frame and slide, flying fox, twin junior swing set and park bench.

Site # and Location	Age (Years)					Current Classification				
	<5	5-10	10-15	15-20	>20	L	N	D	R	
36. Benjafield Park										
37. Jim Bacon Reserve										
38. Apex Park										
39. Tolosa Park Reserve										
40. Tolosa Park Reserve										

Photo

Comment



Good sized district park with potential for further enhancement or theming. Includes toilets, numerous shelters, picnic areas and BBQ facilities, large helter skelter slide, junior and toddler slides, climbing frames, rockers, and swing sets, some of the equipment needs replacing and the park generally master planned to meet a good district playspace opportunity.



Difficult location in a gully and surrounded by residential housing and a school, this large reserve includes a basic neighbourhood facility of as climbing frame, spinning poles and carousel. Access is the main challenge, and the neighbouring school has a large modern playspace and basketball area which provides a partnership opportunity.



HC

Good sized park with half-court basketball area and surrounded by busy residential streets with small fencing, the playspace itself predominantly targets toddlers and infants and includes slide, junior swing set, 2 x rockers, carousel and 2 park benches. Opportunity to enhance.



SP/B/HC

One of the largest parks, the playspace within Tolosa does not meet the classification of the park itself which offer additional play opportunities such as skate park, bike tracks and half courts and hitting walls. There is also an amphitheatre and criterium track and throughout the park are numerous picnic opportunities but both playspaces would benefit from consolidation into a true regional experience.



As above.

Site # and Location	Age (Years)					Current Classification				
	<5	5-10	10-15	15-20	>20	L	N	D	R	
41. Barossa Road Reserve										
42. Cooinda Park										
43. Robbins Place Reserve										
44. Ransley Court Reserve										

Photo

Comment



HW/HC

Large reserve with a junior climbing frame, picnic shelter, park bench and half-court basketball area and hitting wall, the park is a thoroughfare from Nagle Place to Barossa Road.



Fenced playground within a fenced park, the playspace is basic in nature and includes monkey bars, rockers, toddler/ infant swing set, spinning poles, balance beams and park bench. Outside of the fenced playspace are a number of picnic shelters and a standalone junior slide making.



Located on a small hill on an island reserve, the playspace is an old junior climbing frame with park bench only.



A two-tiered fenced playspace that due to height levels of the hills face, is on the same level as neighbouring residents' bedrooms. The upper play area is a toddler climbing frame and slide, with the lower aspect being a junior swing set and ball pole.

3.5 Initial Analysis

Its evident that playspaces across the Local Government Area (LGA) are very traditional in design and format and typically include a three-piece layout of swing, rocker and slide or variants thereof. This was a common approach to provision in years gone by but given today's understanding of play and its benefits, Councils are now providing for and managing play in a way that offers various opportunities for a child's cognitive, physical, and social development whilst at the same time providing a unique experience for the community, carers, and visitors to their communities.

In many instances, playspaces comprised only one or two pieces of equipment which technically would be hard to justify as a classification. For the purpose of this report however, these have been included under the local classification, with further analysis and recommendations highlighted in the following sections of the report.

The general placement of playspaces also needs to be considered with many being in gully's or on top of hills making access extremely

difficult, particularly for the less mobile and those with physical disabilities. Other playspaces are sited in areas of high traffic (vehicles and pedestrians) and often placed on road reserves. Such placement means safety barriers such as fencing is required and in nearly all instances in Glenorchy, this is cyclone style which is both unappealing and not inviting play or physical activity.

Placing plays spaces adjacent to busy roads is also not conducive to the health of children, with high levels of fumes and noise being emitted from passing traffic. Play needs to be enjoyable and memorable and it is therefore placement is crucial.

Toilets near to playspaces, particularly those that offer greater variety and experience and tend to attract longer visits, are also important. Some toilets were observed near to small playspaces situated on or near to sports reserves for example, yet in larger play areas such as Windermere Bay, were not evident at all. Such facilities need to align with the use and design of a park and as stated, if design encourages longer visitation, then appropriate facilities need to be considered and included.



Top Row: Siting playspaces in difficult topographical areas provides barriers for the less mobile and people with disabilities.

Second Row: Many playspaces in Glenorchy are on road reserves or islands, or in areas not conducive to healthy play. This too provides a significant barrier to use and general safety.

Third Row: locating playgrounds near busy main roads means fencing them. Types of fencing used needs to be inviting and not designed like 'cages'.

Fourth Row: the majority of playspaces in Glenorchy are local in classification with many not even meeting this classification. A wide variety of play experience is needed.

Fifth Row: There are currently no regional playspace in Glenorchy, but opportunity to enhance existing spaces to showcase the city and its unique landscapes

3.5.1 Distribution

Walkable neighbourhoods are encompassed by an appropriate walking distance or a 5-minute walk (approximately 400 - 500 metres) to services and facilities.¹ This considers the slowest or least able person such as very young children with their parents or older adults and those with access and mobility limitations due to age, health, or ability. These walkable distances are known as 'Pedsheds'.

Whilst past planning methods for playspaces adopted by many local authorities focused distribution or 'provision' of playspaces in areas where young families or children were present, this does not consider the life of an asset over the differing needs of children as they grow. That is, a playspace may have a life of approximately 20 years, whereby the needs of a child will change within a relative short period of time.

Additionally, this type of planning for play does not consider relatives of children such as grandparents that may wish to use playspaces with grandchildren within walking distance of their own home. Planning for play distribution should therefore, where possible, consider an even distribution across a municipality, with differing play opportunities for each stage of a child's growth. Adopting this method of planning will provide Council with a useful framework for playspace management and provision whilst ensuring the whole community benefit from these valuable assets.

An appropriate distance adopted for the City of Glenorchy, is a 400m catchment for residential areas with more than 150 people, and the notion that the whole community should have access to a playspace within this distance. Of course, this may not be practical and feasible due to financial constraints, public open space not being available or present, and Council may need to identify and work with local landowners to enter into joint use arrangements for parks and playspaces in areas of deficiency.

Figures 5 and 6 on the following pages highlight the provision and perceived gaps and areas of oversupply across the City. Whilst there seem to be many gaps, much of these are in bushland, industrial or retail areas and therefore need not be considered in the pedshed principle. However, parks and playspaces may be developed in City centres and civic spaces and these could be considered by Council in order to activate public spaces and create a sense of civic pride and identity.

¹ Walkable Urban Design and Sustainable Placemaking; Extracted from http://pedshed.net/?page_id=2

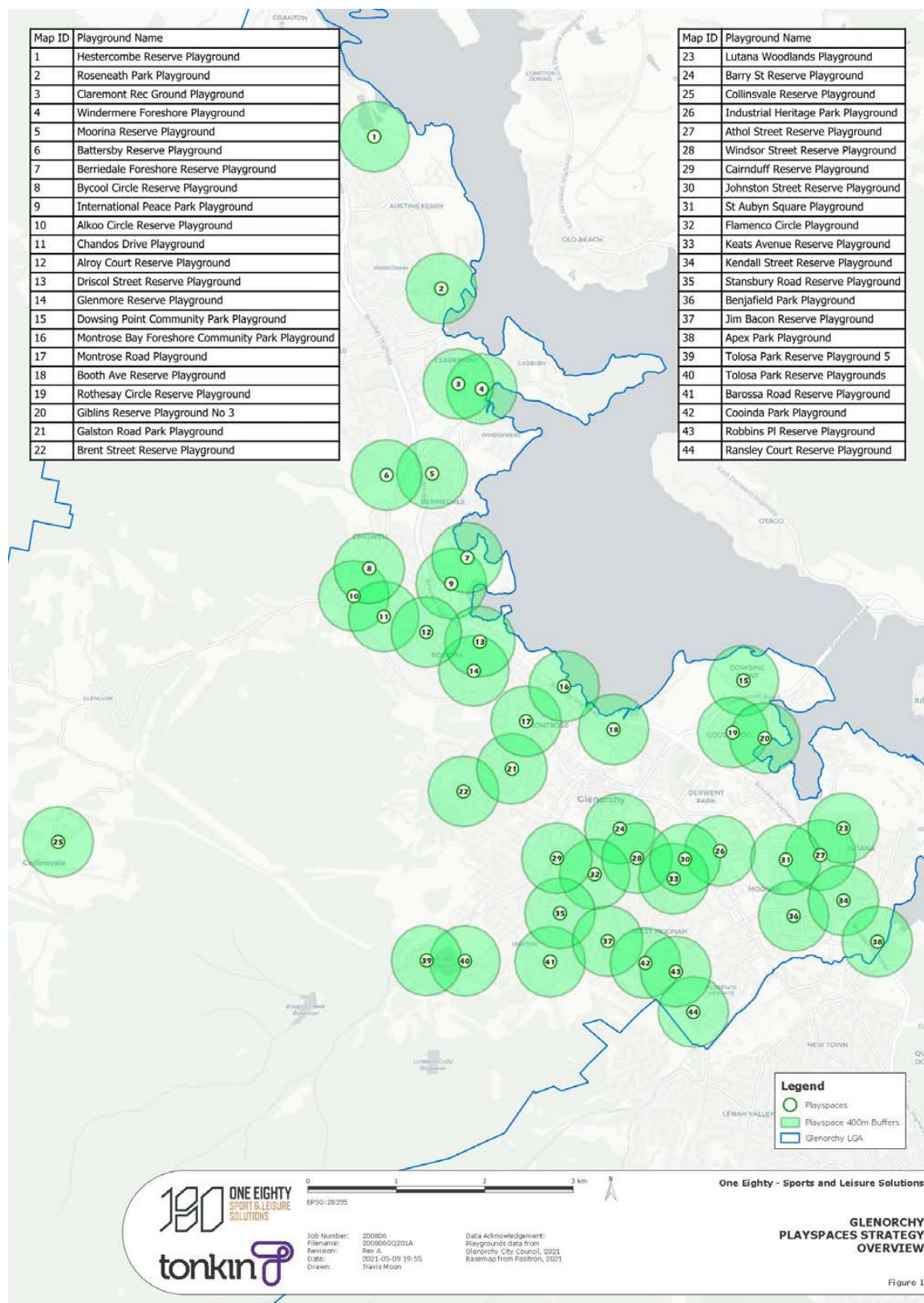


Figure 4: Play Catchment

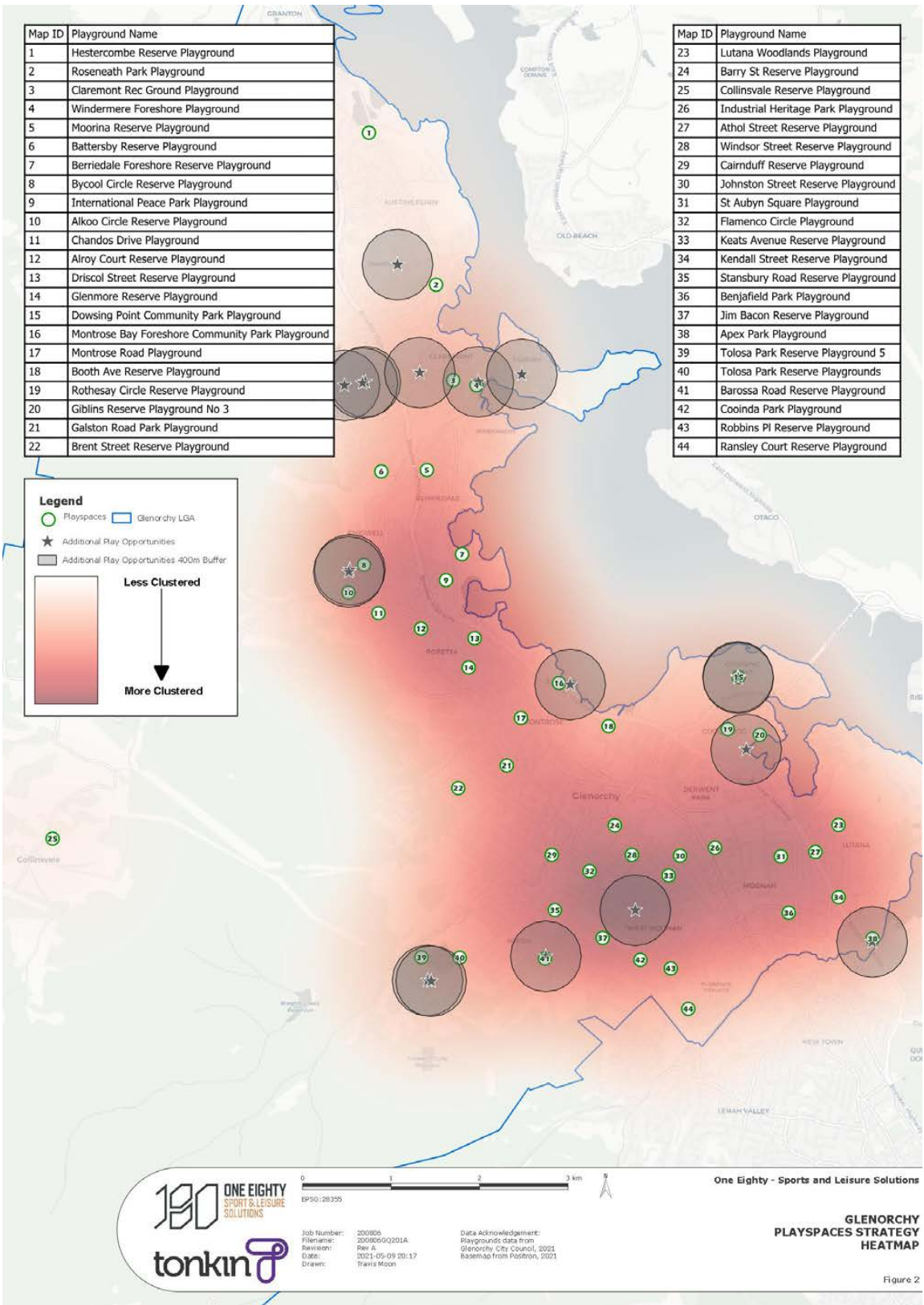


Figure 5: Play Heat Mapping

3.5.2 Classifications

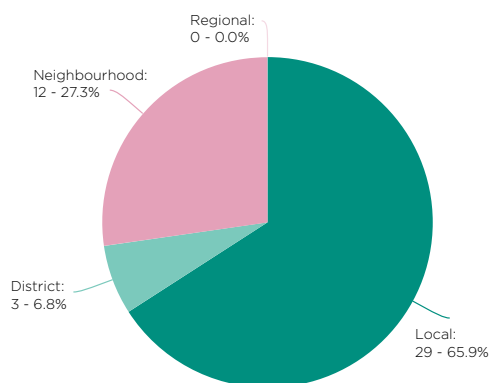
As discussed in Appendix 1, 'Understanding Play', classifications align with differing play opportunities with the higher classifications generally catering for a wider range of opportunity and play experience.

Local playspaces are generally targeted at younger children aged 6 and under, neighbourhood and district all ages, and regional offering specific opportunities or design that would attract longer usage from a larger catchment.

From the assessment, it can be seen that there is an oversupply of local playspaces, and whilst these have their place in the overall provision of play, they should not dominate provision as the range of opportunity and experience is limited. Two thirds (66%) of Council play spaces are classified local, some of which arguably do not meet this level of provision when only one piece of equipment may be evident.

Local and neighbourhood playspaces account for 89% of playspaces, with only 3 (7%) classified District and no Regional (**Figure 7**). This shows that there seems to be a standard approach to provision and generally a lack of opportunity for larger playspaces which would cater for all age groups and differing experiences.

Figure 6: Existing Classifications



GLENORCHY CITY COUNCIL



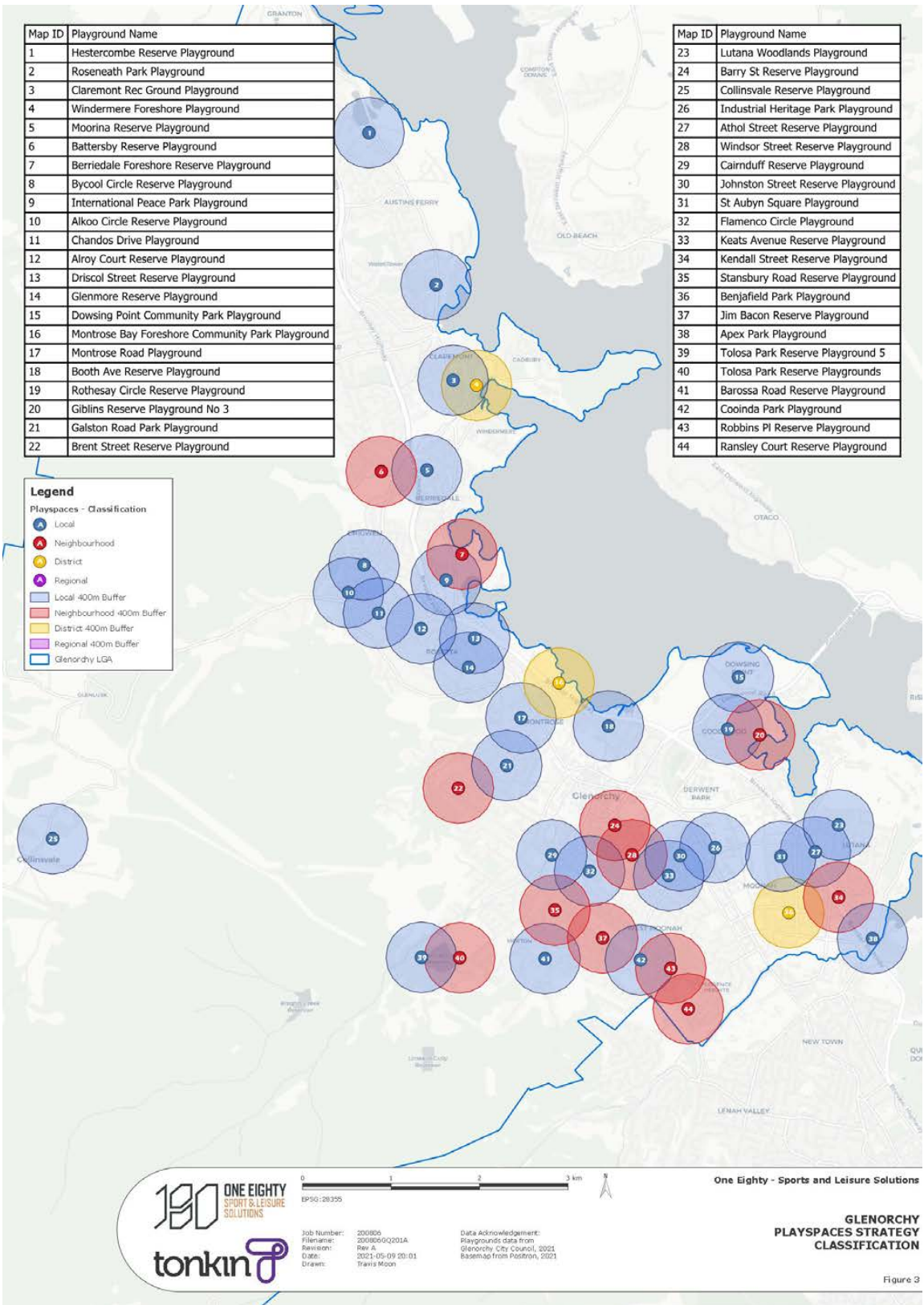


Figure 7: Play Classifications

3.5.3 Age

Playspaces as assets have a useable life of approximately 20 years, after which, equipment will, regardless of maintenance regimes, begin to show the signs of age and will more than likely not meet modern needs, demands and standards.

Understanding the age is of a playspace will assist Council in its asset planning cycle, with strategies focussed on:

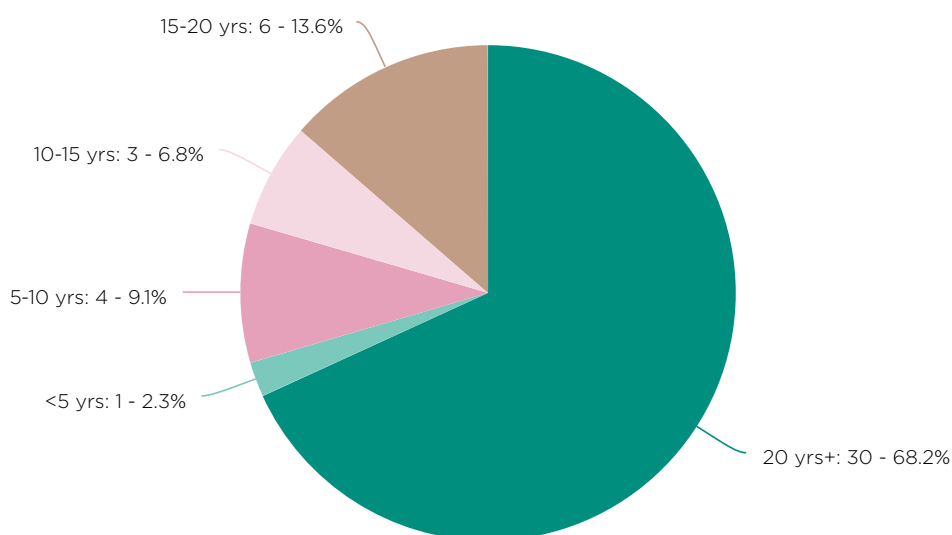
- **Under 10 years:** no action other than potential enhancement to meet an identified gap in classification. It is not suggested that any of these playspaces are removed but consideration given to future need.
- **10-15 years:** monitor and consider removal or replacement within five years.
- **15 – 20 years plus:** strategy identified to include removal or replacement in the next 3 years.

- **20 Years Plus:** Dependent upon condition, immediate removal and replacement or consider developing a new playspace in a more appropriate position to ensure even distribution and supply.

The audit showed identified:

- Only 4 new play spaces were constructed in the last 10 years.
- The vast majority of assets (82%) are over 15 years, with the majority (68%) requiring immediate attention/removal or replacement. This presents a significant financial challenge.
- The only playspace under 5 years has been developed at Rothesay Community Centre. This playspace seems to have limited access as it comes under the jurisdiction of the centre.

Figure 8: Playspace Age



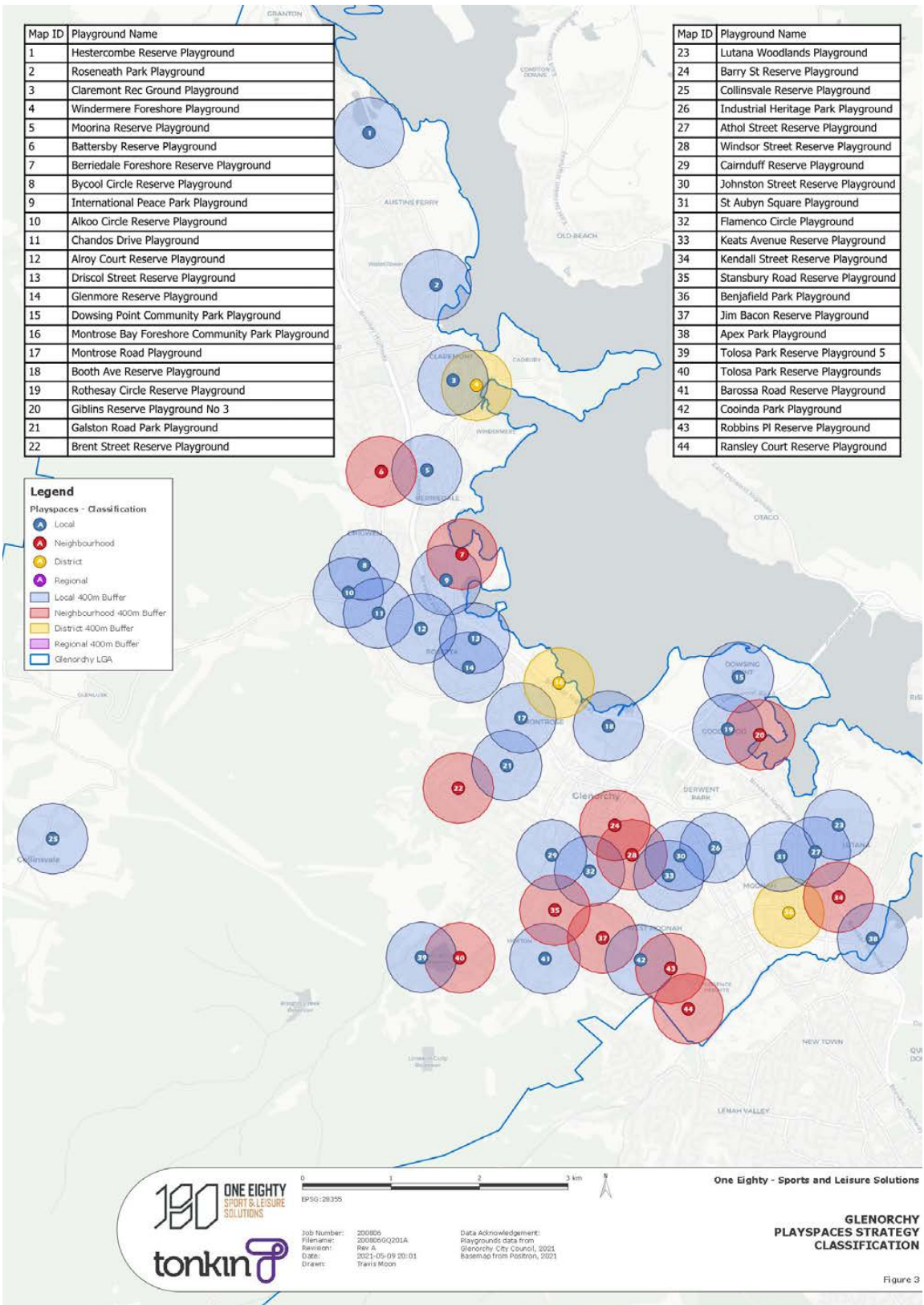


Figure 9: Playspace Age Map

Section Four

The Strategic Response

4.1 Summary of Opportunities

Before discussing the strategy for the design and management of playspaces across the city, the following is a summary that will form the basis and shape recommendations.

Provision

The total number of play spaces is below the benchmark, but this should not be the driving factor behind future provision. The key challenge for Council is in the removal and replacement of over 80% of its playspaces in the coming 3 years and this needs to be staged and planned in a manner that ensures the community have access to quality, rather than quantity of playspaces.

Distribution

A reallocation of where playspaces are located is required. This report has taken the first step in this and has identified where there is both an over and under supply. This should assist Council in determining and prioritising replacement strategies in the coming years noting a quality over quantity principal and a focus on higher classification replacement and development.

Variety

Supporting both of the above comments is the need to ensure all age ranges are being catered for through the provision of play in Glenorchy. Currently this is seriously lacking, with the majority of playspaces (66%) being classified local and therefore only meeting the needs of infants and toddlers. Many of these playspaces also fall below what would traditionally be termed a local playspace as many only have one or two pieces of traditional equipment which need immediate replacement.

There is therefore a serious lack of play opportunity for children of all age ranges and the notion of higher classified spaces catering for all age ranges, is therefore a key recommendation of this report.

Age

A safety audit undertaken in September 2020* noted¹, playspaces would not meet modern standards for play, but however, remain compliant given the standards are not retrospective. The need for removal and replacement is however evident, and Council should adopt a strategy based on perceived areas of greatest risk and need. Ideally, playspaces would not be removed until a new one is being installed, but the safety of the user is of paramount importance and should be considered over the physical availability of an asset that has little value to the user.

Destination

Given its physical location and both hills face and waterfrontage, Glenorchy has a real opportunity to capitalise on its natural location and the potential to attract local and regional tourism to the city. Areas such as the foreshore, Tolosa and Collinsville for example, all offer unique destinations that could be capitalised upon for local and regional visitors.

Health

Playspaces offer a free outlet to enhance physical and mental wellbeing and given a general lower socio-economic status of Glenorchy compared with the Greater Hobart Region, Council has the opportunity to seek grants and assistance to maintain and improve the lives of its community through public recreation and play.

¹ Hercules Playground Audit Report (Audit Glenorchy) September 2020



4.2 Guiding Principles for Play

The future provision and management of play will be based upon the following principles:

GP1 Understanding Play: Council understands the benefits of play and the need to provide different settings and opportunities in line with a child's development. This includes opportunities for cognitive physical and social development and the appropriate mix of opportunities across the city.

GP2 Diversity of Play: Council will ensure a range of opportunities are provided for all age groups, with higher classifications of playspaces (district and regional) generally meeting a greater range of ages through differing equipment and design.

GP3 Accessibility: All playspaces will aim to be physically accessible with District and Regional classifications offering opportunities for children with disabilities.

GP4 Location of Play: Where feasible and practical, playspaces will be located in areas of open space away from busy roads and other hazards. Where this is not possible, playspaces may be fenced in a manner that is conducive to encourage play while being aesthetically pleasing.

GP5 Ancillary Services: Where play spaces are designed to encourage longer visitation, end of trip facilities are warranted and may include car parking, toilets, water, and BBQ facilities. This will be in playspaces of district or regional classification.

GP6 Civic Play: Council will identify areas within its three CBD's to offer a sense of place through play and showcase the unique aspects of its built form.

GP7 Technology: Council will embrace technology within its parks and where possible will include it to enhance play opportunities and park management.

GP8 Culture, Heritage and Environment: The local indigenous and heritage of the location will be promoted through play and the natural flora and fauna play protected and also promoted through interpretive signage, design, and theming of playspaces.

GP9 Partnerships: Where required, Council will seek partnerships to enhance playspace opportunities across the municipality, particularly in areas of under supply and lack of public open space.

GP10 Risk: Playspaces will encourage children to explore and will be designed in a manner that reduces but does not negate an element of risk. Equipment will comply with national standards but will encourage children to learn in controlled environments. Where playspaces have been identified as a safety concern, rectification will take precedence over replacement and safety audits will be undertaken by Council every 12 months.

4.3 Recommendations

The following provides an overview of the existing playspaces with Table 8 summarising the proposed actions to playspaces noting that further consultation will be required as and when changes are proposed.

Table 9 on the following page provides a snapshot of recommendations along with priorities which are based on the life stage of the asset combined with identified areas of need (gaps) or those that are deemed oversupplied and therefore justified for enhancement or removal. Whilst it is accepted that this strategy has a 20-year timeframe, it is highly recommended that it be reviewed within 5-10 years and therefore priorities are discussed in terms of:

- High: 1-3 years
- Medium: 3-5 years
- Low: 5-10 years

Table 5: Proposed Recommendations

	Remove	R	remove and do not replace in this location
	Replace	RP	remove equipment and replace with same classification
	Remove and Replace	RR	remove equipment and replace with different classification
	Enhance	E	add equipment to meet current or a higher classification
	Maintain	M	keep as is and maintain to the current level
	Denotes a change in classification		
	Denotes remaining the same classification		
	Denotes removing the playspace to leave as public open space		

Playspace / Site		Current Classification				Recommendation					Proposed Classification			
		L	N	D	R	R	RP	RR	E	M	L	N	D	R
1.	Hestercombe Reserve													
2.	Roseneath Park													
3.	Claremont Rec Ground													
4.	Windermere Foreshore													
5.	Moorina Reserve													
6.	Battersby Reserve													
7.	Berriedale Foreshore Reserve													
8.	Bycool Circle Reserve													
9.	International Peace Park													
10.	Alkoo Circle Reserve													
11.	Chandos Drive													
12.	Alroy Court Reserve													
13.	Driscoll Street Reserve													
14.	Glenmore Reserve													
15.	Dowsing Point Community Park													
16.	Montrose Bay Foreshore Park													
17.	Montrose Road													
18.	Booth Ave Reserve													
19.	Rothsay Circle Reserve													
20.	Gibblins Reserve													
21.	Galston Road													
22.	Brent Street Reserve													
23.	Lutana Woodlands													
24.	Barry St Reserve													
25.	Collinsvale Reserve													
26.	Industrial Heritage Park													

Comment

1. Replace within 5 years
2. Change to NH and relocate with the reserve
3. Oversupply and gaps evident to the west
4. Enhance play opportunity and include toilets
5. Maintain as is
6. Potential to relocate within the reserve
7. Opportunity to link with MONA / develop District
8. Oversupply; gap to the north
9. Change classification to NH
10. Replace as soon as possible
11. Remove and replace with NH as soon as possible
12. Replace with new local
13. Medium priority given age
14. Oversupply and gap to the south identified
15. Needs assessment required
16. Master plan developed.
17. Replace within 3 years
18. Replace within 3 years
19. New but access/availability needs addressing
20. Plans developed for regional playspace
21. Replace with NH in the next 3 years
22. Replace in next 3 years and address access
23. Potential for NH nature play and blend with area
24. Remove and replace with local
25. Potential gap with a small aged facility, opportunity to enhance
26. Potential theming along the trail

Playspace / Site	Current Classification				Recommendation					Proposed Classification			
	L	N	D	R	R	RP	RR	E	M	L	N	D	R
27. Athol Street Reserve													
28. Windsor Street Reserve													
29. Cairnduff Reserve													
30. Johnston Street Reserve													
31. St Aubyn Square													
32. Flamenco Circle													
33. Keats Avenue Reserve													
34. Kendall Street Reserve													
35. Stansbury Road Reserve													
36. Benjafield Park													
37. Jim Bacon Reserve													
38. Apex Park													
39. Tolosa Park Reserve													
40. Tolosa Park Reserve													
41. Barossa Road Reserve													
42. Cooina Park													
43. Robbins Pl Reserve													
44. Ransley Court Reserve													

Comment

- | | |
|-----|--|
| 27. | Oversupply, gaps evident. Enhance Lutana (23) |
| 28. | Oversupply, gaps evident elsewhere |
| 29. | Replace within the next 3 years |
| 30. | Oversupply, poor condition, gaps elsewhere |
| 31. | Replace with a NH playspace |
| 32. | Replace with a NH playspace |
| 33. | Replace with a NH playspace |
| 34. | Poor location. Other suitable location identified |
| 35. | Replace with NH in the next 3 years |
| 36. | Enhance and theme |
| 37. | Replace in the next 5 years. Consider location |
| 38. | Replace playspace. High NH / Low D park |
| 39/ | |
| 40. | Master plan and develop one regional playspace. Include nature play and smart play |
| 41. | Replace in 3 years |
| 42. | Enhance to district when replacing |
| 43. | Poor location. New location identified |
| 44. | Poor location potential removal |

4.4 Gaps and Changes

The rationale behind the removal and replacement of playspaces is based on either an identified gap within a residential area, or alternatively / in addition to, an oversupply in an existing area where a playspace has reached its useable life.

Those identified by a red pedshed on Figure 21 are those highlighted for removal and include:

1. Claremont
(potential to relocate within reserve)
2. Bycool Circle
(over supply / gap to the north)
3. Glenmore Reserve
(oversupply gap to the south)
4. Dowsing Point
(army camp / needs assessment)
5. Athol Street
(oversupply, gaps evident and enhance Lutana)
6. Windsor Street
(oversupply gaps evident)
7. Johnston Street
(oversupply, poor condition, gaps elsewhere)
8. Kendall Street
(poor location, suitable options elsewhere)
9. Robbins Place
(poor location, suitable options elsewhere)
10. Ransley Court (poor location)

Proposed new playspaces over the life of the strategy are highlighted by the Green pedshed circle and include:

1. District at Whitestone Point Development
2. Local at Westfield Street Half court
3. District at Abbotsfield skate Park
4. Neighbourhood / Nature Play at Bethune Street
5. Neighbourhood / Nature Play at Mary's Hope Road
6. Local at Kebrae Avenue
7. Neighbourhood at Chapel Street Dog Park
8. Neighbourhood on Amy Street
9. Neighbourhood on Anear Court

There is potential for additional civic playspaces, but these need to be determined and explored further with key staff.

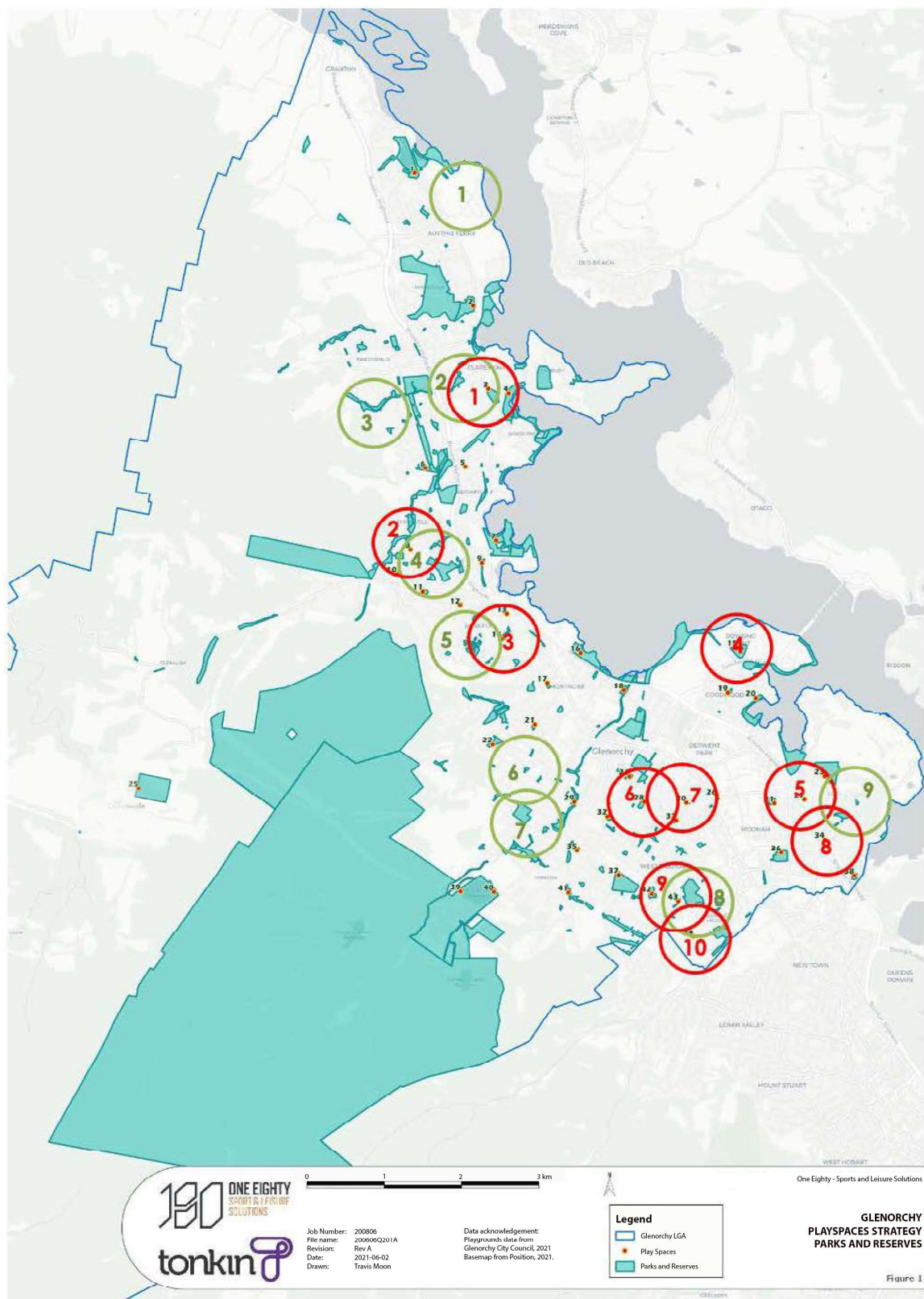


Figure 10: Proposed New Playspace Locations

4.5 Summary and Conclusion

There is an obvious need for call to action regarding playspace development in Glenorchy given that 82% are over the age of 15 years, and 68% over 20 years and in need of immediate attention. This not only means that the majority of playspaces are not meeting modern play demands and understanding but are a potential risk to the users whilst costing Council thousands of dollars annually in maintenance.

Given their age, Council has potential to start afresh with planning, location, and design of playspaces. Positively this provides a good opportunity to have an even and varied distribution of play, but negatively is the cost to do so. The challenge therefore is the order in which playspaces will be developed and of course seeking funding to do so. A strategy, therefore, may be a staged development of quality playspaces (District or Regional), given the community are open to the notion of quality over quantity. This will mean a wide range of challenging and interesting play for all age groups and abilities and key playspaces being destinations within the city.

Indicative costs prepared for the strategy are not finite and will invariably change with time and the level of detail and design required for each park. The estimates, however, provide Council with an indication of requirements for the coming years and in line with the lifecycle of the existing asset, or the upgrade or replacement to a new asset.

The basis of ongoing decision making should be based upon the playspace framework and understanding the benefits of play, and the differing needs of children as they grow. Ensuring this is embedded in Councils understanding, will ensure play opportunities are diverse, challenging, and meeting the needs of all age profiles and not just the very young as traditionally has been the case.

Figure 11: New Playspace Classifications

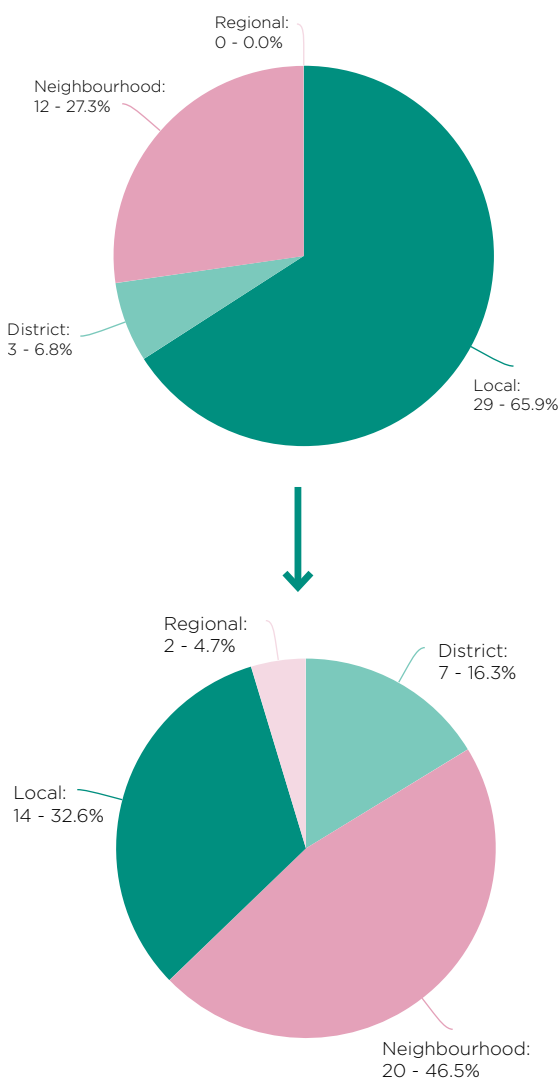


Table 6: Summary of Provision

	L	N	D	R	Total
Current Supply	29	12	3	0	44
Future Supply (excluding new playspaces)	12	14	5	2	33
Future Supply (with new playspaces)	14	20	7	2	43

Appendices

Appendix A: Understanding Play

The Benefits of Play

Research shows that play has many benefits for children, including:

- increasing their self-awareness, self-esteem, and self-respect
- improving and maintain their physical and mental health.
- giving them the opportunity to socialise with other children.
- allowing them to increase their confidence through developing new skills.
- promoting their imagination, independence, and creativity
- offering opportunities for all abilities and backgrounds to play together.
- providing opportunities for developing social skills and learning
- building resilience through risk taking and challenge, problem solving, and dealing with new and novel situations
- providing opportunities to learn about the environment and wider community.

Evidence also supports wider benefits of play to include:

- parents feeling secure knowing their children are happy, safe, and enjoying themselves.
- families benefit from healthier, happier children.
- play services are frequently seen as a focal point for communities.
- offers opportunities for social interaction for the wider community and supports the development of a greater sense of community spirit and cohesion.
- public outside spaces have an important role in the everyday lives of children and young people, especially as a place for meeting friends.
- parks and other green spaces are popular with adults taking young children out to play and for older children to spend time together.

Play Theory

- It is also widely acknowledged and researched that play has a significant impact on the social, physical, and cognitive development of the child. Play theory in general identifies these three broad categories of play behaviour that apply across all ages but the way they are interpreted by each age group varies with some type of play assuming greater importance at particular stages of child development. Effective play provision must consider the characteristics of play as well as the different types of play. Multiple types of play have been documented including:
- Physical play (or Locomotor play) such as skipping, jumping, hopping, climbing.
- Construction play
- Object play
- Pretend play (including superhero play & war play)
- Sociodramatic play
- Rough & Tumble play
- Social play

Socio-dramatic play is considered by some researchers to be the most complex and combines elements of the other forms of play. Family roles, character roles and functional roles are most commonly featured in children's sociodramatic play (Hughes, 2010). Through imagination within socio-dramatic play, children create the characters, assign themselves roles, create the rules of the play, the dialogue and storyline, develop the plot, and are the scriptwriters and the director.

Social play is important when thinking about facilitating children's social interactions. Social play can be subdivided into five categories:

1. Onlooker play is a term used to describe a child or children watching others engaged in play.
2. Solitary play refers to a child playing alone.
3. Parallel play involves children playing

alongside other children with similar objects but without interaction.

4. Associative play refers to playing with others without shared goals or coordination.
5. Cooperative play can be observed when children are playing within a group with co-ordination and cooperation amongst players (e.g., players organise themselves into roles with specific goals in mind).

Alternative classifications of children's play are associated with different contexts. For example, 5 to 11-year-old play at school falls into the following types: Artistic play, Controlled imaginary/socio dramatic play, Exploratory play, Games play, Integrated play, Play with whole school environment, Replication play, small world play, Role play and Virtual play (Briggs and Hansen, 2012).

Planning for Different Needs

Given the broad categories of play theory, playspaces need to include a number of components that encourage cognitive, social, and physical elements. However, not all playspaces will include all of these elements as the classification (to be discussed in the following section) will offer differing play experiences and target different users. That is, playspaces can and should be designed for a number of ages to include:

- **Birth - 1 year:** This is called the 'sensorimotor period' where children spend most of their playtime exploring and manipulating objects, for example sucking a toy.
- **15 - 21 months:** Elaboration with objects. The child starts to play with and explore objects in greater detail for example rolling a ball or pulling a pull toy.
- **2 years:** Pretend play (2yrs) towards self. Pretend play begins when children use a toy to represent a real object, such as using a toy spoon or a toy comb as they would a real spoon or comb. Typically, the recipient of the pretend action is themselves or a toy, most

often a doll or teddy.

- **2 - 4 years:** Substitute pretend play. This where children develop symbolic play - children begin to use objects in their play to stand for something altogether different, such as using a carrot and a stick as an imaginary violin and bow.
- **5 - 6 years:** Socio-dramatic play develops, and children start to use their imagination and creativity to act out stories and scripts with others. It can involve the use of props, costumes, and scenery, but this is not a requirement. It is possible for sociodramatic play to make use of nothing but children's imagination.
- **7 +:** Games with rules is a level of play that imposes rules that must be followed by the players. It requires self-regulation by the children who play.
- **Teenagers (ages 13 +):** Areas for 'play' for teenagers needs to be carefully managed and monitored and in some instance's youth recreation requires a separate study to determine the broader needs of this group. While it is acknowledged young people will use open space for a number of uses including skateboarding, bike riding, unstructured sport or just 'hanging out' with friends etc., the location areas need to be carefully managed to avoid potential conflicts of use with younger children and their carers while ensuring a sense of ownership by the young people.
- **Adults:** Adults should not be excluded from using playgrounds, and equipment needs to be designed and developed for use by this group, i.e., the provision of swing seats and rockers designed for use by adults is a way of encouraging adults to use park facilities with their children. Naturally, provision for adults at the exclusion of children is not the intention, but design standards now consider loadings and structural requirements to withstand use by adults.
- **Inclusivity:** Playspace provision must ensure

there are equal opportunities for play, ensuring that all children can play together, and have the same play opportunities regardless of ability.

Facilities and provision need to consider multiple aspects of design including:

- Accessibility: parking, paths, surfaces, independent access to equipment
- Children and families feel safe and welcome: cultural inclusive signage, inclusive signage, height and text of signage, boundary fencing etc.
- Different age and abilities have challenges in the playspace: range of slopes, climbing, different heights,
- Stimulate all the senses (vision, hearing, touch, taste, smell) and encourage movement: mud, plants, talk tubes, sand, water, aesthetics, textures etc.
- Facilities are the additional features within a park that add to its setting and experience outside of play to include things like seating, shade, toilets, water, phone charging, Wi-Fi etc.
- Social play – large swing seats to play together, mobility access, provision so that adults can join in the play etc.

Play in the 21st Century

Despite the critical place of play in children's lives, the decline in unstructured child-initiated play, outdoor play and play based learning in schools is gaining momentum within the research literature and starting to feature within the media. The 21st century has seen dramatic shifts in political, economic, and social structures. The rapid introduction of technology and the rise of the internet in children's lives are like no other time in history. This rapid rate of change within society has led to a transformation of childhood (Webb-Williams, 2019) with technology/social media/gaming seen by many as negatively impacting children's development and consuming our young children's lives.

Moreover, there are concerns about children's

hurried and stressed lives including pressure for high academic achievement, high stakes testing (NAPLAN) and increased participation in after school competitive sports and extracurricular activities. Current concerns for the health, development and wellbeing of children and young people include:

- Rising mental health issues
- Rising obesity levels
- Reduced independence.
- Increased dependency on technology

Moreover, research in Australia, UK and USA suggests that:

- Play has tended to be associated with only young children however more recently the value of play with older children, and throughout the life course into adulthood and old age, is being acknowledged.
- Many parents are unsure of how to play with their children.
- Growing concern over the lack of play in children's lives, particularly outdoor play, and access to green space.
- Debates in the field about the quantity or type of play that children should engage in.
- Perceptions of risk ('bubble wrap society') limiting children's independence & development.
- Play advocacy groups and 'grass roots' momentum to counter the decline of play.

Playspace Trends

Play and understanding its importance has come a long way with many local authorities developing strategies that not only assess playspaces as assets that need to be managed, but also their relevance in design and how they meet the physical and mental development of children and the role they play in the community for both the City's image and general community wellbeing.

To this end, the traditional playspace equipment by way of slide, swings, and rockers whilst still important, are considered as only one component of the play spectrum. Other design elements are introduced to encourage differing aspects of social, physical, and cognitive play, all important at varying stages of a child's growth. The use of the natural environment (nature play) as well as creative landscaping, and bespoke features that promote a sense of place to a park or area are also important, and playspace planners now consider these as just as important as the traditional equipment itself.

From a planning perspective, the notion of playspaces being developed in areas where young families are prevalent is an outdated method as the needs of a child will change in relative short periods of time (2-3 years) whereas a playspace as an asset may last in excess of twenty years. Modern trends in planning, therefore, are based on an even distribution of facilities to ensure access for all including grandparents, people with disabilities and carers and families. It also considers a playspace hierarchy and distribution based on local through to regional classified spaces each offering their own unique experiences.

This notion of a hierarchy assumes the whole community should have access to an open space and/or playspace within walking distance of the home (400m) although the higher-level facilities would be less frequent and tend to be destinations that families travel to for the specific purpose of recreation, leisure, and play, and therefore tend to stay longer. Such parks would therefore offer other facilities including barbeques, shade, shelter, and end of trip facilities such as water, bike racks, paths and trails, carparks and in some instances fencing to offer a sense of security when located near to main roads, traffic, waterways or when dogs may be present in open space areas.

Modern play standards are highly evolved to ensure the safety of the child and user with equipment now designed and developed to

include and consider adult use and weight bearing to enable social interaction and play with and between children. Manufacturers are now designing play equipment to enable parent / carer interaction with the child and inclusion of play between child and carer.

The introduction of fitness equipment is not a new phenomenon, but the way it is designed and used has become varied. Parkour, an activity that can be practiced alone or with others, and is usually carried out in urban spaces, is now being included into youth components of play and is normally subject to a separate study given they are often standalone areas separate to children's play areas.

This notion of adults using playspaces is also gathering momentum particularly for older adults that can benefit cognitively, physically, and socially from play. Such spaces again would warrant a separate study, as these tend to be standalone areas specifically designed for this age group and strategically placed to ensure optimal access.

The term 'Smart Parks' is becoming increasingly popular particularly with the introduction and use of technology from lighting powered through kinetic play, to interactive equipment whereby the user can compete with other users, in some instances from across the globe. Such equipment can be both bespoke and 'off the shelf' and tend to be included in the higher classified parks and playspaces of district of higher.

Maintenance aspects of parks and playspaces is also becoming common, with smart BBQ's, phone charging stations, irrigation systems and alert means for Councils when equipment requires maintaining or bins emptying for example. Users can also check the availability of ancillary facilities such as tennis courts and bookings for parties, through to checking the availability of car parks at particularly busy periods.





GLENORCHY
CITY COUNCIL

GOVERNANCE

Community Goal – Leading our Community

11.5 UPDATED COUNCIL POLICY - GRAFFITI MANAGEMENT

Author: Acting Director Infrastructure and Development (Luke Chiu)
Qualified Person: Chief Executive Officer (Emilio Reale)
File Reference: Council Policies

Executive Summary

Council has increased its resources and expanded its commitment to graffiti removal throughout the municipality, in line with Council's 2025/26 Annual Plan priority action (2.1.2.1) to: *Implement the upgraded city cleansing program including targeted graffiti management.*

An updated Graffiti Management Policy (the policy) that reflects these changes is presented for adoption. A suite of other supporting documents that guide Council's role in graffiti management are also presented.

The main change to Council's approach is that Council may actively assist, including directly removing, graffiti that is on private property where it is offensive, shares a boundary with Council property, or is highly visible from public land. The policy also makes clear that Council supports authorised murals and street art.

Recommendation

That Council:

1. ADOPT the revised Graffiti Management Policy in **Attachment 1**.
2. APPROVE the CEO to make minor administrative and grammatical corrections as required.
3. RECEIVE and NOTE the suite of Graffiti Management supporting documents in **Attachments 3, 4, 5, 6 and 7**.

Community Plan Reference	Building Image and Pride We work for a safe and clean City
Strategic Plan Reference	Maintain our roads, footpaths, trails, parks, playgrounds, open spaces, stormwater and building assets so they are functional, safe and clean.
Consultation/Engagement	Safe City Working Group
Resources	Council has significantly increased its resources to support and expanded cleaning and graffiti management program including: three additional staff to work primarily in the CBD areas; two new vehicles including one equipped with a pressure cleaner; and an increase in contractor footpath sweeping.
Risk/Legal/Legislative/Reputational	1. Precedent and Scope Creep Risk: Assisting with graffiti removal on private property may create an expectation that Council will manage all graffiti on private land. Mitigation: Clear policy criteria and communication to property owners will define when and why Council intervenes. 2. Financial and Resource Implications Risk: Expanding the program may exceed budget allocations or impact other cleansing services. Mitigation: Program scope and resource levels will be monitored and reviewed through regular reporting and budget review processes. 3. Equity and Consistency Risk Risk: Perceived inequity if some property owners receive assistance and others do not. Mitigation: Consistent application of the Graffiti Management Policy and Plan using transparent eligibility criteria. 4. Legal and Liability Risks Risk: Possible property damage or injury to staff/contractors when working on private property. Mitigation: Obtain property owner consent, ensure staff training, and maintain appropriate insurance and safety protocols.

	5. Reputational Risk Risk: Community dissatisfaction if offensive graffiti is not addressed promptly or if Council oversteps perceived responsibilities. Mitigation: Maintain a balanced communication approach, prioritising visible or offensive graffiti and explaining Council's role clearly. 6. Sustainability of Effort Risk: Ongoing graffiti recurrence may undermine the benefits of removal. Mitigation: Combine removal with prevention, education, and authorised street art initiatives to discourage reoffending. 7. Operational and Safety Risks Risk: Graffiti removal near roads or unsafe structures could endanger staff or contractors. Mitigation: Adhere to work health and safety procedures, use risk assessments, and provide appropriate equipment and training. 8. Coordination and Communication Risk Risk: Miscommunication between Council officers, contractors, and property owners may cause delays or confusion. Mitigation: Implement clear communication protocols, record permissions, and coordinate work through a single contact point. 9. There is likely to be positive public relations related to the expanded cleaning and graffiti management program.
25/26 Budget Allocation	The budget required for the expanded cleaning and graffiti management program is already provided for in the 2025/26 budget.
Life of Project, Service, Initiative or (Expectancy of) Asset	Ongoing
25/26 Budget Reconsideration	Not applicable for the 2025/26 financial year however, future budgets will be derived for the first year of operation of this ongoing program.

Ongoing Costs (e.g. maintenance, operational)	The existing budget is ongoing
Other Funding Sources	Not applicable

Proposal in Detail

1. Council has set a 2025/26 Annual Plan priority action (2.1.2.1) to: *Implement the upgraded city cleansing program including targeted graffiti management.*
2. As part of this commitment Council has provided additional resources to support the work including:
 - Three additional staff, to work primarily in the CBD areas
 - Two new vehicles, including one equipped with a pressure cleaner
 - Increases in the footpath cleansing program
3. Instances of graffiti are common throughout the municipality. Between July 2024 to September 2025 Council officers have removed 4,464 items of graffiti. Despite Council's efforts, graffiti issues persist on non-Council properties, with the most significant concerns being offensive graffiti, and graffiti that is highly visible from public land.
4. Private property owners, occupiers and managers are responsible for removing graffiti on their property, and this requirement is reinforced in the Council's *Environment Amenity By-law 2017*.
5. Despite this requirement Council has indicated that it would like to consider actively assisting, including directly removing, graffiti that is on private property where it is offensive, shares a boundary with Council property, or is highly visible from public land.
6. An updated Graffiti Management Policy that reflects Council's increased commitment to graffiti management is presented for adoption (**Attachment 1**), with a track change version as **Attachment 2**. A suite of other supporting documents that guide Council's role in graffiti management are also presented, including:
 - Graffiti Management Fact Sheet (**Attachment 3**)
 - Graffiti Management Plan (**Attachment 4**)
 - Graffiti Removal Program (**Attachment 5**)
 - Service Manual Activity Graffiti (**Attachment 6**)
 - Service Level Agreement 2025 (**Attachment 7**)

7. The Graffiti Management Plan provides officers with further guidance on when Council may consider removing graffiti on private and other non-Council properties, including:
 - Up to one metre down a driveway or laneway where graffiti is present.
 - If the graffiti was applied from public land such as a road reserve or from a public property boundary.
 - Is highly visible from an arterial road or the CBD.
 - Graffiti is racist, obscene or offensive and removal is necessary to prevent public concern or anger.
 - It has been determined by Council that the property owner does not have the resources to remove the graffiti.
 - There is a concerted program for improving the amenity of an area by removing graffiti.
 - Council may also provide graffiti removal kits to property owners that have small amounts of graffiti to remove, to assist with its prompt removal.
8. The revised policy also makes clear that Council supports authorised murals and street art that supports the prevention or reduction of graffiti.
9. A public facing Graffiti Management Fact Sheet has also been prepared that provides guidance on responsibilities for graffiti removal, and how to prevent and remove graffiti.

Attachments

1. Graffiti Management Policy Oct 2025 [**11.5.1** - 2 pages]
2. Track changes version - Graffiti Management Policy [**11.5.2** - 3 pages]
3. Graffiti FAQ Sheet [**11.5.3** - 2 pages]
4. Graffiti Management Plan [**11.5.4** - 8 pages]
5. Graffiti Removal Program [**11.5.5** - 2 pages]
6. Service Manual Activity Graffiti [**11.5.6** - 2 pages]
7. Service Level Agreement 2025 [**11.5.7** - 4 pages]

COUNCIL POLICY

GRAFFITI MANAGEMENT



PURPOSE

This policy provides direction in relation to how the Glenorchy City Council manages graffiti.

SCOPE

This policy applies to all assets owned and maintained by Council within the municipal boundaries.

STATUTORY REQUIREMENTS

Acts/By-laws	<i>Environmental Amenity By-law 2017</i> <i>Police Offences Act 1935</i>
Regulations	Not Applicable
Australian/International Standards	Not Applicable

DEFINITIONS

Art Mural means a mural or street art applied to a designated surface and location that has been deliberately commissioned or approved by Council.

Council means Glenorchy City Council.

Council Property means property owned, occupied or under the control of Council and includes 'public land' within the meaning of the *Local Government Act 1993*.

Graffiti means one or more letters, symbols, figures, designs, drawings, messages, slogans, etchings, scratches, inscriptions, stains or other markings that are written, marked, etched, scratched, sprayed, drawn, painted, engraved on or otherwise affixed to Property without owners' consent or not in accordance with Council's Planning Scheme.

Offensive Graffiti means graffiti that contains or depicts a racist, discriminative, offensive or obscene content.

Property means land, buildings, structures or part of a building or structure, and includes outbuildings, fences, signs, poles, awnings, floors, pavements, footpaths, roads, highways and installations thereon including all mobile homes, mobile buildings and mobile structures.

POLICY STATEMENT

Council is committed to providing a clean, safe and welcoming environment for all. As part of this commitment, the Council maintains infrastructure across the city. This infrastructure can be subjected to vandalism in the form of graffiti. Council has determined that graffiti will be removed both proactively and reactive to customer request to maintain the visual amenity of the city. Council will provide advice to enquiries regarding graffiti.

Glenorchy City Council supports authorised murals and will work with graffiti creators and local communities to investigate providing legitimate avenues for murals and street art.



September 2025

Graffiti will be removed from Council assets as part of Council's service level provision.

It is the policy of Council that:

- Council will provide resources to address graffiti on Council assets on a citywide basis.
- Graffiti on Council's assets will be removed within a reasonably practicable time frame, as prescribed within Council's service levels
- Graffiti on Council's assets that contains racist, obscene or offensive material will be removed as a priority upon notification.
- Council may assess, advise and assist property owners to remove graffiti from private property that is offensive, shares a boundary with Council property, or is highly visible from public land.
- Council will continue to work with owners and occupiers and managers of private property to encourage prompt removal of graffiti.
- Council will work with neighbouring Councils to share knowledge and ideas on graffiti management and will continue to research best practice strategies and innovative responses to maintain its graffiti management.
- Council will continue to use design principles in the planning of all public assets and infrastructure, to minimise the potential for graffiti vandalism.
- Council will maintain records by taking photographs and keeping details of graffiti incidents and make them available to Tasmania Police upon request. Record keeping shall occur at the time of graffiti removal.

BACKGROUND

Council has developed a Graffiti Management Plan which states that graffiti is unwanted, unwelcome and will not be tolerated. A policy that sets out Council's strategic approach to graffiti management is necessary to ensure the proper implementation of that plan.

DOCUMENT CONTROL

Version:	4.0	Adopted		Commencement Date	
Minutes Reference	Item 14			Review Period	4 Years from adoption
Previous Versions:	v 3.0 adopted 28 January 2020				
Responsible Directorate	Infrastructure and Development		Controller:	Manager Works	
ECM Document No.:	Policies by Directorate				

COUNCIL POLICY

GRAFFITI MANAGEMENT



PURPOSE

This policy provides direction in relation to how the Glenorchy City Council manages graffiti.

SCOPE

This policy applies to all assets owned and maintained by Council within the City/municipal boundaries.

STATUTORY REQUIREMENTS

Acts/ <u>By-laws</u>	Not Applicable <u>Environmental Amenities By-law 2017</u> <u>Police Offences Act 1935</u>
Regulations	Not Applicable
Australian/International Standards	Not Applicable

DEFINITIONS

Art Mural means a mural or street art applied to a designated surface and location that has been deliberately commissioned or approved by Council.

Council means Glenorchy City Council.

Council Property means property owned, occupied or under the control of Council and includes 'public land' within the meaning of the Local Government Act 1993.

Graffiti means one or more letters, symbols, figures, designs, drawings, messages, slogans, etchings, scratches, inscriptions, stains or other markings that are written, marked, etched, scratched, sprayed, drawn, painted, engraved on or otherwise affixed to Property without ~~owners~~owners' consent or not in accordance with Council's Planning Scheme.

Offensive Graffiti means graffiti that contains or depicts a racist, discriminative, offensive or obscene content.

Property means ~~Property within the City including~~ land, buildings, structures or part of a building or structure, and includes outbuildings, fences, signs, poles, awnings, floors, pavements, ~~sidewalks~~footpaths, roads, highways and ~~erections~~installations thereon including all mobile homes, mobile buildings and mobile structures.

~~Public Space means a place to which the public has access, as of right or by invitation, expressed or implied~~

Formatted: Font: Italic

POLICY STATEMENT

Council is committed to providing a clean, safe and welcoming environment for all. As part of this commitment, the Council maintains infrastructure across the city. This infrastructure can be subjected to vandalism in the form of graffiti. Council has determined that graffiti will be removed both proactively and reactive to customer request



March 2024September 2025

to maintain the visual amenity of the City. Council will provide advice to constituent enquiries in regard to graffiti.

Glenorchy City Council supports authorised murals and will work with graffiti creators and local communities to investigate providing legitimate avenues for murals and street art.

Graffiti will be removed from Council assets as part of Council's service level provision.

It is the policy of Council that:

- Council will provide resources to address graffiti on Council assets on a citywide basis.
- Graffiti on Council's assets will be removed within a reasonably practicable time frame, as prescribed within Council's service levels
- Graffiti on Council's assets that contains racist, obscene or offensive material will be removed as a priority upon notification. Council may assess, advise and assist property owners remove such graffiti from private property that shares a boundary with Council property.
- Council may assess, advise and assist property owners to remove graffiti from private property that is offensive, shares a boundary with Council property, or is highly visible from public land.
- Council will continue to work with owners and occupiers and managers of private property to encourage prompt removal of graffiti.
- Council will work with neighbouring Councils to share knowledge and ideas on graffiti management and will continue to research best practice strategies and innovative responses to maintain its graffiti management.
- Council will continue to use the design principles of Crime Prevention through Environmental Design (CPTED) in the design planning of all public assets and infrastructure, to minimise the potential for graffiti vandalism.
- Council will maintain records by taking photographs and keeping details of graffiti incidents and make them available to Tasmania Police upon request. Record keeping shall occur at the time of graffiti removal.

BACKGROUND

Council has developed a Graffiti Management Plan which states that graffiti is unwanted, unwelcome and will not be tolerated. A policy that sets out Council's strategic approach to graffiti management is necessary to ensure the proper implementation of that plan.

DOCUMENT CONTROL

Version:	4.0	Adopted		Commencement Date	
Minutes Reference	Item 14			Review Period	4 Years from adoption
Previous Versions:	v 3.0 adopted 28 January 2020				
Responsible Directorate	Infrastructure and WorksDevelopment	Controller:	Manager Works		



~~March 2024~~[September 2025](#)

ECM Document No.:	Policies by Directorate
-------------------	-------------------------

GRAFFITI MANAGEMENT FACT SHEET

GRAFFITI IS ILLEGAL AND A FORM OF VANDALISM

Placing graffiti on public or private property without permission is a criminal offence under the *Police Offences Act 1935*, specifically [section 15CA](#).

Graffiti includes writing, painting pictures, slogans, or stencilling on public or private property without permission or in accordance with Council's Planning Scheme.

If you see someone placing graffiti on property you should report it to police immediately on 131 444.

QUICK REMOVAL

Graffiti should be removed as soon as possible after it appears. This is because:

- there is less time for the graffiti to bleed into the surface material, making removal easier.
- it reduces the exposure for the graffitiist's work; and
- when graffiti writers see graffiti at a site, they will often want to place their own work next to it – i.e. leave one 'tag' and you may get several more.

Only through local community support and individuals taking responsibility for their property can graffiti be reduced.

When a property owner takes responsibility and removes or covers graffiti on their property, the visual amenity is improved for everyone.

WHO IS RESPONSIBLE FOR REMOVAL?

ON COUNCIL PROPERTY:

The Glenorchy City Council is responsible for removing graffiti from infrastructure managed or owned by Council. This includes road, footpaths, street furniture, sculptures, artworks, bridges and its buildings. Glenorchy City Council keeps a register of all graffiti on Council property on a digital mapping system.

ON NON-COUNCIL AND PRIVATE PROPERTY:

Private property owners / occupiers / managers are responsible for removing graffiti on their property. Glenorchy City Council may advise the owner /occupier of the property to remove the graffiti. An owner or occupier of a property must ensure that graffiti placed on their property is removed, painted over, or otherwise permanently blocked from being viewed from a public place, as required by the *Glenorchy City Council Environmental Amenity By-Law 2017*.

Council resources may be used to remove graffiti on private and non-Council property where graffiti is considered offensive and/or is of a political/religious nature.

PREVENTION

Reduce the likelihood of graffiti on your property by:

- planting dense shrubs, creepers, or installing trellis along a wall or fence.
- painting in dark colours – this can reduce the contrast of tags.
- keeping your property well maintained – these properties are less likely to be targeted.
- remove obstructions that block views from the street or neighbouring buildings.
- making sure the site is well-lit at night – motion sensor lights are great for this.
- installation of CCTV cameras and/or signage that highlights monitoring of the area.
- using high gloss paint or anti-graffiti coatings.
- remove occurrences of graffiti as soon as possible.

An anti-graffiti coating on a wall may make future removal easier by making it harder for paint to stick to a surface.

Council also aims to work with young people to encourage them to undertake artwork in designated areas, rather than where it is unwanted and illegal.

REMOVAL TIPS

The two main methods to remove graffiti from your property are with **liquid removal** or by **painting out**.

LIQUID REMOVAL

For painted and protected surfaces, such as wood, metal or concrete surfaces that have a topcoat:

or a citrus-oil based product

- always test a small area to start with and gradually increase intensity.

For bare or raw surfaces, such as stone, concrete, brick and metal:

- apply a commercial remover, wait five minutes then use a wire brush, rinsing with water to remove the graffiti residue.

For glass, plastics, and other synthetics:

- most graffiti removers will work well on glass or otherwise a blade scraper may be effective.
- do not use caustic cleaners for glass or aluminium. Greater care needs to be taken with plastics and other synthetics.

PAINTING OVER GRAFFITI

- first, clean the surface well to remove as much of the graffiti as possible.
- aim for the closest match possible to the original paint or surface finish. Alternatively, you can paint the entire area in a darker colour to the nearest architectural break to deter a recurrence of graffiti.
- keep spare paint at hand so you can quickly remove new graffiti if it appears.

**PLEASE ENSURE THAT YOU FOLLOW
ALL HEALTH AND SAFETY
INSTRUCTIONS AS DETAILED ON THE
PRODUCT LABEL OR PACKAGING
CHANGE GRAFFITI HOTLINE TO
GRAFFITI REPORTING**

GRAFFITI HOTLINE

HELP KEEP OUR CITY CLEAR OF GRAFFITI BY REPORTING UNSIGHTLY GRAFFITI TO GLENORCHY CITY COUNCIL ON 62166800. IF YOU SEE SOMEONE IN THE ACT, REPORT IT IMMEDIATELY TO POLICE ON 131 444

INFRASTRUCTURE AND DEVELOPMENT

GRAFFITI MANAGEMENT PLAN



Glenorchy
City Council



TABLE OF CONTENTS

INTRODUCTION	3
APPROACH	3
REMOVAL	4
COUNCIL ASSETS	4
NON-COUNCIL PUBLIC ASSETS AND INFRASTRUCTURE	4
PRIVATE PROPERTY	4
GENERAL	5
EDUCATION	5
PREVENTION.....	6
ENFORCEMENT	6
OBLIGATIONS OF OWNERS AND OCCUPIERS	6
EVALUATION AND MONITORING	6
IMPROVEMENT OPPORTUNITIES	7
A WHOLE-OF-COUNCIL APPROACH	7
WORKING WITH NEIGHBOURING MUNICIPAL AREAS	7
ONGOING COMMUNITY CONSULTATION	7
DIVERSION.....	7
LEGISLATIVE AND CORPORATE FRAMEWORK	8
GLENORCHY CITY COUNCIL STRATEGIC PLAN 2023 - 2032	8
GRAFFITI LAWS (POLICE OFFENCES ACT 1935)	8
ENVIRONMENT AMENITY BY-LAW 2017	8

INTRODUCTION

The Glenorchy City Council is committed to providing a clean, safe and welcoming atmosphere for all city stakeholders and visitors. As part of this commitment, Council maintains a broad and varied range of infrastructure within the municipal area. This infrastructure is at times subjected to vandalism in the form of graffiti, which can diminish perceptions of the City's cleanliness and safety.

Glenorchy City Council addresses the issue of graffiti in a variety of ways (having treated 17,273 graffiti incidents between 2012 and 2025), including the development of this plan. Glenorchy City Council assists stakeholders to remove graffiti from their properties through the provision of advice, assistance and information sheets. Council also provides advice on how to reduce the likelihood of their property from being targeted by graffiti vandals through the use of design and material selection principles.

Grffiti is removed as part of Council's provision of maintenance service levels to the community and infrastructure management and has designated Officers to conduct graffiti treatment and removal activities.

The Graffiti Management Plan demonstrates Council's approach on graffiti and aims to generate lasting change in attitudes and behaviour towards graffiti. It clearly states that graffiti is not acceptable in the municipal area and the Glenorchy City Council will act within its resources and budgets to minimise this form of vandalism. Council will work to obtain the support of the community (residents, workers, businesses and city visitors), building and infrastructure owners and occupiers, all levels of government, government authorities, utilities and other city stakeholders to tackle graffiti head-on.

The Glenorchy City Council will implement a programmed work plan against graffiti to reduce this type of vandalism and ensure the Council continues to provide a welcoming and clean environment.

This Graffiti Management Plan works in partnership with enforcement agencies. It also includes a broad range of prevention measures and community education.

The Management Plan formalises Council's approach to graffiti management and ensures this approach is clear and consistent.

The Plan includes measures to monitor its success and to identify areas for improvement. It also includes tactics for preventing graffiti creators from targeting the city and reducing the incidence of graffiti within the city.

APPROACH

Glenorchy City Council have developed and implemented a graffiti management plan to address graffiti on a citywide basis in the following manner:

- Graffiti on Council assets (including roads, footpaths, street furniture, sculptures, artworks, bridges, buildings, pedestrian bridges and parks and gardens) will be removed within one (1) to seven (7) working days of notification, as prescribed within GCC service levels.
- Graffiti on Council assets that contains racist, obscene or offensive material will be removed within one (1) working day of notification.
- Continue to work with owners and occupiers and managers of private property to encourage prompt removal of graffiti.
- Work with neighbouring councils to share knowledge and ideas on graffiti management.
- Provide information to residents, building owners, occupiers and managers about how Council can assist in the removal of graffiti.
- Continue to research best practice strategies and innovative responses to maintain its graffiti management plan and fact sheet as relevant and realistic.

- Continue to use principles in the design, construction and maintenance of all public assets and infrastructure, with the intent of minimising potential for graffiti vandalism.
- Continue to assist the Tasmania Police to identify persistent graffiti vandals by photographing tags and relaying these to Tasmania Police to help in the apprehension and prosecution of vandals.
- The resources required to implement the Graffiti Management Plan are to be considered on an annual basis for inclusion in Council's budget.

REMOVAL

Council assets

- Graffiti on Glenorchy City Council's assets (including roads, footpaths, street furniture, sculptures, artworks, bridges, public buildings, pedestrian bridges, parks and gardens, as well as Council's administrative buildings) will be removed within two (2) working days of notification. Graffiti that contains racist, obscene or offensive material will be removed within one (1) working day of notification.
- Graffiti will be listed on Council's vandalism/graffiti register.

Non-Council public assets and infrastructure

- Members of the public can report incidents of graffiti to the Glenorchy City Council Customer Service Centre (03) 62166 800.
- Within two (2) working days of graffiti being identified or reported to Council, owners/managers of public assets and infrastructure will be approached by Glenorchy Work Centre Compliance Officer with a request to remove the graffiti.
- The owners/managers of public assets and infrastructure will be requested to remove graffiti within seven (7) working days of it being reported to them by Council or their representative (Tasmania Police), as prescribed within GCC service levels (as per attached service level schedule).
- If the owner/manager won't agree to removal or hasn't removed it within the specified time, a written request for removal will be issued. It will give the owner/manager a further appropriate period to remove the graffiti.
- Glenorchy City Council *Environmental Amenity By-Law 2017* has enforceable time limits that obligates property owners to remove graffiti in set time frames. The By-Law requires property owners to remove, paint over, or otherwise block graffiti from being viewed by the public or an infringement may be administered.
- Council may remove graffiti from non-Council public property and infrastructure in accordance with its powers, where:
 - graffiti is racist, obscene or offensive and removal is necessary to prevent public concern and anger.
 - there is a concerted program for improving the amenity of an area by removing graffiti.
- Council may attempt to recoup the cost of removing graffiti from publicly owned assets through the responsible authority.
- Council will work to establish agreements with public authorities to allow Council to remove graffiti from their property and infrastructure. As part of this agreement, Council may seek reimbursement for its expenses from the responsible authority.
- Racist, obscene and offensive graffiti on public assets and infrastructure will be removed within one (1) working day by the owner/manager or may be removed by using Council's resources where necessary.

Private property

- Within two (2) working days of graffiti on private property being identified or reported to Council, property owners/occupiers/managers may be approached with a verbal request to remove the graffiti.
- Report incidents to Glenorchy City Council Customer Service (03) 6216 6800.

- Private property owners/occupiers/managers will be requested to remove graffiti within two (2) working days of it being reported to them by the Council.
- Racist, obscene or offensive graffiti on private property will be removed within one (1) working day through contact with the property owner / occupier / manager.
- Private property owners, occupiers and managers are responsible for removing graffiti on their property. Council may remove graffiti on private and public property:
 - up to one metre down a driveway or lane-way where graffiti is present
 - if the graffiti was applied from public land such as a road reserve or from a public property boundary
 - is highly visible from an arterial road or the CBD.
 - graffiti is racist, obscene or offensive and removal is necessary to prevent public concern or anger.
 - it has been determined by Council that the property owner does not have the resources to remove the graffiti.
 - there is a concerted program for improving the amenity of an area by removing graffiti.
- Council will not remove graffiti from sandstone or heritage listed buildings, or areas higher than 2.4 metres above ground level. A specialist should be engaged for such removal.
- Council may continue to help to remove graffiti from private property, including providing advice to have graffiti removed.
- Council may provide Graffiti removal kits to property owners that have small amounts of graffiti to remove to assist with its prompt removal.

General

- Council's Customer Service contact telephone number (6216 6800) will be promoted to report graffiti seen throughout the municipal area.
- Council will continue to work with owners, occupiers and managers of private property to encourage prompt removal of graffiti and the development of and commitment to longer term approaches to prevention and self-management.
- Council will work with neighbouring councils to share knowledge and develop new ideas relating to graffiti management. The councils will aim to ensure their approach to graffiti management does not lead to the problem of shifting from one municipal area to another.
- In some circumstances where property owners have agreed that street art is acceptable to them, the process of establishing agreement between the property owner/s and Council will be in accordance with the requirements of any Council planning permit requirement. This will address issues such as heritage concerns, formal approval of abutting property owners, size, content and its consistency with Council's guidelines. If agreement is not reached, Council will proceed with the actions identified for graffiti removal from private property as outlined above.

EDUCATION

Council will:

- provide information to residents and building owners, occupiers and managers about how Council may assist to have the graffiti removed.
- provide information to residents and building owners, occupiers and managers about techniques to deter vandals from targeting their properties.
- ensure vandals are aware that their activities are unwelcome and they run a real risk of detection and apprehension.

- regularly review and update all the literature it has prepared for the community on graffiti management.
- research best practice strategies and innovative responses to manage graffiti vandalism.

PREVENTION

- Council will continue to use the best industry practise (design principles) when undertaking public asset and infrastructure projects, through the application of design initiatives and principles to minimise the potential for that site to support criminal behaviour.
- Council will establish a graffiti treatment and prevention initiative that will allow graffiti prevention outcomes to be implemented. Items that will be considered for funding could include graffiti deterrents such anti-graffiti coatings, graffiti removal kits, paint, climbing plants and technical advice.

ENFORCEMENT

Council will:

- continue to assist the police to identify persistent graffiti vandals by photographing tags and relaying these to the Tasmanian police to help in the apprehension and prosecution of vandals.
- act as an advocate where possible for legislative changes to give Tasmania Police greater power to deal effectively with graffiti vandals.
- support legislative changes to restrict the retail display and sale of spray cans and other graffiti related materials to persons less than 18 years of age.
- seek permission to remove graffiti from non-Council publicly owned buildings and infrastructure when obscene or offence material is displayed.
- seek permission to remove graffiti from privately owned properties when obscene or offence material is displayed.
- where appropriate, pursue enforcement action against vandals that create graffiti within the Glenorchy municipal area through police intervention or enforcement of Council's *Environmental Amenity By-Law 2017*.

OBLIGATIONS OF OWNERS AND OCCUPIERS

- Owners and occupiers of property must not permit graffiti to be marked on their property and shall take reasonable steps to keep their properties graffiti free.
- Council may require owners and occupiers remove graffiti from their property within a certain time frame that is consistent with Council's own service levels and *Environmental Amenity By-Law 2017*.

EVALUATION AND MONITORING

Council will maintain a register to record instances of graffiti, including performance measures, to assess the success of the Management Plan including, but not limited to, the following:

- The number of reported incidences of graffiti on private property and the average time taken for removal.
- The number of reported incidences of graffiti on Glenorchy City Council assets and the average time taken for removal.
- Council will regularly evaluate graffiti removal works to determine adequate resourcing.
- Council will conduct regular documented graffiti audits of major routes e.g. CBD/collector roads, within the municipal area.

- Each year, an assessment/review of the success of Council's approach to graffiti management - as outlined in this Management Plan will be presented to Council's Executive Leadership Team, the Safe City Working Group and Elected Members.

IMPROVEMENT OPPORTUNITIES

Opportunities for improvement will be sought, enabled and acted upon to enhance Glenorchy City Council's approach to graffiti management. These include the following areas:

A Whole-of-Council Approach

This Management Plan requires all Council Departments to work together to review the current approach and investigate ways of co-ordinating their efforts to maximise efficiency and reduce costs in the prevention of graffiti vandalism.

- A review of the service provision of graffiti removal will be undertaken which will inform decisions regarding the most cost efficient removal process.
- Glenorchy City Council's Safe City Group will meet to develop and review education and prevention programs including the use of design principles and fact sheets.
- Each relevant Council Department will encourage inter-departmental collaboration for the implementation of this Plan.

Working with Neighbouring Municipal Areas

Graffiti vandalism is not constrained by municipal boundaries and graffiti management strategies may vary from municipal area to other municipal areas. It is important for local Councils to work together to ensure the policies of one Council does not cause the problem to be shifted across its boundary to another neighbouring Council.

Glenorchy City Council will identify opportunities to work co-operatively with its municipal neighbours to strengthen their approach to graffiti eradication.

Ongoing Community Consultation

Experience has shown that local communities are eager to be involved in graffiti management.

Glenorchy City Council will continue to consult with local communities through its community consultative mechanisms such as Community Precincts, Safer Communities, Youth Task Force and other relevant forums to develop approaches to graffiti management specific to local areas.

Diversion

Many community members distinguish between tagging, which is considered undesirable, and murals or street art, which are generally valued more highly.

Consultation with the graffiti creating community has also shown that younger, less experienced creators tend to engage in tagging, while experienced creators are usually responsible for murals or street art.

- Glenorchy City Council will work with graffiti creators, Tasmania Police and local communities to investigate providing legitimate avenues for murals and street art to be displayed when the opportunity arises.
- Glenorchy City Council officers will engage with the arts community regarding murals and street art, for example, in conjunction with cultural festivals or arts development projects in the public domain.
- The Glenorchy City Council will positively engage with graffiti creators in mentoring and arts programmes to facilitate opportunities for legitimate artistic expression and to divert their efforts away from illegal tagging and towards high quality work at approved sites.

LEGISLATIVE AND CORPORATE FRAMEWORK

Glenorchy City Council Strategic Plan 2023 - 2032

Council has provided a number of actions that support the Graffiti Management Plan:

Making Lives Better

- We deliver services to meet our community's needs.
 - Deliver services to our community at defined levels.
 - Identify and engage in partnerships that provide services effectively to our community.

Building Image and Pride

- We work for a safe and clean City
 - Work proactively with other governments, service providers and the community to improve public safety in our City.
 - Maintain our roads, footpaths, trails, parks, playgrounds, open spaces, stormwater and building assets so they are functional, safe and clean.

Council's 2025/26 Annual Plan includes a priority action (2.1.2.1): *Implement the upgraded city cleansing program including targeted graffiti management.*

Graffiti laws (*Police Offences Act 1935*)

It is illegal to (without lawful excuse):

- distribute, sell or supply graffiti equipment (such as aerosol paint containers) to a person who is under 18 years.
- mark graffiti (such as marking, drawing, writing or otherwise defacing property).
- possess, carry or use graffiti equipment (such as aerosol paint containers) in a public place.

What happens if you get caught?

If you are in a public place, police can stop, detain and search you or your vehicle if they have a reasonable belief that you possess or carry graffiti equipment without a lawful excuse. Police do not need a warrant to do this. If you are found guilty a court may impose a fine, and/or a community service order.

What is a lawful excuse?

A lawful excuse includes the:

- Pursuit of a lawful occupation, duty or activity, or participation in a lawful sport, recreation or entertainment environment.
- Carrying written proof, for example a business card, statutory declaration, letter or membership card may help you prove that you have a lawful excuse.

The Commissioner of Police has the authority to exempt people from the offence provisions.

Environment Amenity By-law 2017

Part 9, Graffiti Management of the *Environment Amenity By-law 2017* requires an owner or occupier of property to ensure that graffiti placed on their property is removed, painted over, or otherwise permanently blocked from being viewed from a public place.

Within this By-law a number of compliance obligations regarding graffiti are outlined.

<https://www.gcc.tas.gov.au/wp-content/uploads/2020/11/environmental-amenity-by-law.pdf>

INFRASTRUCTURE AND DEVELOPMENT

GRAFFITI REMOVAL PROGRAM

Our Graffiti Removal Program is committed to keeping our community's spaces clean, welcoming, and free from vandalism. We take a proactive and reactive approach to ensure that public spaces, facilities, and infrastructure are maintained to the highest standard. Priority is given to offensive graffiti, high-visibility areas, community hubs, and locations reported by residents or identified through inspections.

LOCATION / SITE	TYPE	FREQUENCY	NOTES
CBD areas: Moonah, Glenorchy & Claremont	Proactive	Daily	Complete reactive work as requested
Cycleway	Proactive	Daily	Monitor and respond as needed
GASP	Proactive	Daily	Maintain high-traffic visitor areas
Park shelters & furniture	Reactive	As requested	Clean upon request or notification
Play equipment	Reactive	As requested	Inspected weekly at a minimum; clean if graffiti noted
Identified Hot Spots	Proactive	3 times/week	Frequent cleaning to deter activity; Hot Spots will be identified via software/reports
Reactive graffiti removal	Reactive	As requested	In line with Council service levels

PROGRAM GUIDELINES

- Hot spots are identified using spatial mapping software and customer reports.
- All graffiti will be captured with photos prior to removal using spatial mapping software.
- Graffiti may be removed from private property if offensive or located on a Council-shared boundary. Please reference the private property owners' section on the next page.
- If graffiti cannot be removed and the area requires painting, there may be some delay due to availability of Council's painting contractor.
- For 'whiting out', use Zinsser smart prime undercoat available from the Council store.

REPORTING AND RECORD KEEPING

A daily diary will be kept by the Graffiti Officer, recording all areas worked on. Spatial software will be used to map graffiti occurrences and track trends. This ensures resources are targeted effectively and progress is measurable.



SEPTEMBER 2025

PRIVATE PROPERTY OWNERS

Private property owners, occupiers and managers are responsible for removing graffiti on their property. However, Council will remove graffiti on private and public property:

- Up to 1 metre down a driveway or laneway where graffiti is present.
- If the graffiti was applied from public land such as a road reserve or from a public property boundary.
- It is highly visible from an arterial road or the CBD.
- The council will not remove graffiti from sandstone or heritage listed buildings, or areas higher than 2.4 metres above ground level. A specialist should be engaged for such a removal.

Council may also intervene to remove graffiti from private property in accordance with its powers where:

- Graffiti is racist, obscene or offensive and removal is necessary to prevent public concern or anger.
- It has been determined by Council that the property owner does not have the resources to remove the graffiti.
- There is a concerted program for improving the amenity of an area by removing graffiti.

Graffiti Removal



Service levels

Project No.	Activity code	Sub-Activities	Intervention Level *	Repair Activities	Hierarchy	Response Times
Location based number from annual budget	2146	Remove Graffiti	Graffiti reported to Council: • Offensive graffiti • High profile areas • Other areas	Assess and prioritize on receiving customer request. Remove or paint out graffiti	High High Medium Low	<1 day <2 day <4 days <7 days
		Programmed Graffiti Removal	High profile areas, check daily e.g. CBD and GASP Graffiti “hotspots” i.e. areas that are frequently graffitied and identified through Council's reporting systems	Assess, remove or paint out graffiti as required Check areas weekly and action as required	Medium Medium	Daily as per program Daily as per program

N.B. There will be occasions where contractors will need to be engaged to paint out or remove graffiti. This may affect response times due to their availability.

Graffiti Removal Activity Guidelines

1. A scope of works shall be completed for the activity for programming purposes. Level of resource requirements and documentation shall be pre-determined e.g. service locations, plant requirements.
2. Work undertaken will be compliant with Local Government Association Tasmania (LGAT) – Municipal Standards as a minimum.
3. Worksites will be assessed for traffic management requirements using Guide to Temporary Traffic Management Part 10 – *Supporting Guidance*.
4. All documentation for the worksite will be onsite and available on request, inclusive of:
 - Pre-start checklist, completed before activity.
 - Safe Work Method Statements (SWMS), as required due to high-risk work.
 - Safe Operating Procedures (SOPS) for plant operational guidance.
 - Any relevant procedural guidelines.
 - Material Safety Data Sheets (MSDS), for any hazardous materials on site.
 - Before You Dig Australia (BYDA), service location documents.
 - Records are to be kept of any herbicide/pesticide application.
5. Machinery will be maintained and kept in a safe working condition. Staff operating plant will have completed a familiarisation session for specific plant items as required.
6. Work teams shall use high visibility clothing and appropriate PPE, as outlined within relevant standard operating procedures for plant and work sites.
7. Worksite shall be reinstated and tidied upon completion of work activity.
8. Ensure an environmental spill kit is available, if required.
9. Create a record of the graffiti using current GCC software/app
10. Use cleaning agent in accordance with the manufacturers' directions (use gloves, area well ventilated)
11. Apply small proportion of the cleaning agent to a small inconspicuous spot as test, to determine any detrimental effects to the surface, before proceeding with graffiti removal.
12. Use appropriate implements for activity that are fit for purpose.

Service Level Agreement – Graffiti Removal 2025

Work Centre



**Glenorchy
City Council**

Service Level Agreement (SLA): Graffiti Removal

Service Area: Urban Services

Service Activity: Graffiti Removal

Responsible Unit: Works Department

Coordinator: Urban Services Coordinator

Version: 1.0

Effective Date:

Review Date:

1. Purpose

To define the response levels, procedures, and responsibilities associated with the removal of graffiti within the municipality.

2. Scope

This SLA covers graffiti removal from Council-owned assets and high-profile areas including the CBD, GASP, and other designated hotspots. Both reactive and programmed graffiti removal activities are included.

3. Service Description

Activity	Description
Reactive Graffiti Removal	Graffiti reported to Council is assessed and prioritised upon receipt. Offensive graffiti is prioritised for removal within 1 day.
Programmed Graffiti Removal	Daily checks of high-profile and hotspot areas, with removal conducted as needed. Hotspots identified through reporting systems.
Painting Out or Contractor Engagement	Some graffiti will require painting or contractor engagement depending on severity or surface type.

4. Service Levels / Response Times

Priority	Criteria	Response Time	Resolution Time
Priority 1	Offensive Graffiti	<1 day	1 day
Priority 2	High Profile Areas	<2 days	2 days
Priority 3	Other Areas	<4 days	4 days
Priority 4	Low Priority Areas	<7 days	7 days
Programmed	CBD, GASP, graffiti hotspots	Daily check	As programmed

5. Performance Measures

KPI	Target
% of offensive graffiti removed within 1 day	100%
% of graffiti removal completed within SLA target	≥ 90%
Hotspot locations reviewed daily	100%

5. Graffiti Removal

Pre Activity:

1. Location and quantity of the work is identified and programmed, determining the appropriate treatment.
2. Environmental aspects/site hazards are identified and managed as applicable.
3. Appropriate PPE is issued to all personnel.
4. Complete a Pre-Start Checklist then determine document requirements i.e. SWMS and SOPs.
5. Traffic Management/Control method in accordance with AS 1742.3:2019 and Austroads Guide to Temporary Traffic Management (AGTTM).
6. The correct plant is available and in good working condition.
7. Appropriate cleaning agents, or other materials and their related SDS are available and onsite.
8. Environmental spill kit is available and onsite.

Activity

9. Erect signs and provide traffic control where required.
10. Ensure appropriate PPE issued and worn by ALL personnel in work group.
11. Make records of the graffiti using current GCC software/app.
12. Use a cleaning agent in accordance with the manufacturers' directions.
13. Apply a small proportion of the cleaning agent to an inconspicuous spot as a test, to determine any detrimental effects to the surface.
14. Apply the cleaning agent to the remaining graffiti to remove it or complete the painting as appropriate.
15. Use appropriate tool for removing posters etc.
16. Remove traffic management / control devices.

6. Private Property Owners

Private property owners, occupiers and managers are responsible for removing graffiti on their property. However, Council may remove graffiti on private and public property:

- Up to 1 metre down a driveway or laneway where graffiti is present.
- If the graffiti was applied from public land such as a road reserve or from a public property boundary.
- It is highly visible from an arterial road or the CBD.

-
- The council will not remove graffiti from sandstone or heritage listed buildings, or areas higher than 2.4 metres above ground level. A specialist should be engaged for such a removal.
 - Graffiti is racist, obscene or offensive and removal is necessary to prevent public concern or anger.
 - If it has been determined by Council that the property owner does not have the resources to remove the graffiti.
 - When there is a concerted program for improving the amenity of an area by removing graffiti.

7. Resources & Roles

Urban Services Coordinator: Oversees graffiti program and contractor liaison

Graffiti Removal Team: Undertakes graffiti removal and reporting

Customer Service/CRM: Logs and generates service requests

Contractors: Engaged for paint-outs or large removals

8. Reporting & Review

- Daily review of high-profile areas.
- Weekly team reports on removal activities.
- Monthly reporting on SLA adherence and KPI metrics.
- Annual review and update of procedures.

9. Service Access

Reports can be submitted via:

Online Portal: <https://www.gcc.tas.gov.au/contact-us/>

Phone: 03 62166800

Email: gccmail@gcc.tas.gov.au

10. Exclusions

- Some Graffiti on private property (see section 6 Private Property Owners).
- Damage requiring full repairs (beyond paint-out or cleaning).
- Removal of authorised street art or murals.

11. Continuous Improvement

Ongoing review of hotspots, contractor response times, and innovations in coatings or removal technologies will be pursued. Feedback from the community will be incorporated where feasible.

11.6 AUDIT PANEL CHARTER AND CODE OF CONDUCT

Author: Governance Officer (Poorni Wanigasekara)
Qualified Person: Director Community and Corporate Services (Tracey Ehrlich)
File Reference: Policies by Directorate

Executive Summary

This report presents updates to Council's Audit Panel Charter and Audit Panel Code of Conduct.

A review has been completed to allow for longer contract terms for independent members. This is in line with other Councils and reduces the number of costly recruitment processes.

The review also ensures alignment with the Local Government Audit Panels – Practice Guide released in March 2024. Key amendments include improved structure and numbering, updated references to the Chief Executive Officer (replacing “General Manager”), clearer guidance on panel terms and reappointments, and the addition of procurement responsibilities and relevant legislative clauses.

The Audit Panel Code of Conduct has been updated to reflect current guidance and align terminology with the revised Charter.

Revised documents are provided as attachments, with tracked changes and model templates from the updated Practice Guide are included for reference.

Recommendation

That Council:

1. ADOPT the Audit Panel Charter as set out in **Attachment 2**.
2. ADOPT the Audit Panel Code of Conduct as set out in **Attachment 4**.

Community Plan Reference	Transparent and accountable government.
Strategic Plan Reference	Make informed decisions that are open and transparent and in the best interests of our community. Manage compliance and risk in Council and our community through effective systems and processes.
Consultation/Engagement	Audit Panel Members
Resources	The development and updating Council Policies is managed with the resources within the Legal and Governance Department
Risk/Legal/Legislative/Reputational	<u>Governance and Transparency Risk</u> An outdated Charter or Code of Conduct may weaken the effectiveness and accountability of the Audit Panel, leading to reduced confidence from Council, auditors, and the community in the integrity of Council's oversight and assurance processes. <u>Reputational Risk</u> Failure to maintain contemporary governance documents and fair remuneration arrangements could be perceived as poor governance practice, affecting Council's public reputation and stakeholder trust.
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:**Audit Panel Charter**

1. The Audit Panel Charter sets out the objectives, functions, composition, administrative arrangements, reporting requirements, and tenure of the Audit Panel. It is treated as a policy of Council because it governs how Council wishes to implement the requirements for an Audit Panel as defined in section 85 and 85A of the Local Government Act 1993 (“the Act”).
 - a. Amendments are proposed to allow for longer contract terms for independent members. This will avoid the cost and delay associated with the recruitment process. Hobart City Council and Launceston City Council charters allow for a four-year term with a maximum of eight years through Council resolution.
 - b. Although not due for renewal until March 2026, a further review was undertaken to incorporate necessary updates and align with the revised Local Government Audit Panels – Practice Guide (March 2024).
2. Key amendments include:
 - Full document numbered for ease of reference
 - Clause 5(e): Procurement added
 - Clauses 11: This clause has been added as a reference in the *Audit Panel Practice Guide 2024*
 - “General Manager” replaced with “Chief Executive Officer” throughout
 - Wording updated to reflect current legislation and guidance
 - Clause 25(a): Chairperson and two independent members to serve a maximum (4) four-year term
 - Clause 26: Reappointment clause added, capped at (8) eight consecutive years
 - General spelling and grammar updates
3. The revised Charter is provided as **Attachment 2**, with a tracked changed version as **Attachment 1**.

Audit Panel Code of Conduct

4. The Audit Panel Code of Conduct outlines the standards of behaviour expected of Council’s Audit Panel members.
5. These standards support the characteristics of good governance, which are outlined in the Good Governance Guide for Local Government in Tasmania.
6. Updates include:
 - Wording aligned with current legislation and guidance materials; and
 - “General Manager” changed to “Chief Executive Officer”.
7. The revised Code of Conduct is provided as **Attachment 4**, with a tracked changed version as **Attachment 3**.

8. Model templates from the updated Practice Guide are included for reference **Attachment 5:**
- a. Appendix B – Model Code of Conduct
 - b. Appendix C – Model Audit Panel Charter

Attachments

- 1. Audit Panel Charter - Tracked Changes [**11.6.1** - 12 pages]
- 2. Audit Panel Charter - 27 October 2025 - Clean Version [**11.6.2** - 10 pages]
- 3. Audit Panel Code of Conduct - Tracked changes [**11.6.3** - 2 pages]
- 4. Audit Panel Code of Conduct - 27 October 2025 - Clean Version [**11.6.4** - 2 pages]
- 5. Local- Government- Audit- Panels- A- Practice- Guide- Revised- March-2024.- Appendix B and C pdf [**11.6.5** - 8 pages]

COUNCIL POLICY

AUDIT PANEL CHARTER



Style Definition: Normal: Justified

Formatted: English (Australia)

PURPOSE

The Glenorchy City Council (the Council) has established the Audit Panel in compliance with Division 4 of the *Local Government Act 1993* (the Act), the *Local Government (Audit Panels) Order 2014*, and the Local Government (Audit Panels) Amendment Order 2015, and *Local Government (Audit Panels) – A practice Guide March 2024*.

Formatted: English (Australia)

Formatted: English (Australia)

This Charter sets out the Audit Panel's objectives, authority, composition, tenure, functions, reporting and administrative arrangements.

Formatted: Font: Aptos, English (Australia)

SCOPE

The objective of the Audit Panel is to review Council's performance under section 85A of the Act and report to Council its conclusions and recommendations.

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: Font: Aptos, English (Australia)

STATUTORY REQUIREMENTS

Acts	<i>Personal Information Protection Act 2004</i> (Tas) <i>Archives Act 1993</i> (Tas) <i>Local Government Act 1993</i> (Tas)
Regulations	<i>Local Government (Audit Panels) Order 2014</i> and the <i>Local Government (Audit Panels) Amendment Order 2015</i> .
Australian/International Standards	N/A

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)

DEFINITIONS

Act means the *Local Government Act 1993*.

Formatted: English (Australia)

Formatted: English (Australia)

Audit Panel means an audit panel that Glenorchy City Council is required to establish under section 85(1) of the Act.

Formatted: English (Australia)

Code of Conduct means the Glenorchy City Council approved Audit Panel Code of Conduct.

Council means Glenorchy City Council established under section 18 of the Act.

Councillor means a person elected to Council and includes the Mayor, Deputy Mayor and Alderman.

Chairperson means the chairperson of the Audit Panel appointed by Council in accordance with the *Local Government (Audit Panels) Order 2014*.



Mereh 202427October 2025

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)

Chief Financial Officer means the person, determined by the ~~Chief Executive Officer General Manager~~ of Council by notice provided to the person, to be responsible to the ~~Chief Executive Officer General Manager~~ in relation to the preparation of Council's financial statements.

Employee of council means any person employed, hired, or contracted by the Council to undertake works or services on behalf of the Council.

Financial statements means the annual financial statements required by section 84 of the Act and produced in accordance with the *Audit Act 2008* (Tas).

~~Chief Executive Officer General Manager~~ means the General Manager of Council appointed under section 61 of the Act.

Independent person means a person who is not a Councillor or an employee of Council.

Member means a member appointed to the Audit Panel that is either a Councillor or an independent person.

Formatted: English (Australia)

Order means the *Local Government (Audit Panels) Order 2014*.

Part 7 plan means a strategic plan, an annual plan, a long-term financial management plan or a long-term strategic asset management plan of Council prepared under ~~Division 2 of Part 7 of the Act~~.

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)

Related party has the meaning given in Australian Accounting Standards ("AASB 124 - Related Party Disclosures").

Secretariat means the person, determined by the ~~Chief Executive Officer General Manager~~ of Council by notice provided to the person, to be responsible to Audit Panel in relation to assisting with Audit Panel related activities.

POLICY STATEMENT

Formatted: English (Australia)

Formatted: English (Australia)

1. The Audit Panel is to consider in a review of Council's performance:

Formatted: English (Australia)

- (a) whether the annual financial statements of Council accurately represent the state of affairs of Council.
- (b) whether and how the Part 7 plans are integrated and the processes by which, and assumptions under which, those plans were prepared.
- (c) Council's financial system, financial governance arrangements and financial management.
- (d) the accounting, internal control, anti-fraud, anti-corruption and risk management policies, systems and controls that Council has in relation to safeguarding its long-term financial position.
- (e) whether Council is complying with the provisions of the Act and all other relevant legislation.
- (f) whether Council is complying with its internal policies and procedures.
- (g) whether Council has taken any action in relation to previous recommendations provided by the Audit Panel to Council and, if it has taken action, what that action was and its effectiveness, and

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)



March 2024 27 October 2025

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)

(h) any other matters specified in an Order under section 85B of the Act as matters that the Audit Panel is to consider.

2. The Audit Panel is to review the ~~Chief Executive Officer's~~ ~~General Manager's~~ corporate credit card expenditure including the relevance and integrity of transactions and the evidence of appropriate and independent authorisation of that expenditure.

Formatted: English (Australia)

3. The Audit Panel is to consider Councillor requests for reviews in accordance with Diagram 1 below.

Formatted: English (Australia)

4. Where the ~~Councillor~~ ~~Councillor~~ request may, in the Audit Panel's considered opinion, require significant resources or run counter to the Council approved annual plan and budget, the request should be referred back to the Councillor requiring that Councillor to seek Council approval for the Audit Panel to proceed.

Formatted: English (Australia)

Formatted: English (Australia)

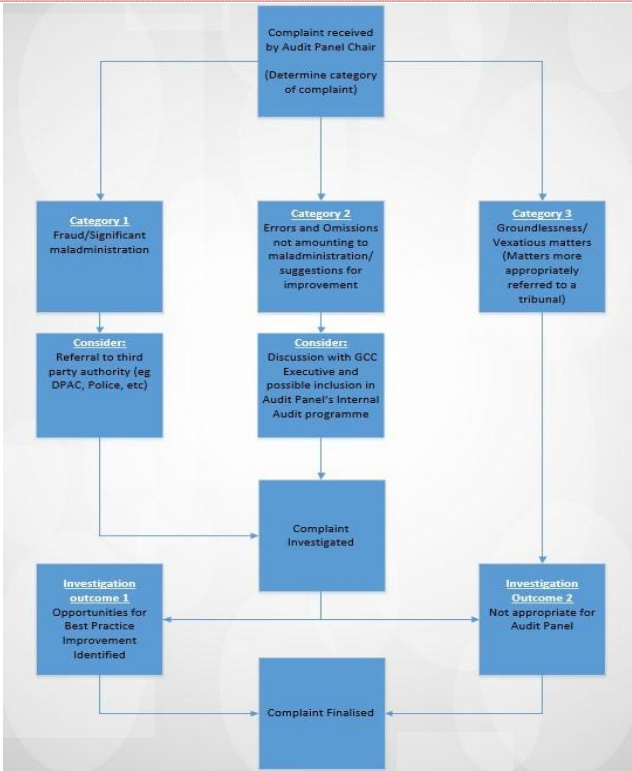
Formatted: English (Australia)

Formatted: English (Australia)



Mereh 202427October 2025

Diagram 1 Moved to bottom



- Formatted: English (Australia)
- Formatted: English (Australia)
- Formatted: English (Australia)
- Formatted: English (Australia)
- Formatted: English (Australia)
- Formatted: English (Australia)

- Formatted: English (Australia)
- Formatted: English (Australia)



Mereh 202427October 2025

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)

KEY AREAS FOR CONSIDERATION

5. In fulfilling its functions, under Part 4 (~~Act~~), the Audit Panel should consider the following key operational areas within Council:

Formatted: English (Australia)

Formatted: Font: Italic, English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)

(a) corporate governance.

(b) systems of internal controls.

(c) risk management frameworks.

(d) human resource and work health and safety management, including policies, procedures and enterprise agreements.

~~(d)(e)~~ procurement.

Commented [PW1]: (DPAC- Audit Panel practice guide March 2024)

~~(e)(f)~~ information and communication technology governance.

Formatted: English (Australia)

~~(f)(g)~~ management and governance of the data, information and knowledge, and

Formatted: English (Australia)

~~(g)(h)~~ internal and external reporting requirements (both financial and non-financial).**RESPONSIBILITIES OF THE AUDIT PANEL MEMBERS**

6. A member of the Audit Panel is expected to understand and comply with the legal requirements of the Act and the Order.

Formatted: English (Australia)

~~A member of the Audit Panel is expected to understand and comply with the Audit Panel Code of Conduct.~~

7. ~~A member of the Audit Panel is~~Members are also expected to:

Formatted: Right: 0 cm, Space Before: 6.05 pt, Line spacing: single

Formatted: English (Australia)

Formatted: English (Australia)

(a) act in the best interests of Council.

(b) apply sound analytical skills, objectivity and judgment.

Formatted: English (Australia)

(c) express opinions constructively and openly.

Formatted: English (Australia)

(d) raise issues that relate to the Audit Panel's functions.

Formatted: English (Australia)

(e) pursue independent lines of enquiry, and

(f) contribute the time required to review the papers provided.

8. Except as required, or allowed, under the Act, another Act or any other law, a member must not disclose information that is:

Formatted: English (Australia)

(a) seen or heard by the member at a meeting or part of a meeting of the Audit Panel meeting that is closed to the public that is not authorized by the Audit Panel to be disclosed, or

~~(b)~~ given to the member by the Mayor, Deputy Mayor, Councillor, Chairperson of a meeting of the Council or Council Committee, Council employee, General Manager, or another member on the condition that it be kept confidential.

Formatted: English (Australia)

Formatted: English (Australia)



Mereh 202427October 2025

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)

9. A member of the Audit Panel must not make improper use of any information acquired as a member of the Audit Panel.

Formatted: English (Australia)

Formatted: Indent Left: 0 cm

10. Improper use of information includes using the information:

Formatted: English (Australia)

- (a) to gain, directly or indirectly, an advantage or to avoid, directly or indirectly, a disadvantage for oneself, a member of one's family or a close associate, or
- (b) to cause any loss or damage to any council, controlling authority, single authority, joint authority, or person.

Panel members must maintain confidentiality. This includes any information, documents and communication that the Council or Panel has designated as being confidential. Members should only access Council information needed to perform their role on the Panel.

Commented [PW2]: As per DPAC Guide 2024 - under Confidentiality (9,10) we can replace with below paragraph

Commented [PW3R2]: We can remove (refer code of conduct)

Formatted: English (Australia)

Formatted: English (Australia)

11. A member of the Audit Panel must not procure the doing or not doing of anything by the council to gain, directly or indirectly, an advantage or to avoid, directly or indirectly, a disadvantage for:

- (a) the member, or
- (b) a close associate of the member, or
- (c) a member of the member's family.

Commented [PW4]: We can remove this, Code of conduct provides all of that information.

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)

12. A Member of the Audit Panel is expected to act ethically and to treat all persons with fairness and respect. A member should not interact directly with Council staff and externally contracted staff without the prior approval of both the Audit Panel and the General Manager/Chief Executive Officer.

MEMBERSHIP OF THE AUDIT PANEL (Clause 5 LG 2015 Order)

13. The Audit Panel of Council is to be made up of five (5) members of whom three (3) must be independent persons. The Audit Panel comprises two (2) councillors and three (3) independent members, appointed by the Council.

Formatted: English (Australia)

14. Without limiting who may be members of the Audit Panel, the following persons are eligible to be members of the Audit Panel:

Formatted: English (Australia)

- (a) a Councillor, other than the Mayor, of Council, or
- (b) a member of an audit panel of another council, if he or she is an independent person in respect of the other council, an independent member of an Audit Panel of another Council.

(2A) A councillor, or employee, of Council is not eligible to be a member of an audit panel of another council.

Formatted: Not Expanded by / Condensed by

15. A person who is an employee, or the General Manager/Chief Executive Officer, or the Mayor of Council, or is a Councillor of another Tasmanian Council, is not entitled to be a member of the Audit Panel of Council.

Formatted: Normal, Indent Left: 1.7 cm, No bullets or numbering

Formatted: English (Australia)

Formatted: English (Australia)

16. Council is to seek expressions of interest for the appointment of Elected Members of the Audit Panel in accordance with Council's Committee Nominations and Appointments Policy.

Formatted: English (Australia)

Formatted: English (Australia)

17. Council is to seek expressions of interest for appointment of independent members of the Audit Panel, including through publicly advertising.

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)



Mereh202427October 2025

18. Council is to appoint the independent persons to its Audit Panel after a selection process conducted by Council Officers, and by majority vote at the Council meeting.

19. In appointing an independent person as a member of the Audit Panel, Council –

- Formatted: English (Australia)
- Formatted: English (Australia)
- Formatted: English (Australia)
- Formatted: English (Australia)

- Formatted: English (Australia)
- Formatted: English (Australia)



Mereh 202427October 2025

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)

- (a) is to ensure that the person possesses good business acumen and sound management and communication skills, and
- (b) may take into account any other relevant knowledge, abilities and skills of the person including (but not limited to):
 - i) knowledge and expertise in the areas of audit practices and financial management,
 - ii) knowledge of, and experience in, relevant industries,
 - iii) experience in, and good understanding of, relevant legal requirements, and
 - iv) experience with governance processes including, but not limited to, risk management.

Formatted: English (Australia)

Formatted: English (Australia)

20. Council is to appoint two (2) Councillor proxies through a secret ballot process. These proxies are to be called upon when the Councillors elected to the Audit Panel are unavailable to attend the Audit Panel meeting(s).

Formatted: English (Australia)

CHAIRPERSON OF THE AUDIT PANEL

21. The Chairperson of the Audit Panel must be an independent member of the Audit Panel and not a Councillor of the Glenorchy City Council.

Formatted: English (Australia)

22. Council is to appoint one (1) of the independent persons as Chairperson of the Audit Panel in a Closed Council Meeting.

Formatted: English (Australia)

23. When the Chairperson is unavailable to attend a meeting of the Audit Panel, a Deputy Chairperson is to be selected from the remaining two (2) independent persons as voted on by the Audit Panel or as voted on by Council at the time of appointing the Chairperson.

Formatted: English (Australia)

TERM AND CONDITIONS OF APPOINTMENT OF THE AUDIT PANEL MEMBERS

24. Terms of appointment of independent members are as follows:

Formatted: English (Australia)

- (a) the Chairperson and the two (2) other independent members will hold office for a maximum of a ~~three~~four (4) ~~year term~~ ~~(3)~~ year term, and
- (b) in making these appointments, the Council will ensure that these terms for the three (3) appointments, do not terminate at the same time.

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: Font: Italic

Formatted: Font: Italic

25. An independent member of the Audit Panel, if eligible, may be re-appointed by Council, provided the member's reappointment will not cause their total term to exceed ~~six (6)~~eight (8) consecutive years.

Formatted: Font: Italic, English (Australia)

26. Subject to Part 10 (Act), a Councillor, as a member of the Audit Panel, holds office from the date of their appointment to the Audit Panel, until the termination or expiry (whichever occurs earlier) of their term as a Councillor.

Formatted: English (Australia)

Formatted: English (Australia)

27. An independent member of the Audit Panel is entitled to be paid the remuneration and allowances as determined by Council as specified in the member's instrument of appointment.

Formatted: Space Before: 11.95 pt, Numbered + Level: 1 + Numbering Style: a, b, c, ... + Start at: 1 + Alignment: Left + Aligned at: 2.34 cm + Indent at: 2.97

Formatted: Indent: Left: 0 cm

Formatted: English (Australia)

Formatted: English (Australia)



Mereh 202427October 2025

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)

28. A member of the Audit Panel may only be removed as a member by a resolution of an absolute majority of Council.

Formatted: English (Australia)

NOTIFICATION OF APPOINTMENT OF MEMBERS OF AUDIT PANEL

29. The ~~General Manager~~ Chief Executive Officer is to notify the Director of Local Government of:

Formatted: English (Australia)

Formatted: English (Australia)

- (a) the appointment of all the members of Council's Audit Panel, and the term of each of those appointments, as soon as practicable after establishing the ~~a~~Audit pPanel;

Formatted: English (Australia)

- (b) the ~~name-identity~~ of the Chairperson, and each independent ~~person-member~~ of the ~~A~~audit pPanel; and

Formatted: English (Australia)

- (c) the appointment of each new member of the ~~a~~Audit pPanel, and the term of ~~his or her~~that appointment, as soon as practicable after making that appointment.

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)

Commented [PW5]: Wording changed as per LG 2014

Formatted: English (Australia)

ANNUAL WORK PLAN

30. To assist the Audit Panel in performing its functions efficiently and effectively, the Audit Panel is to develop an annual work plan that includes, but is not limited to, a schedule of meetings and the known objectives for each scheduled meeting.

31. The forward meeting schedule should include the dates, start time and location for each meeting.

Formatted: English (Australia)

Formatted: English (Australia)

MEETINGS OF THE AUDIT PANEL

32. The Audit Panel is to hold not less than four (4) ordinary meetings in each financial year (not including any special meetings).

Formatted: English (Australia)

33. At a meeting of the Audit Panel, a quorum is made up of three (3) members in attendance one (1) of whom must be an independent member, and another Councillor member of the Audit Panel.

Formatted: English (Australia)

34. The following Officers of Council are to attend, or to ensure that their respective delegates attend, each meeting of Council's Audit Panel as an ex-officio (non-voting) member:

Formatted: English (Australia)

- (a) ~~General Manager~~ Chief Executive Officer,

Formatted: English (Australia)

- (b) Director Community and Corporate Services

- (c) Chief Financial Officer,

Formatted: Not Expanded by / Condensed by

- (e) ~~and~~

Formatted: English (Australia)

- (d) Secretariat (~~Manager Governance~~Manager Governance and Risk);

35. The Audit Panel may invite or allow a councillor of Council and/or an employee of Council and/or internal and/or, external auditor to attend one or more meetings of the Audit Panel.

Formatted: English (Australia)

36. The Chairperson may determine that the meeting (or part of a meeting) is to be held in private. In this case the Council staff attending (including the General Manager) are to leave the meeting until invited to rejoin the meeting by the Audit Panel Chairperson.

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)



Mareh 202427October 2025

37. Subject to this Charter the Audit Panel may regulate its own meetings.

38. Any relevant provisions of the Local Government (Meeting Procedures) Regulations 2015 are to apply to meetings of the Audit Panel.

39. The Chairperson is required to call a meeting if requested to do so by Council, or by an Audit Panel member.

REPORTING

40. The Audit Panel is to report to Council on its operations and activities during ~~the~~

~~year~~~~the year~~. With respect to communicating with Council about Audit Panel meetings:

- (a) Panel meeting minutes will be circulated out of session to Audit Panel members for review and endorsement prior to being submitted to Council for consideration, noting that these minutes are to be considered at the next Audit Panel meeting for adoption.
- (b) The unconfirmed but endorsed minutes will be placed on the next available Council agenda for the open part of the meeting unless there are matters contained in the minutes that would be covered by Regulation 15(2) of the *Local Government (Meeting Procedures) Regulations 2015*, in which case these matters will be included in the closed part of the Council agenda.
- (c) Council is to be advised of any changes to the endorsed unconfirmed minutes when subsequently adopted by the Audit Panel.
- (d) At the request of Council, the Chairperson of the Audit Panel, or another Panel member if the Chairperson is unavailable, will attend the Council meeting where the Audit Panel minutes are listed for consideration to report on and answer questions about issues in the minutes.
- (e) Copies of Audit Panel meeting agenda and related attachments are to be made available to all Councillors.

41. The Audit Panel may, at any time, report to Council any other matter it deems to be of sufficient importance to do so.

42. The Audit Panel, through the Chairperson, must report annually to Council on its overall operation and activities during the financial year.

43. The Audit Panel's annual report is to include but not limited to:

- (a) a summary of the work the Audit Panel performed to fully discharge its responsibilities during the preceding year, and
- (b) an overall assessment of Council's legal, governance, financial, risk, control and compliance framework including details of any significant emerging risk impacting on Council.

CHAIRPERSON'S ANNUAL REPORT TO COUNCIL

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: Font: Calibri

Formatted: Font: Calibri, Not Expanded by / Condensed by

Formatted: Font: Calibri

Formatted: Font: Calibri, Not Expanded by / Condensed by

Formatted: Font: Calibri

Formatted

Formatted: Font: Calibri

Formatted

Formatted: Font: Calibri

Formatted

Formatted: Font: Calibri, Not Italic

Formatted

Formatted: Font: Calibri, Not Italic

Formatted

Formatted: Font: Calibri, Not Italic

Formatted

Formatted: Font: Calibri, Not Italic

Formatted

Formatted: Font: Calibri, Not Italic

Formatted

Formatted: Font: Calibri, Not Italic

Formatted

Formatted: Font: Calibri

Formatted

Formatted: Font: Calibri

Formatted

Formatted: Font: Calibri

Formatted

Formatted: Font: Calibri

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)



**GLENORCHY
CITY COUNCIL**

March 2024 27 October 2025

44. The Chairperson of the Audit Panel is to provide Council with an annual report detailing the activities that the Panel has undertaken, and any concerns raised by the Audit Panel which they wish to draw to Council's attention. This report is to be completed in July/August of each year, and Council Officers are to place on the next available Council meeting agenda.

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)

RESOURCES OF THE AUDIT PANEL

45. Council is to provide secretarial support to, and all necessary funding required by, the Audit Panel.

Formatted: English (Australia)

46. The Secretariat is to ensure the agenda for each meeting and supporting papers are circulated, after approval from the Chairperson, at least four (4) days before the meeting.

Formatted: English (Australia)

47. The Secretariat is to ensure the minutes of Audit Panel meetings are prepared and maintained.

Formatted: English (Australia)

48. The draft minutes must be reviewed by the Chairperson before being distributed to Audit Panel members and will be confirmed at the next meeting of the Audit Panel.

Formatted: English (Australia)

49. The Audit Panel, through the ~~General Manager~~ Chief Executive Officer, will obtain any information and/or document it needs from any employee of Council and/or external party when such information and/or document is required to carry out its functions. This is subject to the Audit Panel members' legal obligations to protect the obtained information and/or document.

Formatted: English (Australia)

Formatted: English (Australia)

50. Subject to Council's approval of expenditure, the Audit Panel will obtain, (at Council's cost), external professional advice as it determines is appropriate.

Formatted: English (Australia)

51. ~~Subject to Part 6,~~ the Audit Panel will discuss any matters with the internal and/or external auditor when required.

Formatted: Font: Italic, English (Australia)

Formatted: English (Australia)

52. Council is to provide induction for the members of the Audit Panel to enable them to meet their responsibilities under this Charter.

Formatted: English (Australia)

CONFLICTS OF INTEREST

53. The Conflict-of-Interest provisions of Part 5 of the ~~(Local Government 1993) Act~~ and as contained in the Audit Panel Code of Conduct are to apply to members of the Audit Panel, Council and Council employees who provide advice or recommendations to the Audit Panel.

Formatted: English (Australia)

Formatted: Font: Italic

Formatted: Font: Italic, English (Australia)

54. At each Audit Panel Meeting a member must declare any potential or actual pecuniary or non-pecuniary interests that may affect the carrying out of the member's functions and responsibilities under the Act and the Order.

Formatted: English (Australia)

Formatted: English (Australia)

55. In considering whether to declare an interest, members must consider whether the potential interest may, in any way, impact or influence, or be seen to impact or influence, the member's ability to make impartial decisions in accordance with this Charter.

Formatted: English (Australia)

56. All declaration of interests must be recorded in the meeting minutes.

Formatted: English (Australia)

57. Where required by the Chairperson the member will be excused from the meeting or from the Audit Panel's consideration of the relevant agenda item(s).

Formatted: English (Australia)

58. The ~~General Manager~~ Chief Executive Officer is to keep a register of interests of members of the Audit Panel.

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)



March 2024 27 October 2025

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)

REVIEW OF THE AUDIT PANEL AND THE CHARTER

59. Performance Review of the Audit Panel

Formatted: Font: (Default) + Body (Calibri), Not Bold

- (a) The Chairperson of the Audit Panel, in consultation with Council, will initiate a review of the performance of the Audit Panel at least once every two (2) years.
- (b) The review will be conducted on a self-assessment basis (unless otherwise determined by Council) with appropriate input sought from the Audit Panel, the General Manager/Chief Executive Officer, management and any other relevant stakeholders, as determined by the Audit Panel.
- (c) The Audit Panel's review will include a section on the performance of the Chairperson, and the discharge of their duties and responsibilities under the Charter.

Formatted: English (Australia)

Formatted: English (Australia)

60. Review of the Charter

Formatted: Font: Not Bold, English (Australia)

- (a) At least every fourth year the Audit Panel will review the Charter to ensure its provisions comply with the Act and the Order.
- (b) Any changes to the Charter will be recommended by the Audit Panel and approved by Council.

Formatted: English (Australia)

Commented [PW6]: As per our work plan charter to be reviewed twice a year. As per practice guide 2014 yearly, 2014 order doesn't have much

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)

DOCUMENT CONTROL

Version:	6.0	Adopted	25-March-2024	Commencement Date	26-March-2024
Minutes Reference	Council Meeting, 25-March-2024, Item-10			Review Period	4 Years from adoption
Previous Versions:	1.0 4 August 2014 (Item 9) 1.0 – 20 April 2016 (Item 7)				
	2.0 6 June 2016 (Item 14)				
	3.0 15 January 2018 (Item 12)				
	4.0 26 November 2018 (Item 14)				
	5.0 20 December 2020 (Item 13)				
	6.05.0 25 March 2024 (Item 10)				
Responsible Directorate	Community & Corporate Services		Controller:	Manager People & Governance and Risk	
ECM Document No.:	Policies by Directorate				

Formatted: English (Australia)

Formatted: English (Australia)

Commented [PW7]: There was no council meeting held on 20 April 2016.

Commented [PW8]: Checked the minutes but no item found

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)

Formatted: English (Australia)

COUNCIL POLICY

AUDIT PANEL CHARTER**PURPOSE**

The Glenorchy City Council (the Council) has established the Audit Panel in compliance with Division 4 of the Local Government Act 1993 (the Act), the Local Government (Audit Panels) Order 2014, the Local Government (Audit Panels) Amendment Order 2015, and Local Government (Audit Panels – A practice Guide March 2024.

This Charter sets out the Audit Panel's objectives, authority, composition, tenure, functions, reporting and administrative arrangements.

SCOPE

The objective of the Audit Panel is to review Council's performance under section 85A of the Act and report to Council its conclusions and recommendations.

RELATED DOCUMENTS

Audit Panel Code of Conduct.

STATUTORY REQUIREMENTS

Acts	<i>Personal Information Protection Act 2004 (Tas)</i> <i>Archives Act 1993 (Tas)</i> <i>Local Government Act 1993 (Tas)</i>
Regulations	<i>Local Government (Audit Panels) Order 2014</i> <i>Local Government (Audit Panels) Amendment Order 2015.</i>
Australian/International Standards	<i>Not applicable</i>

DEFINITIONS

Act means the *Local Government Act 1993*.

Audit Panel means an audit panel that Glenorchy City Council is required to establish under section 85(1) of the Act.

Code of Conduct means the Glenorchy City Council approved Audit Panel Code of Conduct.

Council means Glenorchy City Council established under section 18 of the Act.

Councillor means a person elected to Council and includes the Mayor, Deputy Mayor and Alderman.

Chairperson means the chairperson of the Audit Panel appointed by Council in accordance with the Local Government (Audit Panels) Order 2014.



27 October 2025

Chief Financial Officer means the person, determined by the Chief Executive Officer of Council by notice provided to the person, to be responsible to the Chief Executive Officer in relation to the preparation of Council's financial statements.

Employee of council means any person employed, hired, or contracted by the Council to undertake works or services on behalf of the Council.

Financial statements mean the annual financial statements required by section 84 of the Act and produced in accordance with the Audit Act 2008 (Tas).

Chief Executive Officer means the General Manager of Council appointed under section 61 of the Act.

Independent person means a person who is not a Councillor or an employee of Council.

Member means a member appointed to the Audit Panel that is either a Councillor or an independent person.

Order means the Local Government (Audit Panels) Order 2014.

Part 7 plan means a strategic plan, an annual plan, a long-term financial management plan or a long-term strategic asset management plan of Council prepared under Division 2 of Part 7 of the Act.

Related party has the meaning given in Australian Accounting Standards ("AASB 124 - Related Party Disclosures").

Secretariat means the person, determined by the Chief Executive Officer of Council by notice provided to the person, to be responsible to Audit Panel in relation to assisting with Audit Panel related activities.

POLICY STATEMENT

1. The Audit Panel is to consider in a review of Council's performance:
 - a. whether the annual financial statements of Council accurately represent the state of affairs of Council,
 - b. whether and how the Part 7 plans are integrated and the processes by which, and assumptions under which, those plans were prepared,
 - c. Council's financial system, financial governance arrangements and financial management,
 - d. the accounting, internal control, anti-fraud, anti-corruption and risk management policies, systems and controls that Council has in relation to safeguarding its long-term financial position,
 - e. whether Council is complying with the provisions of the Act and all other relevant legislation,
 - f. whether Council is complying with its internal policies and procedures,
 - g. whether Council has taken any action in relation to previous recommendations provided by the Audit Panel to Council and, if it has taken action, what that action was and its effectiveness, and



27 October 2025

- h. any other matters specified in an Order under section 85B of the Act as matters that the Audit Panel is to consider.
- 2. The Audit Panel is to review the Chief Executive Officer's corporate credit card expenditure including the relevance and integrity of transactions and the evidence of appropriate and independent authorisation of that expenditure.
- 3. The Audit Panel is to consider Councillor requests for reviews in accordance with **Diagram 1** below.

KEY AREAS FOR CONSIDERATION

- 4. Where the Councillor request may, in the Audit Panel's considered opinion, require significant resources or run counter to the Council approved annual plan and budget, the request should be referred back to the Councillor requiring that Councillor to seek Council approval for the Audit Panel to proceed.
- 5. In fulfilling its functions, under Part 4 (*Act*), the Audit Panel should consider the following key operational areas within Council:
 - a. corporate governance,
 - b. systems of internal controls,
 - c. risk management frameworks,
 - d. human resource and work health and safety management, including policies, procedures and enterprise agreements,
 - e. procurement,
 - f. information and communication technology governance,
 - g. management and governance of the data, information and knowledge, and
 - h. internal and external reporting requirements (both financial and non-financial).

RESPONSIBILITIES OF THE AUDIT PANEL MEMBERS

- 6. A member of the Audit Panel is expected to understand and comply with the legal requirements of the *Act*, and the Order.
- 7. Members are also expected to:
 - a. act in the best interests of Council,
 - b. apply sound analytical skills, objectivity and judgment,
 - c. express opinions constructively and openly,
 - d. raise issues that relate to the Audit Panel's functions,
 - e. pursue independent lines of enquiry, and
 - f. contribute the time required to review the papers provided.
- 8. Except as required, or allowed, under the Act, another Act or any other law, a member must not disclose information that is:



27 October 2025

- a. seen or heard by the member at a meeting or part of a meeting of the Audit Panel meeting that is closed to the public that is not authorised by the Audit Panel to be disclosed, or
 - b. given to the member by the Mayor, Deputy Mayor, Councillor, Chairperson of a meeting of the Council or Council Committee, Council employee, General Manager, or another member on the condition that it be kept confidential.
9. A member of the Audit Panel must not make improper use of any information acquired as a member of the Audit Panel.
10. Improper use of information includes using the information:
- a. to gain, directly or indirectly, an advantage or to avoid, directly or indirectly, a disadvantage for oneself, a member of one's family or a close associate, or
 - b. to cause any loss or damage to any council, controlling authority, single authority, joint authority, or person.
11. Panel members must maintain confidentiality. This includes any information, documents and communication that the Council or Panel has designated as being confidential. Members should only access Council information needed to perform their role on the Panel.
12. A member of the Audit Panel must not procure the doing or not doing of anything by the council to gain, directly or indirectly, an advantage or to avoid, directly or indirectly, a disadvantage for:
- a. the member, or
 - b. a close associate of the member, or
 - c. a member of the member's family.
13. A Member of the Audit Panel is expected to act ethically and to treat all persons with fairness and respect. A member should not interact directly with Council staff and externally contracted staff without the prior approval of both the Audit Panel and the Chief Executive Officer.

MEMBERSHIP OF THE AUDIT PANEL

14. The Audit Panel comprises two (2) councillors and three (3) independent members, appointed by the Council.
15. Without limiting who may be members of the Audit Panel, the following persons are eligible to be members of the Audit Panel:
- a. a Councillor, other than the Mayor, of Council, or
 - b. a member of an audit panel of another council, if he or she is an independent person in respect of the other council. (2A) A councillor, or employee, of Council is not eligible to be a member of an audit panel of another council.
16. A person who is an employee, or the Chief Executive Officer or the Mayor of Council or the Councillor of another Tasmanian Council, is not entitled to be a member of the Audit Panel of Council.
17. Council is to seek expressions of interest for the appointment of Elected Members of the Audit Panel in accordance with Council's Committee Nominations and Appointments Policy.



27 October 2025

18. Council is to seek expressions of interest for appointment of independent members of the Audit Panel, including through publicly advertising.
19. Council is to appoint the independent persons to its Audit Panel after a selection process conducted by Council Officers, and by majority vote at the Council meeting.
20. In appointing an independent person as a member of the Audit Panel, Council –
 - a. is to ensure that the person possesses good business acumen and sound management and communication skills, and
 - b. may take into account any other relevant knowledge, abilities and skills of the person including (but not limited to):
 - i. knowledge and expertise in the areas of audit practices and financial management,
 - ii. knowledge of, and experience in, relevant industries,
 - iii. experience in, and good understanding of, relevant legal requirements, and
 - iv. experience with governance processes including, but not limited to, risk management.
21. Council is to appoint two (2) Councillor proxies through a secret ballot process. These proxies are to be called upon when the Councillors elected to the Audit Panel are unavailable to attend the Audit Panel meeting(s).

CHAIRPERSON OF THE AUDIT PANEL

22. The Chairperson of the Audit Panel must be an independent member of the Audit Panel and not a Councillor of the Glenorchy City Council.
23. Council is to appoint one (1) of the independent persons as Chairperson of the Audit Panel in a Closed Council Meeting.
24. When the Chairperson is unavailable to attend a meeting of the Audit Panel, a Deputy Chairperson is to be selected from the remaining two (2) independent persons as voted on by the Audit Panel or as voted on by Council at the time of appointing the Chairperson.

TERM AND CONDITIONS OF APPOINTMENT OF THE AUDIT PANEL MEMBERS

25. Terms of appointment of independent members are as follows:
 - a. the Chairperson and the two (2) other independent members will hold office for a maximum of a four (4) year term, and
 - b. in making these appointments, the Council will ensure that these terms for the three (3) appointments, do not terminate at the same time.
26. An independent member of the Audit Panel, if eligible, may be re-appointed by Council, provided the member's reappointment will not cause their total term to exceed eight (8) consecutive years.
27. Subject to Part 10 (Act), a Councillor, as a member of the Audit Panel, holds office from the date of their appointment to the Audit Panel, until the termination or expiry (whichever occurs earlier) of their term as a Councillor.



27 October 2025

28. An independent member of the Audit Panel is entitled to be paid the remuneration and allowances as determined by Council as specified in the member's instrument of appointment.

REMOVAL FROM OFFICE

29. A member of the Audit Panel may only be removed as a member by a resolution of an absolute majority of Council.

NOTIFICATION OF APPOINTMENT OF MEMBERS OF AUDIT PANEL

30. The Chief Executive Officer is to notify the Director of Local Government of:
- a. the appointment of all the members of Council's Audit Panel, and the term of each of those appointments, as soon as practicable after establishing the audit panel,
 - b. the identity of the Chairperson, and each independent member, of the audit panel, and
 - c. the appointment of each new member of the audit panel, and the term of that appointment, as soon as practicable after making that appointment.

ANNUAL WORK PLAN

31. To assist the Audit Panel in performing its functions efficiently and effectively, the Audit Panel is to develop an annual work plan that includes, but is not limited to, a schedule of meetings and the known objectives for each scheduled meeting.
32. The forward meeting schedule should include the dates, start time and location for each meeting.

MEETINGS OF THE AUDIT PANEL

33. The Audit Panel is to hold not less than four (4) ordinary meetings in each financial year (not including any special meetings).
34. At a meeting of the Audit Panel, a quorum is made up of three (3) members in attendance one (1) of whom must be an independent member, and another Councillor member of the Audit Panel.
35. The following Officers of Council are to attend, or to ensure that their respective delegates attend, each meeting of Council's Audit Panel as an ex-officio (non-voting) member:
- a. Chief Executive Officer,
 - b. Director Community and Corporate Services,
 - c. Chief Financial Officer, and
 - d. Secretariat (Manager Governance and Risk).
36. The Audit Panel may invite or allow a councillor of Council and/or an employee of Council and/or internal and/or, external auditor to attend one or more meetings of the Audit Panel.
37. The Chairperson may determine that the meeting (or part of a meeting) is to be held in private. In this case the Council staff attending (including the Chief Executive Officer) are to leave the meeting until invited to rejoin the meeting by the Audit Panel Chairperson.
38. Subject to this Charter the Audit Panel may regulate its own meetings.



27 October 2025

39. Any relevant provisions of the Local Government (Meeting Procedures) Regulations 2015 are to apply to meetings of the Audit Panel.
40. The Chairperson is required to call a meeting if requested to do so by Council, or by an Audit Panel member.

REPORTING

41. The Audit Panel is to report to Council on its operations and activities during the year. With respect to communicating with Council about Audit Panel meetings:
 - a. Panel meeting minutes will be circulated out of session to Audit Panel members for review and endorsement prior to being submitted to Council for consideration, noting that these minutes are to be considered at the next Audit Panel meeting for adoption.
 - b. The unconfirmed but endorsed minutes will be placed on the next available Council agenda for the open part of the meeting unless there are matters contained in the minutes that would be covered by Regulation 15(2) of the Local Government (Meeting Procedures) Regulations 2015, in which case these matters will be included in the closed part of the Council agenda.
 - c. Council is to be advised of any changes to the endorsed unconfirmed minutes when subsequently adopted by the Audit Panel.
 - d. At the request of Council, the Chairperson of the Audit Panel, or another Panel member if the Chairperson is unavailable, will attend the Council meeting where the Audit Panel minutes are listed for consideration to report on and answer questions about issues in the minutes.
 - e. Copies of Audit Panel meeting agenda and related attachments are to be made available to all Councillors.
42. The Audit Panel may, at any time, report to Council any other matter it deems to be of sufficient importance to do so.
43. The Audit Panel, through the Chairperson, must report annually to Council on its overall operation and activities during the financial year.
44. The Audit Panel's annual report is to include but not limited to:
 - a. a summary of the work the Audit Panel performed to fully discharge its responsibilities during the preceding year, and
 - b. an overall assessment of Council's legal, governance, financial, risk, control and compliance framework including details of any significant emerging risk impacting on Council.

CHAIRPERSON'S ANNUAL REPORT TO COUNCIL

45. The Chairperson of the Audit Panel is to provide Council with an annual report detailing the activities that the Panel has undertaken, and any concerns raised by the Audit Panel which they wish to draw to Council's attention. This report is to be completed in July/August of each year, and Council Officers are to place on the next available Council meeting agenda.

RESOURCES OF THE AUDIT PANEL

46. Council is to provide secretarial support to, and all necessary funding required by, the Audit Panel.



27 October 2025

47. The Secretariat is to ensure the agenda for each meeting and supporting papers are circulated, after approval from the Chairperson, at least four (4) days before the meeting.
48. The Secretariat is to ensure the minutes of Audit Panel meetings are prepared and maintained.
49. The draft minutes must be reviewed by the Chairperson before being distributed to Audit Panel members and will be confirmed at the next meeting of the Audit Panel.
50. The Audit Panel, through the Chief Executive Officer, will obtain any information and/or document its needs from any employee of Council and/or external party when such information and/or document is required to carry out its functions. This is subject to the Audit Panel members' legal obligations to protect the obtained information and/or document.
51. Subject to Council's approval of expenditure, the Audit Panel will obtain, (at Council's cost), external professional advice as it determines is appropriate.
52. The Audit Panel will discuss any matters with the internal and/or external auditor when required.
53. Council is to provide induction for the members of the Audit Panel to enable them to meet their responsibilities under this Charter.

CONFLICTS OF INTEREST

54. The Conflict-of-Interest provisions of Part 5 of the (Act) and as contained in the Audit Panel Code of Conduct are to apply to members of the Audit Panel, Council and Council employees who provide advice or recommendations to the Audit Panel.
55. At each Audit Panel Meeting a member must declare any potential or actual pecuniary or non-pecuniary interests that may affect the carrying out of the member's functions and responsibilities under the Act and the Order.
56. In considering whether to declare an interest, members must consider whether the potential interest may, in any way, impact or influence, or be seen to impact or influence, the member's ability to make impartial decisions in accordance with this Charter.
57. All declaration of interests must be recorded in the meeting minutes.
58. Where required by the Chairperson the member will be excused from the meeting or from the Audit Panel's consideration of the relevant agenda item(s).
59. The Chief Executive Officer is to keep a register of interests of members of the Audit Panel.

REVIEW OF THE AUDIT PANEL AND THE CHARTER

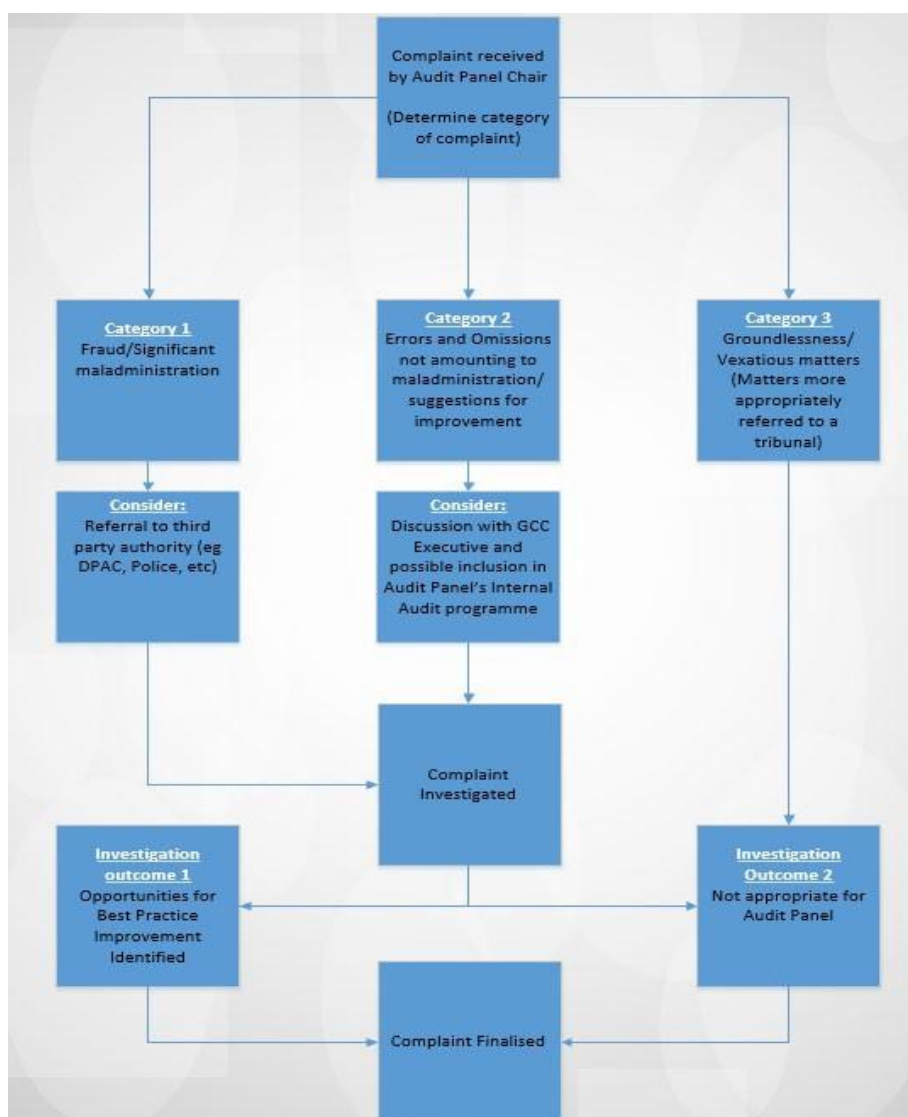
60. Performance Review of the Audit Panel
 - a. The Chairperson of the Audit Panel, in consultation with Council, will initiate a review of the performance of the Audit Panel at least once every two (2) years.
 - b. The review will be conducted on a self-assessment basis (unless otherwise determined by Council) with appropriate input sought from the Audit Panel, the Chief Executive Officer, management and any other relevant stakeholders, as determined by the Audit Panel.

- c. The Audit Panel's review will include a section on the performance of the Chairperson, and the discharge of their duties and responsibilities under the Charter.

61. Review of the Charter

- a. At least every fourth year the Audit Panel will review the Charter to ensure its provisions comply with the Act and the Order.
- b. Any changes to the Charter will be recommended by the Audit Panel and approved by Council.

DIAGRAM 1



DOCUMENT CONTROL

Version:	6.0	Adopted	27 October 2025	Commencement Date	28 October 2025
Minutes Reference	Item XX			Review Period	4 Years from adoption
Previous Versions:	V 5.0 adopted 25 March 2024 (Council Meeting, Item 10) V 4.0 adopted 26 November 2018 (Council Meeting, Item 14) V 3.0 adopted 15 January 2018 (Council Meeting, Item 12) V 2.0 adopted 06 June 2016 (Council Meeting, Item 14) V 1.0 adopted 04 August 2014 (Council Meeting, Item 9)				
Responsible Directorate	Corporate Services	Controller:	Manager Governance and Risk		
ECM Document No.:	Policies by Directorate				

AUDIT PANEL

CODE OF CONDUCT

**PURPOSE**

This code of conduct sets out the standards of behaviour expected of Council's Audit Panel members (members). The standards support the characteristics of good governance outlined in the *Good Governance Guide for Local Government in Tasmania*¹.

SCOPE

This policy applies to all members of the Audit Panel.

POLICY STATEMENT

~~As an independent source of scrutiny in the interests of the community, the Audit Panel provides checks and balances on key Council activities and a means of highlighting issues that require strategic attention.~~

The Audit Panel assists the Council by reviewing its performance and compliance under Section 85A of the Local Government Act 1993, and by providing independent scrutiny in the interests of the community. Through this role, the Panel offers checks and balances on key Council activities and highlights issues requiring strategic attention.

Aldermen who are members of the Audit Panel are in a unique position and have an obligation to maintain an Audit Panel perspective in the interests of the community when they discharge their duties as Panel members, i.e., they must display independence of mind, separate from their role as an Alderman.

In performing their role on the Audit Panel, and in acting in the best interests of the community, all members of the Audit Panel commit to the following standards.

Effective management of conflicts of interest

Members avoid conflicts of interest that arise between their personal interests and their public duty as an Audit Panel member, as far as reasonably possible. This includes pecuniary and non-pecuniary conflicts of interest (actual, potential or perceived). Where avoidance is **not** possible, members appropriately manage conflicts of interest. Members are responsible for acting in good faith and exercising reasonable judgment to manage conflicts of interest, including the offer or receipt of gifts and benefits.

Council members may at times deal with conflicts of interest as a consequence of their dual roles as an audit panel member and an Alderman. This may present as a conflict between the interests of the community (as seen from the Audit Panel perspective).

All members will regularly provide advice of their actual, potential and perceived conflicts to the Audit Panel.

Proper use of Council information

Members maintain the confidentiality of any information, documents and communication that the Council or panel has designated as being in confidence. Members only access Council information needed for them to perform their role as a panel member and not for personal interests or reasons.

¹ *Good Governance Guide for Local Government in Tasmania*: (www.dpac.tas.gov.au/divisions/local_government)



DD Month 20##27 October 2025

Proper use of position

Members perform their role in the best interests of Council and the community. Members operate within the intended scope of the Audit Panel (as outlined in the Audit Panel Charter) and adhere to relevant Council policies and procedures.

Appropriate interactions

Members act ethically and treat all persons with fairness and respect. Members conduct themselves in a way that positively represents the Audit Panel, and is in the best interests of Council and the community. Members interact appropriately with fellow members, councillors, Council staff and the community, and give full respect and consideration of to all relevant information known to them. Members should not interact directly with Council staff without the prior approval of the Audit Panel and the ~~General Manager~~ Chief Executive Officer.

BACKGROUND

Under the *Local Government Audit Panels: A Practice Guide* (March ~~2024~~ 2018) (as published by the Local Government Division- Department of Premier and Cabinet), a model Audit Panel Code of Conduct has been drafted for consideration by councils. This Code of Conduct is consistent with that model.

DOCUMENT CONTROL

Version:	23.0	Adopted	25 March 2024 <u>27 October 2025</u>	Commencement Date	26 March 2024 <u>28 October 2025</u>
Minutes Reference	Council Meeting, 25 March 2024, Item 10			Review Period	4 Years from adoption
Previous Versions:	V 2.0 adopted 25 March 2024 (Council meeting, Item 10) Council Meeting, 29 October 2018, Item 16 <u>V 1.0 adopted 29 October 2018 (Council meeting, Item 16)</u>				
Responsible Directorate	Community & Corporate Services	Controller:	Manager People & Governance <u>Governance and Risk</u>		

AUDIT PANEL

CODE OF CONDUCT



PURPOSE

This code of conduct sets out the standards of behaviour expected of Council's Audit Panel members (members). The standards support the characteristics of good governance outlined in the *Good Governance Guide for Local Government in Tasmania*.

SCOPE

This policy applies to all members of the Audit Panel.

RELATED DOCUMENTS

Audit Panel Charter

Local Government Audit Panels – A Practice Guide (Revised March 2024)

STATUTORY REQUIREMENTS

Acts	<i>Local Government Act 1993 (Tas)</i> <i>Audit Act 2008</i>
Regulations	<i>Local Government (Audit Panels) Order 2014</i> <i>Local Government (Audit Panels) Amendment Order 2015</i> <i>Local Government (Meeting Procedures) Regulations 2015</i>
Australian/International Standards	<i>Australian Accounting Standards</i>

POLICY STATEMENT

The Audit Panel assists the Council by reviewing its performance and compliance under Section 85A of the Local Government Act 1993, and by providing independent scrutiny in the interests of the community. Through this role, the Panel offers checks and balances on key Council activities and highlights issues requiring strategic attention.

Aldermen who are members of the Audit Panel are in a unique position and have an obligation to maintain an Audit Panel perspective in the interests of the community when they discharge their duties as Panel members, i.e., they must display independence of mind, separate from their role as an Alderman.

In performing their role on the Audit Panel, and in acting in the best interests of the community, all members of the Audit Panel commit to the following standards.

Effective management of conflicts of interest

Members avoid conflicts of interest that arise between their personal interests and their public duty as an Audit Panel member, as far as reasonably possible. This includes pecuniary and non-pecuniary conflicts of interest (actual, potential or perceived). Where avoidance is not possible, members appropriately



27 October 2025

manage conflicts of interest. Members are responsible for acting in good faith and exercising reasonable judgment to manage conflicts of interest, including the offer or receipt of gifts and benefits.

Council members may at times deal with conflicts of interest as a consequence of their dual roles as an audit panel member and an Alderman. This may present as a conflict between the interests of the community (as seen from the Audit Panel perspective).

All members will regularly provide advice of their actual, potential and perceived conflicts to the Audit Panel.

Proper use of Council information

Members maintain the confidentiality of any information, documents and communication that the Council or panel has designated as being in confidence. Members only access Council information needed for them to perform their role as a panel member and not for personal interests or reasons.

Proper use of position

Members perform their role in the best interests of Council and the community. Members operate within the intended scope of the Audit Panel (as outlined in the Audit Panel Charter) and adhere to relevant Council policies and procedures.

Appropriate interactions

Members act ethically and treat all persons with fairness and respect. Members conduct themselves in a way that positively represents the Audit Panel and is in the best interests of Council and the community. Members interact appropriately with fellow members, councillors, Council staff and the community, and give full respect and consideration of to all relevant information known to them. Members should not interact directly with Council staff without the prior approval of the Audit Panel and the Chief Executive Officer.

Background

Under the Local Government Audit Panels: A Practice Guide (March 2024) (as published by the Local Government Division- Department of Premier and Cabinet), a model Audit Panel Code of Conduct has been drafted for consideration by councils. This Code of Conduct is consistent with that model.

DOCUMENT CONTROL

Version:	3.0	Adopted	27 October 2025	Commencement Date	28 October 2025
Minutes Reference	Item XX			Review Period	4 Years from adoption
Previous Versions:	V 2.0 adopted 25 March 2024 (Council meeting, Item 10) V 1.0 adopted 29 October 2018 (Council meeting, Item 16)				
Responsible Directorate	Corporate Services	Controller:	Manager Governance and Risk		
ECM Document No.:	Policies by Directorate				

Appendix B – Model Code of Conduct for Members of the Audit Panel

This code of conduct sets out the standards of behaviour expected of the [*name of Council*]'s Audit Panel members (members). The standards support the characteristics of good governance. These are in the *Good Governance Guide for Local Government in Tasmania*².

The Audit Panel is independent. It ensures Council activities are in the best interests of the community. The Audit Panel reviews Council activities and highlights issues that require strategic attention.

Councillors who are members of the Audit Panel are in a unique position. As a member, they have an obligation to maintain an Audit Panel perspective in the interests of the community. For example, they must display independence of mind, separate from their role as a councillor.

In performing their role on the [*name of Council*]'s Audit Panel, and in acting in the best interests of the community, all members of the [*name of Council*] Audit Panel commit to the following standards.

1. Effective management of conflicts of interest

Members avoid conflicts of interest that arise between their personal interests and their public duty as an Audit Panel member, as far as possible. This includes pecuniary and non-pecuniary conflicts of interest (actual, potential or perceived). Where avoidance is not possible, members need to manage conflicts of interest. Members are responsible for acting in good faith. They must exercise reasonable judgment to manage conflicts of interest. This includes the offer or receipt of gifts and benefits.

Sometimes Council members may deal with conflicts of interest as a consequence of their roles as both Audit Panel member and a councillor. This may present as a conflict between the interests of the community (as seen from the Audit Panel perspective).

All members will regularly provide advice of their actual, potential and perceived conflicts to the Panel.

² Good Governance Guide for Local Government in Tasmania: www.dpac.tas.gov.au/divisions/local_government
Local Government Audit Panels - A Practice Guide (Revised March 2024)
24/34888

2. Proper use of Council information

Members must maintain confidentiality. This includes any information, documents and communication that is said to be confidential by the Council or Panel. Members should only access information needed for them to perform their role as a Panel member. They should not access information for personal interests or reasons.

3. Proper use of position

Members perform their role in the best interests of the Council and the community. Members operate within the intended scope of the Audit Panel (as in the Audit Panel Charter). They adhere to relevant Council policies and procedures.

4. Appropriate interactions

Members act ethically and treat all persons with fairness and respect.

Members:

- conduct themselves in a way that positively represents the Panel;
- act in the best interests of the Council and the community;
- interact appropriately with fellow members, councillors, Council staff and the community;
- respectfully consider all relevant information known to them; and
- should not interact directly with Council staff without the prior approval of the Panel and the general manager.

The Council has policies and procedures to provide additional guidance for members where indicated (*) [*where appropriate, insert references to relevant Council policies and procedures*].

For more information on ethical standards see the *Good Governance Guide for Local Government in Tasmania*.

Appendix C – Model Audit Panel Charter

Note: Councils are encouraged to review their existing Charters against this model taking into account each entity's particular circumstances.

The [name of Council] (the Council) has established the Audit Panel in compliance with Division 4 of the *Local Government Act 1993* (the Act) and the *Local Government (Audit Panels) Order 2014* (the Audit Panels Order).

This charter sets out the Panel's objectives, authority, composition, tenure, functions, reporting and administrative arrangements.

Objective

The objective of the Audit Panel is to review the Council's performance under section 85A of the Act. It is to report its conclusions and recommendations to the Council.

Authority

The Council authorises the Audit Panel, within its responsibilities, to:

- get any information it needs from any employee or external party. This is subject to any legal obligation to protect information;
- discuss any matters with the Tasmanian Audit Office (TAO), or other external parties. This is subject to confidentiality considerations;
- request the attendance of any employee at Audit Panel meetings. This includes others from the Council; and
- get legal or other professional advice, if necessary to meet its responsibilities. This is to a pre-approved limit of \$[insert amount].

Composition and tenure

The Audit Panel comprises [insert number] councillors and [insert number] independent members, appointed by the Council.

The following people are not eligible for appointment as a member of the panel:

- an employee;
- the General Manager;
- the Mayor.

A person who is an employee or councillor of another municipal council is not eligible for appointment as a member of the Panel.

If a Commissioner is appointed to the Council, he or she may be appointed as a

Local Government Audit Panels - A Practice Guide (Revised March 2024)

24/34888

member of the Panel.

The Council will appoint an independent member as the Chairperson of the Panel.

Audit Panel members are appointed for a period of [*not less than one year, and not exceeding four years*].

Audit Panel members may be re-appointed at the approval of the Council.

Functions

The Audit Panel must comply with the Audit Panels Order. When reviewing the Council's performance the Audit Panel is to consider:

- the Council's financial system, financial governance arrangements and financial management;
- whether the annual financial statements of the Council accurately represent the state of affairs of the Council;
- whether and how the following are integrated and the processes by which, and assumptions under which, these plans were prepared:
 - strategic plan;
 - annual plan;
 - long-term financial management plan; and
 - long-term strategic asset management plans.
- the accounting, internal control, anti-fraud, anti-corruption and risk management policies, systems and controls that the Council has in relation to safeguarding its long-term financial position;
- whether the Council is complying with the provisions of the Act and any other relevant legislation; and
- whether the Council has taken any action in relation to previous recommendations provided by the Audit Panel to the Council. If it has taken action, what was that action and was it effective; and
- any other activities determined by the Panel.

Key areas

In fulfilling its functions, the Audit Panel should consider the following key areas:

- corporate governance;
- systems of internal control;
- risk management frameworks;
- human resource management, including policies, procedures and enterprise agreements;
- procurement;

- information and communications technology governance;
- management and governance of the use of data, information and knowledge; and
- internal and external reporting requirements.

Responsibilities of Panel members

Members of the Audit Panel are expected to understand and observe the legal requirements of the Act and the Audit Panels Order. Members are also expected to:

- act in the best interests of the Council;
- apply sound analytical skills, objectivity and judgment;
- express opinions constructively and openly;
- raise issues that relate to the Audit Panel's functions;
- pursue independent lines of enquiry within the Panel's deliberations and meetings; and
- contribute the time required to review the papers provided.

Reporting

The Audit Panel is to provide a copy of its meeting minutes to the Council as soon as possible after each Audit Panel meeting.

If the Audit Panel has conducted a review under section 85A of the Act, the Audit Panel must provide a written report of its conclusions and recommendations to the Council. This should be done as soon as possible after the review is completed.

The Audit Panel must provide an annual report to the Council that comprises, at least:

- a summary of the work undertaken and significant findings during the past year;
- a review of the Panel's Charter and, if required, recommended changes to the Council for its approval;
- an update on the membership of the Panel, in particular if there have been or may be change;
- the focus areas and proposed work plan for the coming year; and
- any other matters that need the Council's attention.

Administrative arrangements

Meetings

The Audit Panel will meet at least four times per year.

The Audit Panel is to regulate its own proceedings in accordance with this Charter.

The Chairperson may determine that a meeting is to be held in private.

The General Manager and CFO, or their delegates, are to attend Audit Panel meetings unless the Chairperson determines a meeting is to be held in private.

The Audit Panel may invite or allow any of the following to attend meetings of the Audit Panel:

- councillor and/or employee of the Council; and
- representative of the TAO.

Quorum

A quorum of the Audit Panel meeting is *[insert number]* members, including at least one independent member.

Work plan

The Audit Panel is to develop an annual work plan. It should include, but is not limited to, a schedule of meetings and the known objectives for each meeting.

Meeting agendas should include all matters referred to the Audit Panel that fit within its remit. It can then determine which items will be prioritised for inclusion in the work plan.

The forward meeting schedule should include the dates, location and proposed agenda items for each meeting.

Secretariat

The Council, in consultation with the Audit Panel, will appoint a person to provide secretariat support to the Audit Panel. The secretariat will:

- ensure the agenda for each meeting is approved by the Chairperson;
- ensure the agenda and supporting papers are circulated at least one week before the meeting; and
- ensure the minutes of the meetings are prepared and submitted to the Council as soon as possible after each meeting.

Resources

The Audit Panel will talk with the General Manager each year about resources. Resources are needed so the Panel can carry out its functions and achieve its objectives.

Interests

Real, potential or perceived pecuniary or non-pecuniary interests may affect Audit Panel functions. Audit Panel members must declare any interests. The Audit Panel member with the interest must also notify the General Manager of the Council. This should be in writing and within seven days of declaring the interest.

When making declarations, independent members are to consider:

- past employment;
- consultancy arrangements; and
- related party issues.

A standing item for declarations of interests should be included in all panel meeting agendas.

The Chairperson of the Audit Panel is to ensure that the declaration of an interest is recorded:

- in the minutes of the meeting; and
- any relevant written report.

Confidentiality

Panel members must maintain confidentiality. This includes any information, documents and communication that the Council or Panel has designated as being confidential. Members should only access Council information needed to perform their role on the Panel.

Code of conduct

Audit Panel members are to abide by standards of behaviour in the *Code of Conduct for Members of the Audit Panel [if the Council has one]*.

Induction

The Council will provide new Audit Panel members with relevant information and briefings. This will assist them to meet their Audit Panel responsibilities.

Remuneration

Independent members of the Audit Panel shall be paid [*an annual fee of \$XXX*][*a sitting fee of \$XXX per meeting attended*].

Local Government Audit Panels - A Practice Guide (Revised March 2024)
24/34888

The Chairperson of the Audit Panel shall be paid [*an annual fee of \$XXX*][*a sitting fee of \$XXX per meeting attended*].

Review of Charter

The Council will review this charter at least annually. The reviewed and updated charter will be submitted to the Council for approval.

Approved by Council

[*Signature*]

Mayor

Date

11.7 SUBMISSION ON REFORMS TO COUNCILLOR NUMBERS AND ALLOWANCES

Author: Chief Executive Officer (Emilio Reale)

Qualified Person: Chief Executive Officer (Emilio Reale)

File Reference: Local Government Reforms

Executive Summary

Glenorchy City Council along with all Councils in Tasmania has been invited to lodge a submission with the Tasmanian Government on the Reforms to Councillor Numbers and Allowances Discussion Paper.

It is Glenorchy City Council's position that:

- The methodology for setting councillor numbers and allowances should be embedded in legislation, to remove ambiguity, provide certainty, and ensure fair and transparent reviews in the future.
- Quorum guidance should be included in legislation, so councils with smaller numbers of councillors can continue to make decisions if absences or conflicts of interest reduce attendance.
- Superannuation should be paid directly into councillors' super funds at the legislated 12% rate, so councillors are not disadvantaged in contributing to their retirement funds.
- Tax should be deducted under the Pay As You Go (PAYG) system, providing clarity and consistency with other directors and officeholders.
- Councillors should be treated like company directors and compensated with 'governance fees' rather than an allowance, which reflects the responsibility of overseeing a multimillion-dollar organisation on behalf of their community.
- Recognition that Glenorchy City Councillor allowances should be aligned with the four Greater Hobart Councils (Hobart, Clarence, Glenorchy and Kingborough). These metropolitan councils operate within the same regional economy and planning framework and carry out governance responsibilities of a similar scale and complexity.
- Aligning all Greater Hobart Councils within the same allowance band will promote fairness, uphold the principle of "equal pay for equal work," and ensure no distortion in the recruitment or retention of skilled councillors across the metropolitan area.

- Council believes these reforms will strengthen local governance, attract and retain high-quality councillors, and ensure fair, consistent, and transparent remuneration across the sector while remaining mainly cost-neutral for ratepayers.

Submissions must be submitted before 10 November 2025.

Recommendation

That Council:

1. ENDORSES the positions outlined in this report as Glenorchy City Council's formal response to the Discussion Paper: Reforms to Councillor Numbers and Allowances; and
2. AUTHORISES the Chief Executive Officer to submit the Council's response to the Office of Local Government by the closing date of 10 November 2025.

Community Plan Reference	Leading Our Community We are a leader and partner that acts with integrity and upholds our community's best interests. Transparent and accountable government.
Strategic Plan Reference	Communicate effectively with our community and stakeholders about what the Council is doing. Be a healthy, proactive and forward-looking organisation with a strong safety culture and a skilled and adaptable workforce.
Consultation/ Engagement	Glenorchy City Council received formal notification of the proposed reforms via a letter from the Minister of Local Government in late September (Attachment 2). The proposed reforms have received media attention from talk back radio and television News. Councillors have been briefed through a workshop and provided input into draft responses to the consultation questions. The positions in this report reflect consensus achieved at that session.
Resources	Discussion Paper – Reforms to Councillor Numbers and Allowances.
Risk/Legal/ Legislative/ Reputational	The Government's reforms are designed to be cost-neutral across the sector. For Glenorchy, the impact will be modest, with allowance increases offset by historical reductions in councillor numbers (from 12 to 10 in 2013 and now proposed to be 9 councillors). Aligning allowances with all four Greater Hobart Councils will represent a fair recognition of councillor responsibilities without imposing additional burden on ratepayers. Any

	increases can be managed within the Council's existing financial framework. Clear PAYG and superannuation arrangements will reduce compliance and reputational risks. Legislative embedding of methodology reduces long-term uncertainty and ensures fair outcomes. Quorum guidance provisions reduce risks of governance deadlock in smaller councils.
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

The Discussion Paper

1. The Tasmanian Government has released a Discussion Paper (**Attachment 1**) proposing reforms to councillor numbers and allowances across all 29 Tasmanian councils. The proposal aims to reduce councillor numbers statewide (from 263 to 203). The proposed increase in allowance is to rise on average by 14.25%. The Government's review is to align councillor pay with the scale and complexity of council governance and regularise reviews through legislation to ensure fairness over time.
2. Council strongly supports parity of councillor allowances across the four Greater Hobart Councils (Hobart, Clarence, Glenorchy and Kingborough). These metropolitan councils operate within the same regional economy and planning framework and carry out governance responsibilities of a similar scale and complexity. Each manages budgets exceeding \$80M, oversees extensive infrastructure portfolios, and faces comparable urban challenges such as housing demand, transport integration, and economic growth.

3. It is therefore inequitable for councillors within the same metropolitan region, performing essentially the same governance role and statutory duties, to receive different levels of remuneration. Aligning all Greater Hobart Councils within the same allowance band will promote fairness, uphold the principle of “equal pay for equal work,” and ensure no distortion in the recruitment or retention of skilled councillors across the metropolitan area.
4. The objectives of the review are to:
 - ensure allowances reflect the growing complexity of councillor’s roles
 - create consistent representation across councils
 - strengthen local governance
 - maintain cost neutrality by funding higher allowances through reductions in overall councillor numbers where possible
5. The paper seeks sector feedback on specific issues, including:
 - whether superannuation equivalent payments should be paid into councillors nominated superannuation funds
 - whether quorum guidance should be legislated
 - whether the methodology for determining councillor numbers and allowances should be embedded in legislation
 - Any other feedback that Councils can offer

Glenorchy City Council Proposal

It is proposed that Glenorchy City Council make a formal submission with the following positions:

6. Recognition that Councils are Boards of Governance representing the community.
 - 6.1. Council supports councillors being formally recognised as equivalent to directors of a company boards, based on the fact that Councillors are collectively responsible for governance and strategic decision making for a multimillion dollar public organisation.
 - 6.2. Council manages a budget in excess of \$80M, oversee hundreds of staff, and control infrastructure assets worth hundreds of millions.
 - 6.3. Councillors carry statutory duties under the Local Government Act 1993 parallel to directors under the Corporations Act 2001: fiduciary responsibility, risk oversight, and strategic direction.
 - 6.4. Low allowances risk undervaluing these responsibilities, discouraging capable candidates and weakening governance capacity.

- 6.5. Treating allowances as director fees will strengthen public recognition of the councillor role as a professional governance role rather than voluntary community service.
- 6.6. The time commitment, legal responsibility, and accountability to the community are comparable to non-executive director roles in the corporate sector.
- 6.7. Framing allowances as fees for governance work will reinforce the seriousness of the role and attract skilled and diverse candidates.
- 7. Alignment of Allowances across the four Greater Hobart Councils (Hobart, Clarence, Glenorchy and Kingborough). Glenorchy City Councillors should be benchmarked against Cities that have comparable populations, complexities and financial responsibilities and would be consistent benchmarks for alignment of councillor numbers and allowances.
 - 7.1. Glenorchy City Council is a large urban City Council with similar population bases, asset portfolios, and strategic challenges as all four metropolitan councils which operate within the same regional economy and planning framework.
 - 7.2. Each has significant infrastructure portfolios, complex development activity, and growing service delivery demands.
 - 7.3. Aligning allowances avoids inequity where councillors at one large urban council are compensated differently despite carrying out essentially the same governance role.
 - 7.4. This principle of “equal pay for equal work” is at the heart of the reform framework.
 - 7.5. Aligning allowances with similar Councils will ensure parity across comparable councils and avoids perceptions of undervaluing Glenorchy’s governance role.
- 8. Superannuation Contributions consistent with national employment standards.
 - 8.1. Council supports mandatory payment of the 12% superannuation equivalent into councillors nominated super funds.
 - 8.2. Currently, Councillors are not classed as employees and are responsible for voluntary contributions. This creates confusion and inconsistent treatment across the sector.
 - 8.3. Mandatory contributions will align councillor remuneration with the national Superannuation Guarantee, eliminate misconceptions, and protect long-term financial security.
 - 8.4. It acknowledges the reality that many councillors reduce or forego other employment to devote themselves to community responsibilities. Without superannuation, they risk being disadvantaged in retirement.

- 8.5. This change enhances the professionalism of the role and will support the retention of experienced councillors.
- 8.6. It will also ensure that councillors who commit significant time to civic duties, often at the expense of other employment are not disadvantaged in their retirement savings.
- 9. Taxation Arrangements consistent with taxation obligations for directors and other officeholders.
 - 9.1. Council supports allowances being subject to Pay As You Go (PAYG) tax deductions. This provides clarity and aligns councillor remuneration with taxation obligations for directors.
 - 9.2. PAYG is standard practice for directors' fees and other officeholder payments, ensuring tax is withheld before payment.
 - 9.3. This reduces compliance risks for councillors, provides certainty for councils, and increases transparency for the community.
 - 9.4. It ensures consistency with broader remuneration frameworks across government and corporate governance.
 - 9.5. Embedding PAYG clarifies obligations, prevents misunderstandings, and reduces the likelihood of councillors falling into tax arrears
 - 9.6. Clear PAYG arrangements will reduce administrative burden and improve transparency for both councillors and the community.
- 10. Quorum Guidance is supported by Council, including the introduction of quorum management guidance into the Local Government Act.
 - 10.1. Smaller councils with five councillors will be particularly vulnerable to quorum challenges in cases of illness, absence, or conflicts of interest.
 - 10.2. Legislative guidance, such as allowing matters to be split or deferred, would ensure councils can continue to function effectively.
 - 10.3. The Victorian Local Government Act 2020 provides a precedent, demonstrating that such measures support governance stability without undermining transparency.
 - 10.4. Embedding quorum management protects councils from decision-making deadlocks and ensures continuity of local government services.
 - 10.5. Providing statutory guidance will give councils clear mechanisms to manage decision-making where a quorum cannot be maintained.
 - 10.6. This will strengthen governance continuity and reduce risks of stalled decision-making.
- 11. Embedding Methodology in Legislation is supported by the Council for determining councillor numbers and allowances into legislation.

- 11.1. Past reviews have been irregular and inconsistent, leading to inequities between councils of similar size and complexity. This is demonstrated by Glenorchy City Council reducing from 12 councillors to 10 councillors in 2013 when similar sized councils such as Clarence City Council and the City of Hobart remaining at 12 Councillors.
- 11.2. Embedding a formula ensures fairness, transparency, and regularity, removing any perception of political influence.
- 11.3. A legislated review cycle (e.g., every four years) provides predictability for councils, councillors, and communities.
- 11.4. It ensures that as populations grow or infrastructure portfolios expand, allowances and numbers are adjusted objectively.
- 11.5. This will future proof the system and reinforce community trust in the fairness of representation and remuneration.

Parity of Allowances in the Greater Hobart Region

12. Council advocates that the four Greater Hobart Councils (Hobart, Clarence, Glenorchy and Kingborough) be aligned within a single allowance band. These councils together constitute Tasmania's capital city region and share common governance characteristics, including large populations, high-value infrastructure, complex service delivery, and strategic planning responsibilities within the metropolitan context.
13. The workloads, statutory obligations, and accountability requirements of councillors across these four municipalities are effectively equivalent. Differentiating their allowances would undermine the principle of "equal pay for equal work" and create inequities between councillors performing identical governance functions within the same metropolitan region.
14. Allowance parity across the Greater Hobart Councils would:
 - Provide consistency and transparency in remuneration.
 - Ensure fairness across metropolitan councillors with comparable responsibilities.
 - Avoid distortions in recruitment, retention, or public perception between councils in the same region.
 - Recognise the standing of metropolitan councils as professional governance bodies similar to corporate boards.
15. On this basis, Council submits that a consistent allowance framework for the Greater Hobart Councils is essential to achieving equity, transparency, and professionalism across Tasmania's largest and most complex local governments.

Conclusion

16. Glenorchy City Council recognises that local government plays a critical governance role in overseeing complex, multimillion-dollar organisations on behalf of the community. For that reason, the position of councillor must be supported by clear, consistent, and transparent arrangements that recognise both the professional nature of the role and the accountability it entails.
17. Embedding the methodology for determining councillor numbers and allowances in legislation will provide the necessary certainty, fairness, and regularity to future reviews, removing ambiguity and the perception of political influence.
18. Formalising superannuation contributions and PAYG taxation arrangements will bring councillor remuneration into line with national standards and the treatment of directors in other sectors, ensuring councillors are not disadvantaged in their retirement planning or taxation obligations.
19. Likewise, legislative quorum guidance will protect councils, particularly smaller ones, from governance deadlocks and provide continuity of decision-making in the interests of local communities.
20. Council also strongly supports recognition of Glenorchy City Council as a large urban municipality with governance responsibilities comparable to all four Greater Hobart Councils. Benchmarking allowances against comparable councils is both equitable and necessary to reflect the scale, complexity, and seriousness of councillor responsibilities, ensuring parity and reinforcing the principle of “equal pay for equal work.”
21. Taken together, these reforms will strengthen the local government sector, improve transparency and consistency, and enhance the ability of councils to attract and retain high-calibre candidates to public office. Importantly, the reforms are designed to remain largely cost-neutral across the sector, protecting ratepayers while delivering a more professional and accountable system of local governance.
22. Glenorchy City Council commends these reforms as essential steps toward building a stronger, fairer, and more sustainable framework for local government representation in Tasmania.

Attachments

1. Discussion paper - Reforms to Councillor Numbers and Allowances [**11.7.1** - 36 pages]
2. Letter from the Minister for Local Government to Glenorchy City Council Mayor Sue Hickey [**11.7.2** - 2 pages]



Discussion paper

Reforms to Councillor Numbers and Allowances

Office of Local Government
Department of Premier and Cabinet



Contents

Contents.....	2
Executive summary	3
Introduction	6
Reform proposal summary	8
Key consultation issues.....	9
Detailed exploration: the case for a new framework.....	12
Detailed methodology: a new framework for determining numbers and allowances	15
Aligning numbers with allowances	18
Scoring formula.....	20
Scoring rubric	21
Summary of changes to allowance and numbers	22
Ongoing sustainability of the framework.....	24
Implementing the framework	25
Setting the foundation for future allowance reviews	26
Appendix A – Detailed scoring	27
Appendix B – Comparative representation and allowance data	30

Executive summary

Tasmania's local government system needs reform to ensure fair representation and adequate pay for councillors while keeping costs manageable for communities. This Discussion Paper proposes changes to the number of councillors and their allowances across Tasmania's 29 councils, aiming to deliver more effective, equitable, and professional local governance. The reforms are designed to be cost-neutral overall, meaning no extra burden on ratepayers, and are open for public feedback until 10 November 2025.

Why reform is needed

- **High number of councillors:** Tasmania has one of the highest numbers of councillors per person in Australia, which can lead to inefficiencies and, in some cases, undemocratic election outcomes where candidates win with very few votes.
- **Inconsistencies in representation:** Historical reviews of numbers targeted at a small number of councils, have left councils of similar size with different numbers of councillors, creating inequitable variations.
- **Low pay for councillors:** Current allowances do not reflect the growing complexity of councillors' roles, discouraging diverse and talented candidates and indirectly limiting the time some councillors can devote to their duties.
- **Outdated system:** The current method for setting allowances, based on registered voters and operating revenue, has notable flaws - failing to account for population size or council responsibilities, and is susceptible to volatile changes from grant revenue.

What we propose

The Government proposes a new, fair, and data-driven system to set councillor numbers and allowances, using factors like population, development activity, infrastructure, urbanisation, and road networks. Key changes include:

- **Fewer councillors:** Reducing the total number of councillors from 263 to 203, with councils having 9, 7, or 5 councillors based on their size and complexity.
- **Higher allowances:** Increasing councillor allowances by 14.25% on average, funded by savings from fewer councillors.
- **A fairer framework:** Aligning councillor numbers and pay to council responsibilities, ensuring equal pay for equal work and consistency across similar councils.

- **Ongoing reviews:** Establishing regular, four-yearly reviews to keep the system up-to-date and responsive to community needs.
- **Additional support:** Exploring whether to require councils to pay the 12% superannuation equivalent allowance into councillors' super funds.

Benefits of the reforms

- **Strengthened governance:** Fewer, better-paid councillors will assist in attracting skilled and diverse candidates, improving decision-making and professionalism.
- **Fairer pay:** Higher allowances reflect councillors' growing responsibilities, supporting their commitment to communities.
- **Fair representation:** The new system ensures councils have the right number of councillors for their size and needs, reducing inconsistencies.
- **No extra cost:** Savings from fewer councillors will fund higher allowances, keeping the reforms cost-neutral for ratepayers overall.
- **Stronger democracy:** Higher election vote thresholds will enhance the legitimacy of elected councillors.
- **Future-proof system:** Regular reviews and stable metrics will keep the system fair and sustainable over time.

How the reforms will happen

It is proposed the changes will be implemented through amendments to the *Local Government Act 1993* before the October 2026 local government elections. This approach ensures timely delivery and broad support from communities, councils, and Parliament. The reforms complement other improvements, such as councillor education, stronger sanctions for poor behaviour, paid parental leave, and flexible meeting attendance, to make the being a councillor more accessible and appealing.

Your feedback matters

We want to hear from you to ensure these reforms meet community needs. Key questions include:

- Should we consider any strategies/guidance for council decision making where a quorum cannot be maintained?
- Should it be mandatory for councillors' existing superannuation equivalent payments to be directed into a nominated superannuation fund?
- Should the methodology and ongoing review framework for councillor allowances and numbers be embedded in legislation?

Please share your views by 7 November 2025:

- **Email:** lg.consultation@dpac.tas.gov.au
- **Post:** Office of Local Government, PO BOX 123, Hobart, Tasmania 7000

Your input will shape a stronger, fairer, and more effective local government system for Tasmania.

Introduction

The need for reform

The Government believes it is timely to reform councillor numbers and allowances across the local government sector. Having the 'right' number of councillors in a local government area (LGA) is critical to ensuring effective and efficient governance, representation, and service delivery. There is also a natural relationship between levels of representation and appropriate pay, reflecting the individual circumstances of a council, such as population size, geographic spread, asset value, and development activity. However, evidence suggests that Tasmania's current system is not delivering the best outcomes for the sector or the broader community, and change is needed to achieve more efficient, effective, and consistent local representation.

Current challenges

Tasmania has the highest number of local government elected officials per capita (except for the Northern Territory) and, particularly for smaller councils, some of the lowest comparable levels of remuneration. Since the *Local Government Act 1993* established the current 29-council system a small number of ad-hoc reviews of councillor numbers have led to inconsistent representation across municipalities. Similarly, councillor allowance reviews (conducted in 2000, 2004, 2008, and 2018) have been infrequent, with only minor changes since 2004 aside from annual indexation. This has resulted in allowances that do not reflect the increasing complexity of councillors' roles, community expectations, or statutory responsibilities.

Stakeholder feedback

During the Future of Local Government Review (FoLGR), the Local Government Board heard strong concerns that existing councillor allowances:

- do not encourage a diverse range of candidates to run for council
- fail to reflect the effort required, given the role's growing demands
- may deter talented councillors and limit their ability to devote sufficient time to their duties.

A 2021 Australian National University study, cited by councils, found that low remuneration in New South Wales led to dissatisfaction, with 81% of councillors

reporting their role as unrewarding¹. In Tasmania, several high-profile councillors cited low allowances as a reason for not recontesting the 2022 elections.

Balancing community needs

While higher councillor pay is widely supported, it must be balanced against community cost-of-living pressures and fiscal constraints to avoid unduly burdening Tasmanians. During FoLGR the Local Government Board noted that “...consideration should be given to how many elected representatives are needed to effectively serve the needs of a particular community, and the merits of having, for example, fewer councillors who are remunerated at a higher level versus a greater number of councillors on relatively lower allowances.” The Board recommended that, following any voluntary amalgamation program, the Tasmanian Government commission an independent review of councillor numbers and allowances to support a structural reset of the sector².

Government response

In its [Response to the Future of Local Government Review](#), the Government supported this recommendation in principle and committed to:

- Review allowances using the existing methodology for inclusion in the remade *Local Government (General) Regulations* by June 2025.
- Conduct a comprehensive review of councillor numbers and allowances after the October 2026 elections.

However, to ensure reforms support high-quality candidates for the 2026 elections and address strong sectoral advocacy for fairer pay, the Government is now proposing to bring forward its comprehensive review. This decision is driven by:

- the need to attract and retain high-quality candidates for the 2026 elections and beyond
- the current allowance methodology’s failure to deliver meaningful change for most councils
- the progression of the voluntary amalgamation program not precluding a review before the end of 2026
- strong sectoral advocacy for fairer remuneration in the immediate term.

¹ Local Government NSW 2022. Submission to the Local Government Remuneration Tribunal. February 2022. (www.lgnsw.org.au/common/Uploaded%20files/Submissions/2022/Submission-to-the-Local-Government-Remuneration-Tribunal_Feb2022.pdf).

² See Recommendation 34 of the [Future of Local Government Review Final Report](#).

Supporting broader reforms

Through the [Local Government Priority Reform Agenda 2024-26](#), the Government is already making the councillor role more appealing and accessible by:

- introducing compulsory councillor education
- allowing remote meeting attendance in certain circumstances
- providing parental leave for councillors
- increasing the superannuation equivalent component of allowances by 3%, to 12%
- delivering stronger sanctions for serious councillor misconduct.

The proposed reforms to councillor numbers and allowances complement these changes, aiming to deliver better outcomes for councils and communities starting in late 2026.

Reform proposal summary

This Discussion Paper presents a fair and structured approach to setting councillor numbers and allowances in Tasmania's local government, and we seek your feedback to shape it. The proposal is detailed further in the sections below.

If taken forward, the proposed approach presented would see a reduction in elected members across Tasmania's 29 councils and a fair increase in allowances for all elected members compared to their current remuneration, at no net cost to the Tasmanian community.

The proposal simplifies and aligns councillor numbers and pay based on clear, common factors, delivering consistency and fairness across councils.

In simple terms, the proposal would:

- Assign councils to one of three categories (9, 7, or 5 councillors) using a scoring system based on factors like population, infrastructure, development activity, and geographic size.
- Utilise six allowance categories, with pay levels set using the same scoring system to create fair 'bands' within each councillor category.
- Ensure consistent representation for similar councils, reducing the total number of councillors by 60 to 203 statewide.
- Use savings from fewer councillors to fund a cost-neutral 14.25% increase to all allowance bands (this increase being considered appropriate in the context of fewer councillors, and in recognition of the growing complexity and importance of the role of councillors).

- Create a sustainable model for regular reviews of councillor numbers and allowances every four years.
- Implement the new framework through amendments to the *Local Government Act 1993*, streamlining the process without needing separate reviews.

Key consultation issues

While the Government is seeking feedback on all aspects of the reform proposal, several issues relating to the operation of a new numbers and allowances framework have been identified where specific input is particularly welcomed.

Quorum management

Question – Should the Government consider any strategies/guidance for council decision making where a quorum cannot be maintained?

For councils with five councillors, maintaining quorums may occasionally be challenging if multiple councillors are absent, but proposed reforms like flexible meeting attendance aim to ensure effective decision-making.

While there have been no observable issues in five or six councillor councils in other jurisdictions, a quorum may still be impacted in rare instances where there are a number of absences and/or conflicts of interest which preclude voting on a matter.

It is noted the Government's broader reform agenda seeks to make council attendance more flexible and accessible, which should limit or reduce absences.

However, it is also noted that section 67 of the Victorian *Local Government Act 2020* allows councils to make decisions in an 'alternative manner' where a quorum cannot be maintained due to a number of councillors having a conflict of interest in a matter. This includes:

- resolving to split the matter into 2 or more separate parts, so that a quorum can be maintained for each separate part
- making prior decisions on component parts of the matter at a meeting for which a quorum can be maintained, before deciding the overall matter at a meeting for which a quorum can be maintained.

Feedback is sought on whether a similar provision should be included in Tasmania's Local Government Act, where the broader numbers and allowances reform proposal proceeds.

Superannuation

Question – Should the *Local Government Act 1993* be amended to require councils to pay a 12% superannuation equivalent payment from allowances into a councillor's nominated superannuation fund?

Councillors are not regarded as employees for taxation and superannuation purposes. This means councils are not obliged to pay superannuation contributions on behalf of councillors. It is currently an option open to councillors (or indeed councils by resolution) to self-manage any voluntary contributions, should they wish to.

Since 2004, Tasmanian councillors have received a 9% superannuation equivalent payment as part of their allowances (increased to 12% from June 2025). However, there is no requirement for this amount to be paid into a superannuation fund (even though councillors can make voluntary contributions).

This has led to a general misunderstanding that councillors do not receive any allowances in lieu of super, which would be mitigated by the requirement for the equivalent amount to be paid into a fund.

Setting the foundation for future reviews

Question – Should the methodology and ongoing review framework for councillor allowances and numbers be embedded in legislation to provide certainty and transparency to the sector and community?

There are deficiencies with the current processes for reviewing councillor numbers and allowances - including a lack of structure and transparency around the scope, timing and conduct of regular reviews.

The framework proposed in this paper provides the opportunity to provide certainty around future reviews and transparency into how they are to occur.

The Government is considering changes to the Act to include the methodology and establish a mandatory schedule for regular reviews (for example, once every term of council). This would see the re-application of the methodology to councils on a regular basis, ensuring council numbers and allowances remain fair and equitable on an absolute and relative basis over time in response to demographic and other changes.

Submissions are open for eight weeks until 10 November 2025, and can be made:

- by email to lg.consultation@dpac.tas.gov.au

- in writing to the Office of Local Government, PO BOX 123, Hobart Tasmania 7000.

Detailed exploration: the case for a new framework

Overrepresentation on a national scale, and democratic impacts

Tasmania has the second highest proportion (after the Northern Territory) of councillors per head of population in Australia. Tasmania's small, dispersed population contributes to this, but aligning representation with other jurisdictions can enhance fairness and efficiency.

Figure 1 - Average population per councillor – jurisdictional comparison

Jurisdiction	Number of councils	Number of councillors ³	Population (ABS 2021)	Population per councillor
NSW	128	1259	8,072,163	6412
Vic	79	618	6,503,491	10523
QLD	77	600*	5,156,138	8594
WA	139	1200*	2,660,026	2217
SA	68	630	1,781,516	2828
Tas	29	263	557,571	2120
NT	17	159	232,605	1463

While local democratic representation is undoubtedly important, there are democratic and financial impacts associated with overrepresentation. Existing levels of representation in Tasmania, particularly in instances of recounts, can lead to undemocratic outcomes, where candidates can be elected with very few primary votes.

[Appendix B, figure 4](#) shows the deidentified results of all 27 recounts undertaken since 2022 – including the total number of ballots submitted and the number and percentage of first preference votes achieved in the 2022 local government elections. Of the recounts since the 2022 elections there was one candidate being elected to a small council on 17 first preference votes and another in a large urban council who received 0.89% of the total first preference votes in that municipality. This calls into question the democratic mandate and legitimacy of some elected members and suggests benefits of reforming councillor numbers is needed to 'lift the bar' for election to office.

³ QLD and WA figures are approximations from respective electoral commission/OLG websites.

Representational inconsistencies caused by historic, ad-hoc numbers reviews

Since the establishment of Tasmania's current system of 29 councils in 1993 there have been several reviews of levels of representation in local government. These have occurred infrequently, have not captured the entire sector, and delivered piecemeal change.

The last of these were a series of councillor number reviews undertaken by the Local Government Board in the early 2010s. These reviews were opt-in and saw a small number (9) of participating councils reduce their number of elected representatives by between 1 and 3. This has created a legacy of inconsistencies in representation, where councils of broadly equivalent size, scale and complexity now have substantially different councillor numbers. For example, Devonport City Council reduced its numbers from 12 to 9 in 2013, having the same number of councillors as King Island despite the obvious discrepancies between their respective populations (26,989 vs 1,662).

Having a consistent framework for establishing an appropriate representational range which is applied to all councils will help, in the first instance, reset these inconsistencies, while in the future create an enduring, equitable and robust model for the democratic representation of Tasmanian communities.

Below shows the councils which reduced their numbers in 2012 and 2013, and by how many:

Central Coast – 12 to 9

Kingborough – 12 to 10

Devonport – 12 to 9

Southern Midlands – 9 to 7

Derwent Valley – 9 to 8

Tasman – 9 to 7

Glamorgan-Spring Bay – 9 to 8

Waratah-Wynyard – 10 to 8

Glenorchy City – 12 to 10

Because of these historical reductions, under the proposed reforms the councils above see only minor representational adjustments, such that they achieve reasonable alignment with comparable councils. These councils will see lower proportional savings following an increase in allowances. However, it is recognised that these councils have incurred community savings over time from their reduced number of councillors since 2012 and 2013.

An outdated councillor allowances framework contributes to unfair pay

Reviews of councillor allowances have occurred relatively infrequently over the past 25 years (2000, 2004, 2008 and 2018), and since the introduction of the existing framework for determining councillor allowances in 2004, there have been only minor changes (annual indexation) to the allowances paid to councillors.

Councils are currently allocated to allowance categories based on a formula of **total voters multiplied by operating revenue divided by 1 million** to derive a score. It is recognised that there are a number of weaknesses with this framework, namely:

- Total voters as a metric does not reflect that councillors represent the interests and make decisions impacting all residents of their municipality. Therefore, the use of total population is considered a better indicator of representational need.
- Operating revenue is impacted by financial assistance and other capital grants paid to councils and is subject to notable year-on-year fluctuations. The five-year average value of approved development applications and written down value of infrastructure assets are more stable indicators of the complexity of a council's role.
- While not applied annually, the framework uses only data for a given financial year, therefore is vulnerable to sizeable fluctuations in operating revenue.
- The formula does not recognise the relationship between levels of representation and pay as indicators of the complexity and workload required on individual councils.

Detailed methodology: a new framework for determining numbers and allowances

The Office of Local Government has developed a proposed formula to determine appropriate councillor numbers and allowances based on key demographic, financial and geographic metrics and broad alignment with levels of representation in other jurisdictions.

Based on their score against the metrics, councils are allocated to one of three categories, with either nine, seven or five elected representatives.

Importantly, the formula recognises not all factors contribute equally to representational need. It adopts a three-tiered approach, recognising population as the primary determinant of representational need, followed by complexity of role, and geographic factors.

The three tiers – and the metrics and benchmarks that determine a council's score under each – are explained below.

Tier	Metric	Source	Rationale
1 (scores 1 – 5)	Metric 1.1 – population size	Australian Bureau of Statistics	Population is the primary factor for determining communities' representational needs. While electors influence the outcomes of elections, councillors are responsible for representing the entire population of their LGAs, justifying population (rather than simply voting age population) as the appropriate metric.
2 (scores 1 – 3)	Metric 2.1 – total value of approved development applications (5-year average)	Councils Consolidated Data Collection	The value of development applications approved by a council acts a proxy measure for the complexity of a councillor's role by indicating workload, technical demands, community engagement needs, and strategic oversight required. This figure has been used over the total number of development applications received as the dollar value better reflects complexity, as

Tier	Metric	Source	Rationale
			opposed to workload (e.g. it is a more complex task assessing a smaller number of higher value applications than a higher number of straightforward applications, many of which may in fact be delegated).
	Metric 2.2 – total written down value of infrastructure assets	Councils Consolidated Data Collection	As with development applications, higher infrastructure values signal greater complexity in the role of councillor, indicating a larger asset base to maintain, fund, and plan for. This figure includes property, plant and equipment, roads and bridges, and stormwater infrastructure.
3 (scores 0.5 – 1.5)	Metric 3.1 – urbanisation (based on the Australian Classification of Local Governments)	Australian Classification of Local Governments	Captures the blend of population, density, and geographic factors, while ensuring alignment with the ACLG's focus on population, density, and urban/rural character. By integrating these inputs, the model ensures comparability with other Australian jurisdictions while addressing Tasmania's unique geography and small population.
	Metric 3.2 – kilometre of sealed roads (urban and rural)	Councils Consolidated Data Collection	Provides as an indication of the geographic dispersion of communities within an LGA, contributing to a need for representational 'spread'. Length of sealed roads is used as an indicator for population distribution as opposed to simple land area size, which in some geographically large councils can (and in many cases does) include national park, uninhabited and/or un-serviced land.

Tier	Metric	Source	Rationale
			Sealed roads are used to indicate that populations are predominately clustered along sealed roads. From a complexity perspective, the asset values metric (2.2) includes the value of both sealed and non-sealed roads.

Ensuring no adverse representational outcomes

It is considered that the number categories capture the appropriate number of elected representatives commensurate to the scale and complexity of their required role and functions. Importantly, these categories ensure Tasmanian councils are broadly aligned with other jurisdictions on a councillor head of population basis and generally consistent with national levels of local representation.

Further, the three categories with odd numbers ensure that there is no risk of tied voting outcomes. This concern has been expressed by the sector, and nationally is considered by the Victorian Electoral Commission in the conduct of their local government representation reviews. All other jurisdictions (except Victoria) have councils with an even number of councillors, however this is generally a minority of councils. For example, only 24 of NSW's 127 councils have an even number of councillors, ranging from eight to twelve.

Nine councillors is a common level of representation for medium sized urban councils like Hobart, Launceston, Clarence, Glenorchy and Kingborough. Almost half of NSW's councils have 9 councillors – 11 of these with populations over 50,000 – including large metropolitan councils such as Camden with 135,000 people and Canada Bay with 91,385 people⁴.

It is also acknowledged there may be concerns around councils with five councillors having a low quorum threshold. The Government is currently delivering reforms to support flexible meeting attendance (the ability to meet remotely) in prescribed circumstances. This should support an overall uplift in attendance at meetings.

Further, the Government has examined whether there are any notable representational issues in five councillor councils in Victoria (there are six – with details of these councils and their population and geographic size in Appendix B, figure 3). Consultation with Victoria has indicated no notable or reported issues with

⁴ NSW OLG – comparative council information (<https://olg.nsw.gov.au/public/about-councils/comparative-council-information/your-council-report/>)

the level of representation in these councils – in terms of governance, representation or otherwise. While under the Victorian *Local Government Act 2020*, the Minister for Local Government may appoint municipal monitors to councils experiencing governance issues to report back to observe, provide advice and report back to the Minister on governance issues. No monitors have been appointed to any five councillor councils.

Aligning numbers with allowances

While historically councils have been allocated to allowance categories based on a formula of **total voters multiplied by operating revenue divided by 1 million** to derive a score, the use of this formula is not required under statute.

Instead, it is proposed that allowance categories be determined based on the same score which determines numbers – creating a robust, cohesive and consistent formula for numbers and allowances. This will better deliver an important driver for the reform: equal pay for equal work.

This approach also recognises and resolves the following weaknesses with the existing data inputs:

- Total voters as a metric does not reflect that councillors represent the views of all residents of their municipality, therefore the use of total population is considered a better indicator of representational need.
- Operating revenue is impacted by financial assistance and other capital grants paid to councils, and is subject to notable year-on-year fluctuations. The five-year average value of approved development applications and written down value of infrastructure assets are more stable indicators of the complexity of a council's role.

To ensure a smooth transition and maintain fairness, the proposal utilises six allowance categories, aligning them as 'bands' within the new councillor number categories. This approach links allowances to council responsibilities, encouraging sustainable growth in metrics like population and infrastructure, which reflect community strength and development.

In addition to this:

- Councillor allowances in each band will increase by 14.25%, funded by savings from reducing councillor numbers, to better recognise the growing complexity of elected representative roles. The reform would be implemented immediately after the October 2026 elections.
- To support small rural councils facing a reduction from nine to five councillors under the new formula, the proposal eliminates the smallest current allowance

category (category 7) and moves these councils to the next category (category 6). This ensures councillors receive a fairer, higher allowance that better reflects their increased scale of responsibilities, while savings from fewer councillors deliver value to communities.

The detailed scoring formula and rubric for determining numbers and allowances is as follows.

Scoring formula

Tier	Metric	Scoring Benchmark (low to high)				
1	Population size	<15000	15,000–25,000	25,000–35,000	35,000–55,000	55,000+
		1 point	2 points	3 points	4 points	5 points
2	5-year average value of approved development applications (\$'000'000)	<50	50-100	100+		
		1 point	2 points	3 points		
	Written down value of infrastructure assets (\$'000'000)	<150	150-399	400+		
		1 point	2 points	3 points		
3	Urbanisation (Simplified ACLG)	Rural Small	Rural Large	Urban		
		0.5 points	1 point	1.5 points		
	Km of sealed road (Urban and Rural)	<100km	100–249km	>250km		
		0.5 points	1 point	1.5 points		

Scoring rubric

New Category	Councillor numbers	Score	Allowance band	Allowance (\$) ⁵	Score
1	9	12+	1.1	51366	14+
			1.2	41585	12 – 13.5
2	7	5 – 12	2.1	31491	10 – 11.5
			2.2	21404	7.5 – 9.5
			2.3	17888	5 – 7
3	5	<5	3.1	15064	<5

Importantly the allowance for each band does not materially change from the existing allowance categories, (just the formula for determining council's allocation) and is aligned as follows:

Proposed allowance band	Equivalent current allowance category (in the General Regulations)	Allowance (\$) (reflecting the 14.25% increase)
1.1	1	51366
1.2	2	41585
2.1	3	31491
2.2	4	21404
2.3	5	17888
3.1	6	15064

⁵ Please note that allowances are adjusted by an inflationary factor on 1 November each year, and the calculations in this paper will be subject to that minor adjustment.

Summary of changes to allowance and numbers

Below shows the proposed councillor numbers and allowances based on the formula. This approach would see a net reduction in councillors across the sector by 60, from 263 to 203. **(Appendix A contains detailed scoring):**

Numbers category	Allowance band	Council	Score	Current number of crs	New number of crs	Cr change	New cr allowance rate (\$)
1	1.1	Clarence	14.0	12	9	-3	51,366
		Hobart	14.0	12	9	-3	51,366
		Launceston	14.0	12	9	-3	51,366
	1.2	Glenorchy	13.0	10	9	-1	41,585
		Kingborough	13.0	10	9	-1	41,585
2	2.1	Burnie	10.0	9	7	-2	31,491
		Central Coast	10.0	9	7	-2	31,491
		Devonport	10.0	9	7	-2	31,491
		West Tamar	10.0	9	7	-2	31,491
	2.2	Northern Midlands	9.5	9	7	-2	21,404
		Sorell	9.0	9	7	-2	21,404
		Circular Head	8.5	9	7	-2	21,404
		Meander Valley	8.5	9	7	-2	21,404
		Huon Valley	8.0	9	7	-2	21,404
		Brighton	7.5	9	7	-2	21,404
		Waratah-Wynyard	7.5	8	7	-1	21,404
	2.3	Break O'Day	7.0	9	7	-2	17,888
		Derwent Valley	7.0	8	7	-1	17,888

Numbers category	Allowance band	Council	Score	Current number of crs	New number of crs	Cr change	New cr allowance rate (\$)
		Latrobe	7.0	9	7	-2	17,888
		Dorset	6.5	9	7	-2	17,888
		Kentish	6.5	9	7	-2	17,888
		Glamorgan-Spring Bay	5.5	8	7	-1	17,888
		George Town	5.0	9	7	-2	17,888
		Southern Midlands	5.0	7	7	0	17,888
3	3.1	Central Highlands	4.5	9	5	-4	15,064
		West Coast	4.5	9	5	-4	15,064
		Flinders	4.0	7	5	-2	15,064
		King Island	4.0	9	5	-4	15,064
		Tasman	4.0	7	5	-2	15,064

As noted previously, a flat **14.25%** increase to all allowance categories delivers a true cost-neutral increase, with only seven councils bearing costs due to allowance band progression or historical reductions necessitating a smaller proportional reduction of councillors. Individual costs and savings are as follows:

Council ⁶	Costs/savings (\$)	Cr allowance increase (including any category)
Clarence	-50671	41.12%
Hobart	77217	14.25%
Launceston	77217	14.25%
Glenorchy	-10282	14.25%
Kingborough	-10282	14.25%
Burnie	27632	14.25%
Central Coast	27632	14.25%
Devonport	27632	14.25%

⁶ Councils highlighted in green move up a band, receiving the 14.25% base councillor increase as well as new allowance band costs for councillors, Mayor and Deputy Mayor allowances.

Council ⁶	Costs/savings (\$)	Cr allowance increase (including any category)
West Tamar	27632	14.25%
Brighton	18781	14.25%
Circular Head	-19407	36.69%
Huon Valley	18781	14.25%
Meander Valley	18781	14.25%
Northern Midlands	18781	14.25%
Sorell	18781	14.25%
Waratah-Wynyard	47	14.25%
Break O'Day	15696	14.25%
Derwent Valley	39	14.25%
Dorset	15696	14.25%
George Town	15696	14.25%
Glamorgan-Spring Bay	-27792	35.67%
Kentish	-14607	35.67%
Latrobe	15696	14.25%
Southern Midlands	-40977	35.67%
Central Highlands	27578	30.57%
Flinders	4504	30.57%
King Island	27578	30.57%
Tasman	4504	30.57%
West Coast	43346	14.25%
Total savings	355226	

Ongoing sustainability of the framework

It is important the framework is robust and provides a fair and objective assessment of the complexity of a councillor's role at any given time without susceptibility to year-to-year volatility swings caused by short-term data anomalies or outliers.

The data metrics and scoring thresholds have been developed with this in mind, so that councils do not experience huge movements or fluctuations in their scoring (and therefore councillor numbers and allowances) due to outlying results.

Population, value of infrastructure assets, and length of sealed roads are indicators of financial health and sustainability of an LGA, which are expected for most councils to grow at a sustainable pace over time. This ensures councils can move between numbers categories and allowance bands over time where there is demonstrated growth and development within their municipality.

The value of development applications is susceptible to sizeable fluctuations, however the impacts of this are mitigated both by the highest score (3) being capped at \$100 million, and by using a five-year average figure. For example, the Robbins

Island wind farm development means Circular Head Council's value of approved DAs for the 2022-23 financial year was at \$1.3 billion, with a five-year average of \$355 million. The points allocated to Circular Head under the model are capped at 3, mitigating any adverse distortion to the scoring framework (including regression when this figure drops off the five-year period).

Similarly, the use of urbanisation as a metric stabilises councils on the lower end of the scoring spectrum from unnecessarily fluctuating between five and seven councillors. For example, an urban large council which achieves the lowest score will always have seven councillors – reflecting this is an appropriate base level of representation for a council of this nature.

The framework has been rigorously tested against population trends and economic scenarios, ensuring councils maintain stable representation and fair allowances over time, supporting sustainable community governance.

Implementing the framework

Minor legislative amendments will be required to Schedule 3 of the *Local Government Act 1993* and Schedule 4 of the *Local Government (General) Regulations 2025* to implement changes to councillor numbers and allowances resulting from this framework.

Under the Local Government Act, the Minister is permitted to recommend the Governor make changes to councillor numbers by Order in response to a report from the Local Government Board. Similarly, historical reviews of councillor allowances have been undertaken by a Board of Inquiry, with recommendations provided to the Minister for actioning at their discretion.

However, it is intended the implementation of the framework – including those to allowances and numbers – will be delivered by an amendment Bill. The key reasons for this approach are:

- it will ensure shared buy-in and support for the framework is received across the local government sector, communities and Parliament
- the reform has desired outcomes and objectives from its inception (including implementation of the detailed methodology), which can be better retained through a Government led, targeted review
- the review is unencumbered by the costly and time-consuming statutory burdens faced by a Local Government Board. This ensures the review can be delivered before the 2026 local government elections

- the review contemplates other statutory reforms, including quorum management and superannuation provisions, which would need to be delivered through primary legislation anyways.

A few councils, due to prior voluntary reductions or allowance band adjustments, may face small cost increases under the new framework. These costs are minimal and can be flexibly managed by councils under existing legislation, ensuring fairer allowances while maintaining value for communities. This may include voluntarily determining not to implement this increase immediately or otherwise stagger the transition to these allowance rates.

Setting the foundation for future allowance reviews

Following implementation of these reforms, it will be important that councillor numbers and allowances are subject to regular review into the future, to ensure communities are both adequately represented, and that councillors continue to be fairly and equitably remunerated.

Deficiencies with the current processes for reviewing councillor numbers and allowances – including a lack of clear structure and transparency around the scope, timing and conduct of regular reviews – has led to inconsistent and inequitable outcomes across the sector.

The framework proposed in this paper provides the opportunity to provide increased certainty around future reviews and improved transparency into how they are to occur

The Government is considering legislative changes to establish a mandatory schedule for regular reviews (for example, once every term of council). The technical details of these provisions would need to be further developed, but the Government is keen in the first instance to test with the sector and the community, support for the concept of legislating for routine, regular allowances and number reviews conducted in accordance with the methodology outlined in this paper.

We believe this proposal has merit, as it would see the re-application of the methodology to councils on a regular basis, ensuring council numbers and allowances remain fair and equitable on an absolute and relative basis over time, in response to demographic and other changes.

Appendix A – Detailed scoring

Council	Population (2025-26 projections)		Council type - simplified ACLG		Sealed Roads - urban and rural (km)		5 year (19-20 to 23-24) average value of approved DAs \$'000		Written down value of infrastructure assets \$'000 (2023-24)		Total Score
Clarence	65,014	5	Urban	1.5	465	1.5	\$277,518	3	\$623,212	3	14.0
Hobart	56,967	5	Urban	1.5	299	1.5	\$343,265	3	\$897,259	3	14.0
Launceston	72,701	5	Urban	1.5	543	1.5	\$293,907	3	\$1,394,520	3	14.0
Glenorchy	51,803	4	Urban	1.5	303	1.5	\$203,151	3	\$633,044	3	13.0
Kingborough	42,687	4	Urban	1.5	294	1.5	\$169,583	3	\$590,758	3	13.0
Burnie	20,774	2	Urban	1.5	309	1.5	\$76,003	2	\$412,045	3	10.0
Central Coast	23,490	2	Urban	1.5	560	1.5	\$74,595	2	\$481,724	3	10.0
Devonport	27,108	3	Urban	1.5	250	1.5	\$76,643	2	\$274,691	2	10.0
West Tamar	26,652	3	Urban	1.5	324	1.5	\$78,557	2	\$295,030	2	10.0
Northern Midlands	14,360	1	Rural Large	1.0	577	1.5	\$107,694	3	\$416,334	3	9.5
Sorell	18,474	2	Rural Large	1.0	217	1.0	\$116,845	3	\$305,566	2	9.0
Circular Head	8,313	1	Rural Large	1.0	303	1.5	\$355,170	3	\$217,497	2	8.5

Council	Population (2025-26 projections)		Council type - simplified ACLG		Sealed Roads - urban and rural (km)		5 year (19-20 to 23-24) average value of approved DAs \$'000		Written down value of infrastructure assets \$'000 (2023-24)		Total Score
Meander Valley	21,680	2	Rural Large	1.0	561	1.5	\$83,778	2	\$231,255	2	8.5
Huon Valley	19,991	2	Rural Large	1.0	196	1.0	\$72,069	2	\$253,887	2	8.0
Brighton	20,774	2	Urban	1.5	163	1.0	\$90,510	2	\$135,646	1	7.5
Waratah-Wynyard	14,694	1	Rural Large	1.0	295	1.5	\$50,232	2	\$223,538	2	7.5
Break O'Day	7,143	1	Rural Large	1.0	230	1.0	\$55,821	2	\$189,924	2	7.0
Derwent Valley	11,467	1	Rural Large	1.0	123	1.0	\$94,102	2	\$153,505	2	7.0
Latrobe	13,654	1	Rural Large	1.0	242	1.0	\$73,029	2	\$332,847	2	7.0
Dorset	6,933	1	Rural Large	1.0	252	1.5	\$20,725	1	\$187,136	2	6.5
Kentish	6,965	1	Rural Large	1.0	262	1.5	\$27,836	1	\$270,974	2	6.5
Glamorgan-Spring Bay	5,351	1	Rural Small	0.5	179	1.0	\$59,193	2	\$120,193	1	5.5
George Town	7,306	1	Rural Large	1.0	198	1.0	\$28,002	1	\$144,012	1	5.0

Council	Population (2025-26 projections)		Council type - simplified ACLG		Sealed Roads - urban and rural (km)		5 year (19-20 to 23-24) average value of approved DAs \$'000		Written down value of infrastructure assets \$'000 (2023-24)		Total Score
Southern Midlands	7,014	1	Rural Large	1.0	217	1.0	\$31,358	1	\$139,117	1	5.0
Central Highlands	2,604	1	Rural Small	0.5	135	1.0	\$22,791	1	\$92,270	1	4.5
West Coast	4,296	1	Rural Small	0.5	124	1.0	\$26,910	1	\$88,229	1	4.5
Flinders	928	1	Rural Small	0.5	97	0.5	\$7,640	1	\$75,282	1	4.0
King Island	1,654	1	Rural Small	0.5	92	0.5	\$21,917	1	\$77,869	1	4.0
Tasman	2,720	1	Rural Small	0.5	80	0.5	\$17,564	1	\$63,367	1	4.0

Appendix B – Comparative representation and allowance data

Figure 1 - Average population per councillor – jurisdictional comparison

Jurisdiction	Number of councils	Number of councillors ⁷	Population (ABS 2021)	Population per councillor
NSW	128	1259	8,072,163	6412
Vic	79	618	6,503,491	10523
QLD	77	600*	5,156,138	8594
WA	139	1200*	2,660,026	2217
SA	68	630	1,781,516	2828
Tas	29	263	557,571	2120
NT	17	159	232,605	1463
Tas (proposed)	29	203	557,571	2694

- The proposed changes to numbers would see Tasmania have the third lowest proportion of people per councillor (above Northern Territory and Western Australia). We would have representational parity with South Australia.
- Importantly, this demonstrates there would be no adverse dilution of local representation compared to other jurisdictions.

⁷ QLD and WA figures are approximations from respective electoral commission/OLG websites.

Figure 2 – changes to population per councillor (PPC) figures between 2013 – 2027 (factoring in changes to numbers)

	2013-14 (ABS)		2020-2021 (ABS)		2026-27 (Treasury projections - medium)	
Council	Population	PPC	Population	PPC	Population	PPC (proposed model)
Break O'Day	6312	701	6936	771	7179	1026
Brighton	16221	1802	19263	2140	21051	3007
Burnie	19565	2174	20441	2271	20500	2563
Central Coast	21989	2443	23278	2586	23537	2942
Central Highlands	2239	249	2580	287	2610	522
Circular Head	8204	912	8335	926	8304	1186
Clarence	54219	4518	62396	5200	65521	7280
Derwent Valley	10013	1252	11114	1389	11530	1647
Devonport	25295	2811	26922	2991	27164	3396
Dorset	6920	769	6991	777	6915	988
Flinders	871	124	938	134	927	185
George Town	6854	762	7213	801	7320	1046
Glamorgan-Spring Bay	4430	554	5118	640	5394	771
Glenorchy	46044	4604	51233	5123	52024	5780
Hobart	51232	4269	56084	4674	57238	6360
Huon Valley	16243	1805	18809	2090	20192	2885
Kentish	6317	702	6778	753	7008	1001
King Island	1611	179	1654	184	1649	330
Kingborough	35723	3572	40815	4082	43140	4793
Latrobe	10569	1174	12705	1412	13841	1977
Launceston	66576	5548	71906	5992	72940	8104
Meander Valley	19519	2169	21153	2350	21771	3110
Northern Midlands	12819	1424	14030	1559	14422	2060
Sorell	13981	1553	16975	1886	18740	2677
Southern Midlands	6139	877	6838	977	7049	1007
Tasman	2389	341	2643	378	2732	546
Waratah-Wynyard	14014	1752	14641	1830	14702	2100
West Coast	4392	488	4373	486	4285	857
West Tamar	22921	2547	25747	2861	26842	3355

Figure 3 – Jurisdictional administrative and democratic comparison of 5-councillor LGAs

- Victoria is the only Australian Jurisdiction with five-councillor councils (although all others have six-councillor councils).
- These Victorian councils are rural, cover significantly broader areas on average (except Borough of Queenscliffe) and all have higher populations than Tasman, Central Highlands, King Island and Flinders councils.

Jurisdiction	5-councillor councils	Population (ABS 2021)	Area size (km²)
Victoria	Mansfield Shire Council	10,178	3843.9
	Loddon Shire Council	7,759	6696.4
	Pyrenees Shire Council	7,671	3434.6
	Towong Shire Council	6,223	6675.2
	West Wimmera Shire Council	4,006	9108.7
	Borough of Queenscliffe Council	3,276	8.6
Tasmania	West Coast	4,373	9583.5
	Tasman Council	2,643	660.4
	Central Highlands Council	2,580	7982.4
	King Island	1,654	1095.7
	Flinders Council	938	1996.6

Figure 4 – Democratic outcomes with current councillor numbers - results of 30 recounts undertaken since 2022 (and first preference votes received by successful candidate in 2022) (DEIDENTIFIED)

First preference votes received in 2022	Total formal votes received by council in 2022 election	First preference vote % received in 2022
608	11,867	5.12%
44	2,012	2.19%
209	6,414	3.26%
208	4,590	4.53%
56		1.22%
93		2.03%
105		2.29%
157		3.42%
17	702	2.42%
128	3,784	3.38%
112		2.96%
227	25,506	0.89%
803		3.15%
687		2.69%
428	30,708	1.39%
486		1.58%
179	11,386	1.57%
285		2.50%
648		5.69%
158	12,793	1.24%
310		2.42%
634		4.96%
458		3.58%
124	10,231	1.21%

First preference votes received in 2022	Total formal votes received by council in 2022 election	First preference vote % received in 2022
351	4,033	8.70%
103	2,188	4.71%
65		2.97%
406	15,530	2.61%
624	37,578	1.66%
503		1.34%

Figure 5 – Jurisdictional councillor allowance rates (and categories for determining allowances)

	Victoria	Councillor allowance
Category	1	61,153
	2	40,769
	3	34,028
	4	27,291

	Queensland	Councillor allowance
Category	F2	166,653
	E2	153,141
	D3	135,123
	D2	117,109
	C3	100,052
	C2	99,090
	C1	78,814
	B3	77,876
	B2	77,688
	B1	60,270
	A3	60,270
	A2	59,695
	A1	59,695

	Western Australia	Councillor allowance (maximum payable)
Category	1	34,278
	2	25,137
	3	17,711
	4	10,286
	regional councils	11,430

	South Australia	Councillor allowance
Category	1A	25,838
	1B	22,828
	2	19,110
	3	15,381
	4	10,955
	5	7,192

	New South Wales	Councillor allowance (maximum payable)
Category	Principal CBD	45,070
	Major CBD	37,960
	Metropolitan Major	35,890
	Metropolitan Large	33,810
	Metropolitan Medium	28,690
	Metropolitan Small	22,540
	Major Regional City	35,620
	Major Strategic Area	35,620
	Regional Strategic Area	33,810
	Regional Centre	27,050
	Regional Rural	22,540
	Rural Large	18,340
	Rural	13,520

Minister for Housing and Planning
Minister for Infrastructure and Transport
Minister for Local Government

Level 10, 15 Murray Street, HOBART TAS 7000 Australia
GPO Box 123 HOBART TAS 7001 Australia
Email: Minister.Vincent@dpac.tas.gov.au



Councillor Sue Hickey
Mayor
Glenorchy City Council

15 September 2025

sue.hickey@gcc.tas.gov.au

Dear Mayor Hickey

I am writing to inform you that the Government has today commenced a review of councillor numbers and allowances.

We believe it is timely to reform numbers and allowances across the local government sector, recognising the role of councillors is increasingly complex, and that there has been an absence of meaningful and consistent change to both representation and pay to reflect this.

The review was a key recommendation of the Future of Local Government Review and will complement and bolster other improvements we are delivering - such as councillor education, stronger sanctions for poor behaviour, paid parental leave, and flexible meeting attendance - to make the role of councillor more accessible and appealing.

We believe these proposed reforms will, collectively, further strengthen local governance by laying the groundwork to attract and retain diverse and talented candidates for the October 2026 elections and beyond.

We have published a discussion paper for council and community feedback, which proposes a data-driven framework for determining consistent, appropriate, and fair representation and pay across councils. This framework looks at key drivers - including population, value of infrastructure assets and development applications, and length of roads - to determine the scale and complexity of individual councils and align this with appropriate representation and allowances.

This proposed model would deliver a reduction in the number of councillors across the State by 60 while supporting a minimum 14.25% increase to all councillor allowances, at no net cost to the community. We believe this ensures fair and consistent representation across all councils, while delivering a cost-neutral pay increase for councillors.

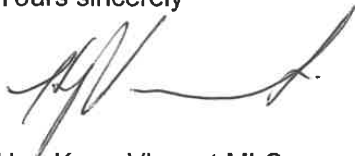
While the Government is seeking broad feedback on this proposal, there are also several targeted matters discussed in the paper relating to potential mandatory superannuation payments to councillors (an issue raised by the sector), supporting decision-making where quorums cannot be achieved, and designing the legislative architecture for future and ongoing reviews of allowances and numbers. I invite your

feedback on all these matters, which will ultimately inform the final shape of any reform proposal.

The discussion paper can be found on the Department of Premier and Cabinet website at www.dpac.tas.gov.au/divisions/local_government, and I have attached a copy with this letter.

I invite your feedback by 7 November 2025 to help shape a fairer, stronger local government system.

Yours sincerely

A handwritten signature in black ink, appearing to be 'Kerry Vincent', written in a cursive style.

Hon Kerry Vincent MLC
Minister for Local Government

Attached: Discussion Paper - Reforms to Councillor Numbers and Allowances

11.8 CAPITAL WORKS STATUS REPORT

Author: Manager Assets, Engineering and Design (Patrick Marshall)
Qualified Person: Acting Director Infrastructure and Development (Luke Chiu)
File Reference: Capital Works Program

Executive Summary

This report provides Council an update on the progress of its capital works program for the 2025/26 financial year.

As of September 2025, total Year-to-Date (YTD) expenditure is \$4.284 million, representing 13% of the \$32.325 million annual capital works budget. Program expenditure highlights include:

- Transport: \$2.24 million (15% of budget)
- Property: \$0.53 million (17%)
- Plant & Equipment: \$0.75 million (33%)
- Stormwater: \$0.26 million (9%)
- Major Grant-Funded Projects: \$0.50 million (6%)
- ICT and Fleet programs have not yet commenced

Budget adjustments made through the Infrastructure Management Group (IMG) reflect refined scopes and timing, with most variations funded by grants or reserves and no impact on general funds. While current variations indicate a \$376,000 overspend, active monitoring is underway to offset this through program savings.

Key project progress includes:

- Footpath renewals at Kilpa Street, Grove Road, and Brent Streets (75–100% complete)
- Road resealing across six local streets
- Renfrew Circle Reconstruction (10% complete)
- Riverview Parade Stormwater Extension (30% complete)
- Apex Park Playground design completed
- Glenorchy Pool Repairs (30% complete)

Council's capital works program remains on track, supported by sound financial management, improved market conditions, and a continued focus on delivering quality community infrastructure.

Recommendation

That Council:

1. RECEIVE and NOTE the Capital Works Status Report to 30 September 2025.
2. APPROVE the following adjustments to the Capital Works Budget for each listed project in the table below:

Program	Acc	Project	Budget	Estimate	Variation	Commentary
Property	102196	Berriedale Childcare Improvements	\$0	\$35,785	-\$35,785	Ongoing budget required
Property	109197	Benjafield Childcare Improvements	\$0	\$35,785	-\$35,785	Ongoing budget required
Transport	102307	Easton Avenue-03 (From Caversham Road to Sixth Avenue)	\$32,508	\$100,000	-\$67,492	Additional scope and traffic management
ICT & Other	102165	Centralised Furniture Purchase – Capital Expense	\$0	\$40,000	-\$40,000	No budget included due to error
Major Projects		North Chigwell Sports Ground – surrounds drainage	\$0	\$55,000	-\$55,000	Flat area holding stormwater, additional works required
Property	102175	Landfill / Office Accommodation Capital	\$150,000	\$350,000	-\$200,000	Delays last FY resulting in additional budget required this FY
Property	102199	Park Furniture, Shelters, BBQs	\$140,000	\$195,000	-\$55,000	Additional shelters, BBQ and seating at Tolosa Park
Transport	102086	PR22-25 Ashbourne Grove Stage 2	\$0	\$471,000	-\$471,000	Deep lift needs to be completed in school holidays, no budget in this FY
Transport	102470	PR23-26 Cammeray Road (From Bradfield Street to Spring Street)	\$100,000	\$200,000	-\$100,000	Additional funds required
Transport	102343	34932 Right FP (Hamel St: Gatehouse St - End of Rd)	\$99,403	\$0	\$99,403	Completed by Maintenance team
Transport	102350	34895 Left FP Gormanston Rd: Clifford St - Derwent Park Rd	\$62,051	\$0	\$62,051	Defer for future due to acceptable condition and design requirement for renewal (non-compliant crossfalls and driveway adjustments)
Transport	102297	35187 Right FP (Lampton Avenue: Howard Rd - Brooker Hwy)	\$70,480	\$0	\$70,480	Defer to 26/27 footpath program due to revised scope and estimate on Lampton Ave footpaths. Safety issues have been addressed by Maintenance team last FY.
Transport	102298	35186 Left FP (Lampton Avenue: Howard Rd - Brooker Hwy)	\$96,254	\$0	\$96,254	Defer to 26/27 footpath program due to revised scope and estimate on Lampton Ave footpaths. Safety issues have been addressed by Maintenance team last FY.
Transport	102360	PR23-02 Howard Road Parking Lane Reconstruction (Bunnings)	\$220,000	\$110,000	\$110,000	Revisit scope to include in reseal program instead of rehab.
Transport	102085	PR23-29 Collinsvale Road-04 From Aurora Pole 15 to Stone C	\$200,000	\$0	\$200,000	Defer to 26/27 due to revised scope/design resulting in much higher estimate, design work completed by consultant in July

Transport	101535	Sunderland Street	\$0	\$20,000	-\$20,000	Unfinished work from FY23/24
Transport	102475	PR23-47 Islet Rivulet Abutment Repointing	\$30,000	\$0	\$30,000	Completed in 24/25
Transport	102480	Intercity Cycleway CCTV Capital Expenditure	\$180,000	\$0	\$180,000	This a duplicate in the budget book, use 102469
Transport		Tolosa Street-04 (from Clydesdale Avenue to Brent Street)	\$0	\$533,348	-\$533,348	Reseal originally due in 26/27, however pavement is showing significant deterioration and earlier intervention is recommended
Transport		Tolosa Street-05 (from Brent Street to Barossa Road)	\$0	\$635,792	-\$635,792	Reseal originally due in 26/27, however pavement is showing significant deterioration and earlier intervention is recommended
Transport		Main Road-08 (From Windsor Street to Elwick Road)	\$0	\$275,000	-\$275,000	Reseal originally due in 26/27, however proposing to bring forward to 25/26 to substitute segment 07, in order to align with footpath renewal project in this segment. This segment slightly longer than segment 08 and estimated to require approximately additional \$20k
Transport		83391-Main Road-07 (From Lampton Avenue to Windsor Street)	\$253,982	\$0	\$253,982	Reseal originally budgeted for 25/26, however proposing to differ to 26/27 and replace by segment 08, in order to align with footpath renewal project in this segment
Stormwater	102481	PR23-24 Chapel Street Reserve Southern DN300 Replacement	\$46,000	\$13,000	\$33,000	Actual costs significantly less than budgeted, costs booked to 102156
Stormwater	102483	PR23-24 Chapel Street Reserve Southern DN300 Replacement	\$46,000	\$0	\$46,000	This is a duplicate in the budget book, use 102469
Stormwater	101722	PR22-46 Redlands Drive Flood Remediation Works	\$850,000	\$0	\$850,000	Delays due to landowner and TasWater issues
Stormwater	102496	Montrose foreshore park DN600 realignment	\$0	\$22,200	-\$22,200	No budget. Urgent ad-hoc project due to flooding from blocked outfall
Total			\$2,544,170	\$2,920,340	-\$376,170	

Community Plan Reference	Making Lives Better We deliver services to meet our community's needs. Valuing Our Environment We improve the quality of our urban and rural areas as places to live, work and play. Investment in infrastructure to achieve our community's vision.
Strategic Plan Reference	Maintain our roads, footpaths, trails, parks, playgrounds, open spaces, stormwater and building assets so they are functional, safe and clean. Deliver services to our community at defined levels. Make our City more liveable by providing and upgrading public places and facilities for people to come together. Make our City more liveable by investing in our City's infrastructure. Improve our parks and public spaces for the enjoyment, health and wellbeing of our community. Manage the City's assets responsibly for the long-term benefit and growth of our community.
Consultation/ Engagement	Consultation has been undertaken with: • Chief Executive Officer • Executive Leadership Team • Managers and Coordinators within the relevant Departments • External agencies such as TasWater, Community Sport and Recreation and numerous sporting clubs. Community consultation is undertaken on specific projects as required. There are several projects included in this report where specific community engagements have been undertaken to determine the final outcomes to be achieved.
Resources	The delivery of the capital works program (including project management of outsourced works) is managed within Council's existing resources.
Risk/Legal/ Legislative/ Reputational	Council plans and delivers a suitable capital works program to ensure that its assets are able to service the needs of the community. Council's reputation and the community's amenity would suffer if assets and service levels are not maintained at necessary standards. The consequence of inadequate

	maintenance and upgrade of capital assets would be increased costs in the future.
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)	It is important to note that for every new asset created by Council there will be additional, ongoing operational costs. New assets should therefore be treated as a new service to the community which incurs additional cost. On current estimates and experience, the cost of new assets to Council's ongoing operational budget over the life if the asset is around 2.5% of the capital cost for maintenance and 2.5% for depreciation. Budgets are allocated to keep new assets in a good state of repair and renewed when they reach the end of their useful life. Delivery of a capital works program is essential to ensure that Council is financially sustainable, and that Council's assets are being renewed, maintained, and developed to meet the current and future needs of the Glenorchy community. Failing to maintain and renew assets can lead to environmental impacts and assets not delivering the required level of service to the community.
Other Funding Sources	Not applicable

Proposal in Detail

1. Council remains committed to delivering high-value infrastructure projects that enhance community well-being, promote sustainable development, and ensure responsible asset management. This report outlines key achievements in the capital program, addresses budget adjustments, and details the status of major projects, underscoring Council's commitment to transparency and accountability.

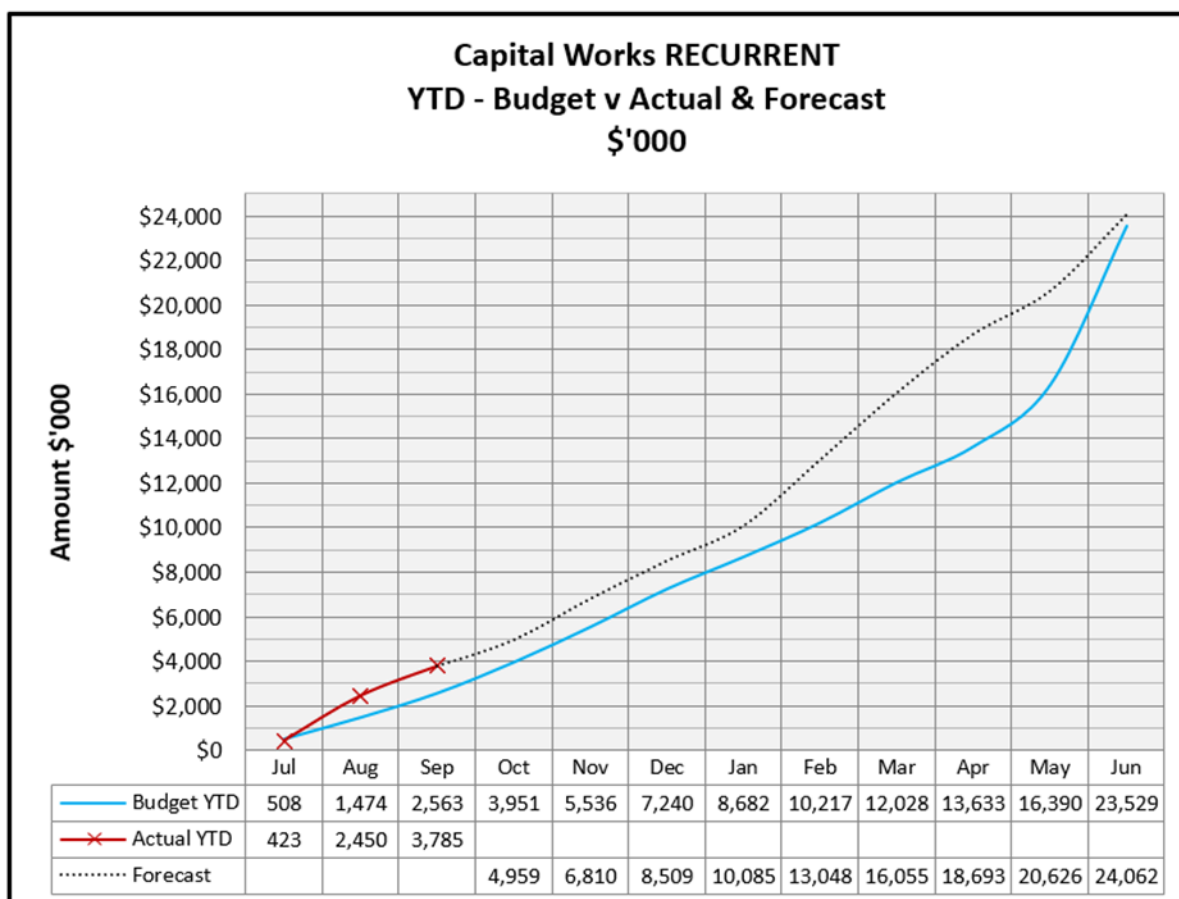
Market Analysis and Economic Considerations

2. Supply Chain Resilience:
 - Significant improvements in supply chain stability have been observed, facilitating smoother project execution.

- Proactive management of potential delays through strategic procurement and supplier diversification.
3. Construction Cost Escalation:
- Anticipated annual cost escalations:
 - Building Works: Approximately 5% through to 2027
 - Infrastructure: Approximately 6% in 2025-26
 - Council's Infrastructure Management Group (IMG) is actively monitoring market trends to mitigate financial risks and optimise project budgets.
4. Contractor Availability:
- Increased contractor availability has improved tendering outcomes
 - Council maintains stringent tender processes to ensure value for money

Financial Performance and Budget Adjustments

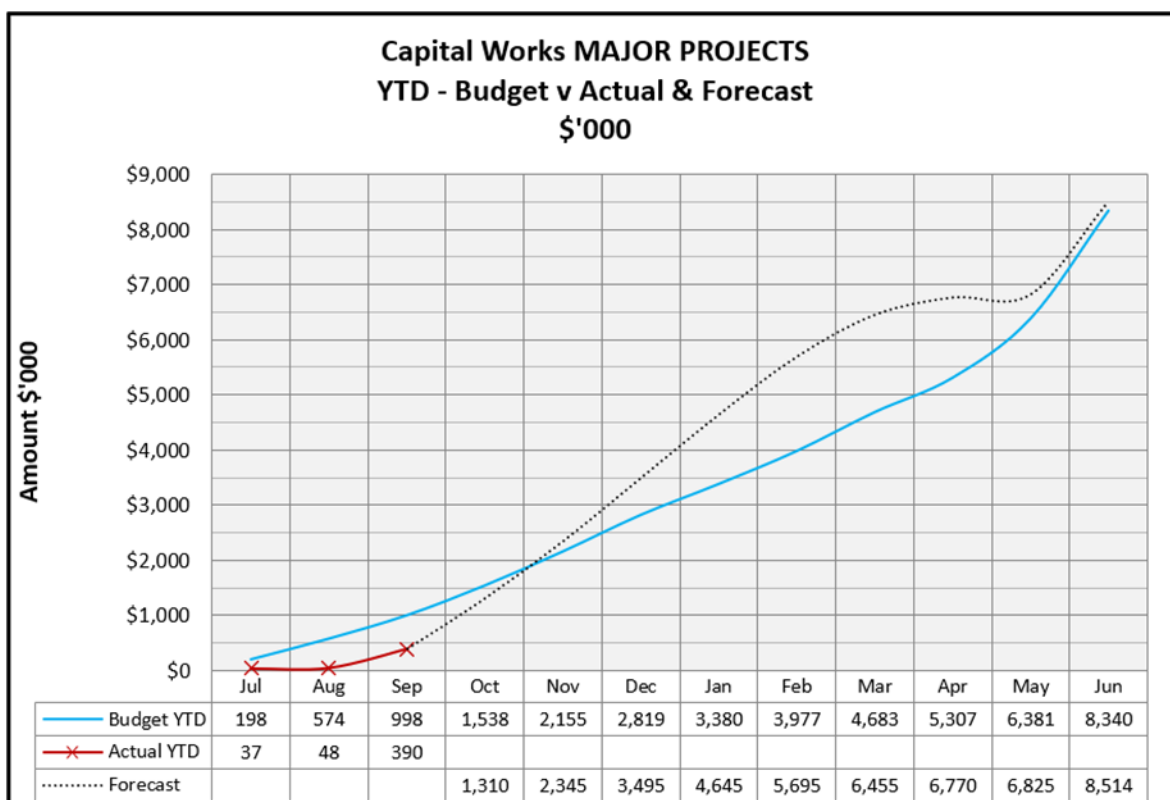
5. Year-to-Date (YTD) Expenditure:
- Total YTD Expenditure: \$4.284 million
 - Combined Annual Budget: \$32,325 million
 - Recurrent Projects YTD Actual: \$3.783 million
 - Major Projects YTD Actual: \$0.501 million
 - Recurrent capital project expenditure is being monitored and will be adjusted as required
6. Currently, the recurrent capital works program is reporting actual expenditure slightly ahead of budget at the end of September 2025.



7. The expenditure per program is shown in the table below:

Program	Total Budget	Expenditure YTD	vs Budget
ICT & Other	\$ 281,000	\$ -	0%
Transport	\$ 14,692,314	\$ 2,244,421	15%
Property	\$ 3,169,813	\$ 528,212	17%
Plant & Equipment	\$ 2,268,312	\$ 749,258	33%
Fleet	\$ 535,000	\$ -	0%
Stormwater	\$ 3,039,000	\$ 260,943	9%
Major Grant Funded Projects	\$ 8,339,500	\$ 500,896	6%
Total	\$ 32,324,939	\$ 4,283,729	13%

8. The Major/Grant funded projects graph below shows that expenditure is slightly below forecast, however remains on track for the remainder of the financial year.



Account	Project	YTD Actual	ANNUAL Budget	ANNUAL Forecast
102176	Chambers Renovations and Accommodation - Stage 2	3,100	0	3,100
101915	Grant - Playground Renewal - Federal	0	0	0
101250	Grant - North Chigwell Football and Community Facility	4,597	0	2,800
101536	Tolosa Park Dam Rehabilitation	178	0	120
102173	Landfill Lift	26,916	0	26,916
102231	Glenorchy Pool Reopening Repairs	360,813	6,500,000	6,500,272
102312	Glenorchy Pool Changing Places Facility	105,032	0	312,691
102489	Humphreys Rivulet Rehabilitation	260	1,689,500	1,689,500
102490	International Food Garden	0	150,000	150,000
	Totals	500,896	8,339,500	8,685,399

Budget Adjustments

9. Adjustments are made during the year through the Infrastructure Management Group (IMG). Some budget variations are funded through grants and existing reserves, with no impact on Council's general funds.

The current Budget Adjustments are listed below:

Program	Acc	Project	Budget	Estimate	Variation	Commentary
Property	102196	Berriedale Childcare Improvements	\$0	\$35,785	-\$35,785	Ongoing budget required
Property	109197	Benjafield Childcare Improvements	\$0	\$35,785	-\$35,785	Ongoing budget required
Transport	102307	Easton Avenue-03 (From Caversham Road to Sixth Avenue)	\$32,508	\$100,000	-\$67,492	Additional scope and traffic management
ICT & Other	102165	Centralised Furniture Purchase – Capital Expense	\$0	\$40,000	-\$40,000	No budget included due to error
Major Projects		North Chigwell Sports Ground – surrounds drainage	\$0	\$55,000	-\$55,000	Flat area holding stormwater, additional works required
Property	102175	Landfill / Office Accommodation Capital	\$150,000	\$350,000	-\$200,000	Delays last FY resulting in additional budget required this FY
Property	102199	Park Furniture, Shelters, BBQs	\$140,000	\$195,000	-\$55,000	Additional shelters, BBQ and seating at Tolosa Park
Transport	102086	PR22-25 Ashbourne Grove Stage 2	\$0	\$471,000	-\$471,000	Deep lift needs to be completed in school holidays, no budget in this FY
Transport	102470	PR23-26 Cammeray Road (From Bradfield Street to Spring Street)	\$100,000	\$200,000	-\$100,000	Additional funds required
Transport	102343	34932 Right FP (Hamel St: Gatehouse St - End of Rd)	\$99,403	\$0	\$99,403	Completed by Maintenance team
Transport	102350	34895 Left FP (Gormanston Rd: Clifford St - Derwent Park Rd)	\$62,051	\$0	\$62,051	Defer for future due to acceptable condition and design requirement for renewal (non-compliant crossfalls and driveway adjustments)
Transport	102297	35187 Right FP (Lampton Avenue: Howard Rd - Brooker Hwy)	\$70,480	\$0	\$70,480	Defer to 26/27 footpath program due to revised scope and estimate on Lampton Ave footpaths. Safety issues have been addressed by Maintenance team last FY.
Transport	102298	35186 Left FP (Lampton Avenue: Howard Rd - Brooker Hwy)	\$96,254	\$0	\$96,254	Defer to 26/27 footpath program due to revised scope and estimate on Lampton Ave footpaths. Safety issues have been addressed by Maintenance team last FY.
Transport	102360	PR23-02 Howard Road Parking Lane Reconstruction (Bunnings)	\$220,000	\$110,000	\$110,000	Revisit scope to include in resal program instead of rehab.
Transport	102085	PR23-29 Collinsvale Road-04 (From Aurora Pole 15 to Stone C)	\$200,000	\$0	\$200,000	Defer to 26/27 due to revised scope/design resulting in much higher estimate, design work completed by consultant in July

Transport	101535	Sunderland Street	\$0	\$20,000	-\$20,000	Unfinished work from FY23/24
Transport	102475	PR23-47 Islet Rivulet Abutment Repointing	\$30,000	\$0	\$30,000	Completed in 24/25
Transport	102480	Intercity Cycleway CCTV Capital Expenditure	\$180,000	\$0	\$180,000	This a duplicate in the budget book, use 102469
Transport		Tolosa Street-04 (from Clydesdale Avenue to Brent Street)	\$0	\$533,348	-\$533,348	Reseal originally due in 26/27, however pavement is showing significant deterioration and earlier intervention is recommended
Transport		Tolosa Street-05 (from Brent Street to Barossa Road)	\$0	\$635,792	-\$635,792	Reseal originally due in 26/27, however pavement is showing significant deterioration and earlier intervention is recommended
Transport		Main Road-08 (From Windsor Street to Elwick Road)	\$0	\$275,000	-\$275,000	Reseal originally due in 26/27, however proposing to bring forward to 25/26 to substitute segment 07, in order to align with footpath renewal project in this segment. This segment slightly longer than segment 08 and estimated to require approximately additional \$20k
Transport		83391-Main Road-07 (From Lampton Avenue to Windsor Street)	\$253,982	\$0	\$253,982	Reseal originally budgeted for 25/26, however proposing to differ to 26/27 and replace by segment 08, in order to align with footpath renewal project in this segment
Stormwater	102481	PR23-24 Chapel Street Reserve Southern DN300 Replacement	\$46,000	\$13,000	\$33,000	Actual costs significantly less than budgeted, costs booked to 102156
Stormwater	102483	PR23-24 Chapel Street Reserve Southern DN300 Replacement	\$46,000	\$0	\$46,000	This is a duplicate in the budget book, use 102469
Stormwater	101722	PR22-46 Redlands Drive Flood Remediation Works	\$850,000	\$0	\$850,000	Delays due to landowner and TasWater issues
Stormwater	102496	Montrose foreshore park DN600 realignment	\$0	\$22,200	-\$22,200	No budget. Urgent ad-hoc project due to flooding from blocked outfall
Total			\$2,544,170	\$2,920,340	-\$376,170	

10. The current variations are showing a slight overspend of the Capital Works Program. The program will continue to be monitored through the financial year with the aim of covering the additional expenditure from savings within the overall capital program.

11. Key Project Updates

- Kilpa Street Footpath Renewal – this project is now 75% complete.
- Grove Road Footpath Renewal – this project is now 90% complete
- Brent Street Footpath Renewal – this project is now 100% complete

- Road resealing program: The following road segments have been completed:
 - Sixth Avenue
 - Easton Avenue
 - Tenth Avenue
 - Walker Street
 - Nathan Street
 - Centenary Crescent
- Renfrew Circle Reconstruction (Allardyce Ave to Barron Ave). This project is now 10% complete. The project consists of:
 - Replacement of kerb and channel
 - New concrete footpath on both sides of the road
 - Traffic calming measures at intersections to reduce vehicle speeds and rat running
 - Improved stormwater drainage
 - Improved level of service for driveways
- Riverview Parade Stormwater Extension – this project is now 30% complete.
- Apex Park Playground. The design and procurement of equipment have been completed.
 - This project consists of the installation a new multi-unit, spinning seesaw, all abilities spinner and accessible double bay swings.
- Glenorchy Pool Reopening Repairs. This project is now 30% complete. This project is for the repair work required to enable the Glenorchy War Memorial Pool to be safely re-opened. Also included in the project is an accessible ramp into the main 50m pool and a fully compliant 'changing places' facility. Works commenced include:
 - Site establishment
 - Building permits
 - Dilapidation surveys
 - Demolition works
 - Construction work commenced in plant room, change rooms and pool access ramp

Attachments

Nil

11.9 QUARTERLY REPORT - Q1 - PERIOD ENDING 30 SEPTEMBER 2025

Author: Chief Financial Officer (Michael Sokulski)
Acting Coordinator Strategy and Executive (Tim Douglass)

Qualified Person: Chief Executive Officer (Emilio Reale)

File Reference: Corporate Reporting

Executive Summary

This report provides Council with the Quarterly Report for the period ending 30 September 2025, outlining key financial and operational performance results for the first quarter of the 2025/26 financial year.

The Quarterly Report includes:

- The Chief Executive Officer's Summary of strategic and operational highlights
- Council's Quarterly Financial Performance Report
- Budget Variation Proposals
- Progress Reporting Against Annual Plan Measures.

Financial Performance

Council's operating result for the quarter is \$1.831m favourable compared to budget. Revenue is above budget while expenditure remains below budget, reflecting sound financial management and timing variations across programs.

- Operating Revenue: \$67.706m, which is \$0.630m (0.9%) above budget, driven by strong and stable revenue streams. Interest on investments is now reported on an accrual basis, with \$0.261m accrued during the quarter.
- Operating Expenditure: \$17.761m, \$1.201m (6.3%) below budget, primarily due to vacancies in staff positions and timing delays in materials and services payments.
- Capital Grant Revenue: \$4.720m compared with an annual budget of \$1.126m, largely reflecting \$4.698m in carried-forward grant funding for the Glenorchy Pool Repairs project.
- Capital Works: Actual expenditure of \$4.175m against a year-to-date budget of \$3.561m, within an annual program of \$31.869m.

A review of the 2025/26 Budget has identified several variations to align reporting with actual financial outcomes. These include:

- Recognition of \$497,043 in unspent operational grants carried forward from 2024/25

- Inclusion of \$4.719m in capital grant revenue, primarily the Glenorchy Pool Repairs grant
- \$10,000 for Glenorchy City Council history research
- \$60,000 for mandatory traffic management training.

These budget variations are not expected to materially impact future revenue or expenditure activities. The changes do not impact the budgeted surplus.

Overall, Council's financial position at the end of the September quarter is favourable, with stable revenue performance, controlled expenditure, and continued delivery of capital works in line with the adopted budget.

Recommendation

That Council:

1. RECEIVE and NOTE the attached Council's Quarterly Report (**Attachment 1**) and Quarterly Annual Plan Progress Report (**Attachment 2**) for the quarter ending 30 September 2025.
2. NOTE the proposed variations to the 2025/26 budget detailed in this report.
3. APPROVE the alteration to the 2025/26 Budget Estimates pursuant to section 82(4) of the *Local Government Act* 1993 as follows:
4. Increase operational Grant revenue by \$0.497m to \$7.759m
5. Increase capital Grant revenue by \$4.720m to \$5.846m
6. Increase operational Materials & Services expenditure by \$70,000 to \$22.353m
7. AMEND the adopted Schedule of Fees & Charges 2025/26 to include new fees and charges for the Moonah Arts Centre detailed in this report.

Community Plan Reference	Leading Our Community We responsibly manage our community's resources to deliver what matters most.
Strategic Plan Reference	Communicate effectively with our community and stakeholders about what Council is doing. Manage the City's assets responsibly for the long-term benefit and growth of our community. Deploy the Council's resources effectively to deliver value while being financially responsible. Manage compliance and risk in Council and our community through effective systems and processes.
Consultation/ Engagement	Executive Leadership Team All Managers
Resources	Not applicable
Risk/Legal/ Legislative/ Reputational	1. Financial Risk While the September quarter results show a favourable position, there is an ongoing risk of revenue or expenditure variations arising later in 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. 2. Budget Management Risk If budget variations are not appropriately approved or reflected in future reporting, Council may lose visibility over true financial performance. Regular review and alignment of budget estimates, as proposed in this report, reduces this risk. 3. Capital Delivery Risk Delays in the delivery of capital works or the use of carried-forward grant funds (e.g. Glenorchy Pool Repairs) may result in project underspend or deferred community benefits. This risk is mitigated through project monitoring and separate Capital Works reporting. 4. Compliance Risk Failure to report or approve budget adjustments in accordance with Section 82(4) of the Local Government Act 1993 could lead to non-compliance with legislative requirements. This is mitigated by ensuring Council approval of all budget variations.

	5. Operational Risk Timing differences in expenditure recognition, staff vacancies, and supplier delays can create short-term fluctuations in reported results. These are managed through quarterly reviews and adjustments to ensure reports reflect the true financial position. 6. Reputational Risk Inaccurate or inconsistent financial reporting may undermine public confidence in Council's financial management. Transparent quarterly reporting and the inclusion of explanatory notes help maintain community trust and accountability
25/26 Budget Allocation	The Financial Performance Report details actual results against budget.
Life of Project, Service, Initiative or (Expectancy of) Asset	Not applicable
25/26 Budget Reconsideration	The Financial Performance Report proposes alterations to the original budget.
Ongoing Costs (e.g. maintenance, operational)	Not applicable
Other Funding Sources	Not applicable

Quarterly Report

- The Quarterly Report contains a comprehensive summary of Council's performance to 30 September 2025. The report consists of the:
 - Chief Executive Officer's Summary of Strategic and Operational Highlights
 - Council's Quarterly Financial Performance Report
 - Budget Variation Proposals
 - Reporting Against Annual Plan Measures

Financial Performance

- Council's operating result at the end of the September 2025 quarter is \$1.831m better than the budgeted position.

3. The reported financial results for quarter one of the 2025/26 financial year show a favourable position with revenue ahead of budget and expenditure less than budget.
4. A review of the original budget adopted at the 23 June 2025 meeting has been undertaken. This has identified opportunities to vary the budget so that future reporting is representative of actual financial outcomes, thus minimising the potential for unnecessary variations.
5. The proposed budget variations detailed in this report will not have any material impact on future revenue and expenditure activities. The changes do not impact the budgeted surplus.

Revenue

6. Year-to-date operational revenue is \$67.706m compared to budgeted operational revenue of \$67.076 m. This represents a favourable result of \$0.630m or 0.9% against budget.
7. Key revenue sources are showing stable results with no variations requiring investigation or remedial action.
8. There is one change to the reporting of Interest on Investments amounts. Council has multiple term deposits with maturity dates up to 12 months in advance. Historically, interest on these has only been reported on a cash basis upon maturity. It is proposed to now report the interest on a monthly accrual basis, so that the financial report accurately reports the amount of interest Council has earned, rather than received. For the September report, accrued interest of \$0.261 m is included.

Expenditure

9. Year-to-date operational expenditure is \$17.761m compared to budgeted expenditure of \$18.962m. This represents a favourable result of \$1.201 m or 6.3% against budget.
10. Key expenditure sources are showing stable results with no variations requiring investigation or remedial action.
11. Employee expenses continue the historic trend of below budget reporting, due to position vacancies and recruitment lead-times. It is prudent to budget for full employment and then factor in a reduction allowance, which the 2025/26 budget does contain.
12. Materials and services are often subject to timing variations, where the expected expenditure is delayed or suppliers are late with submitting invoices. This results in favourable variations being reported each month, but usually for different programs and reasons.

Non-operating – Capital Grant Revenue

13. Capital grant revenue is \$4.720m against the annual \$1.126m budget.
14. The year-to-date amount is wholly unspent grant funds from last financial year, being predominately \$4.698m for the Glenorchy Pool Repairs grant. It is proposed to vary the budget to include this carried forward amount.

Non-operating – Monetary Contributions

15. No contributions have been received, and no budget is provided.
16. These are primarily tied to development permits which require the applicant to contribute to necessary capital works undertaken by Council. A budget is not provided due to the infrequent nature of this revenue.

Non-Operating – Net Gain/(Loss) on Disposal / Derecognition of Assets

17. Gain on disposal of assets is \$0.118 m against the annual \$1.375 m budget loss.
18. Activities in this area are disposal of obsolete computer equipment, minor plant and vehicle changeovers. Land sales also contribute to the monthly result. The reported loss is not a “cash” loss but mostly made up of the movement in asset values. The cash sale price of disposed assets is tempered by the expense in writing down the book value of those assets. There is also an allowance for derecognised assets where it is found the physical asset is no longer in accordance with the asset register.

Non-Operating – Contributions Non-Monetary Assets

19. No non-monetary assets have been received against an annual budget of \$3.675 m. Typically, these are donated/gifted assets received from subdivisions and like developments, as well as assets found not to be currently recorded in the asset register.

Non-Operating – Assets Written Off

20. No assets have been written off against an annual budget of \$0.700 m.
21. Typically, this relates to the residual value of assets that have reached the end of their useful lives and have been replaced.

Capital Works

22. Year-to-date Capital Works actual expenditure is \$4.175m against the year-to-date budgeted expenditure of \$3.561m. The annual budget is \$31.869 m. The expenditure split is \$3.785m for recurrent projects and \$0.390 m for major projects.
 23. A separate Capital Works Status Report will be presented to this Council meeting.
-

Budget Variation

24. Council may alter the Budget Estimates during the year pursuant to section 82(4) of the Local Government Act 1993 as follows:

82(4) A council may alter by absolute majority any estimate referred to in subsection (2) during the financial year.

25. A review of the 2025/26 budget has identified some alterations are required to record unspent grant revenue from 2024/25 carried forward into 2025/26, and to provide additional expenditure funding as follows:

Source	Budget Alteration	Notes
Operational Grant Revenue	\$497,043	Various unspent grants carried forward from 2024/25
Capital Grant Revenue	\$4,719,989	Unspent Glenorchy Pool Repair grant \$4,698,146 from 2024/25
Materials & Services	\$10,000	Glenorchy City Council History Research
Materials & Services	\$60,000	Mandatory Training for Traffic Management

26. The budget review also identified further funding requirements that were not in the original budget, however these will be funded by the transfer of existing budgets from other programs:

Source	Budget Alteration	Notes
Materials & Services	\$37,000	Community Views ID Survey
Materials & Services	\$97,000	Data Management Review and Strategy
Employee Expenses	\$280,000	Director Environmental Services

The mid-year budget review will include updates in relation to the TechOne Project. The current budget has provisions for project costs and licensing fees. These will be reviewed and finalised for the mid-year budget review.

Fees and Charges

27. The Moonah Arts Centre previously proposed new fees and charges for the Schedule of Fees and Charges 2025/26 adopted by Council on 26 May 2025; however, these were not included.

28. The proposed fees and charges provide the Moonah Arts Centre with increased flexibility to charge for the use of the Centre's equipment as well as recovering the labour cost of undertaking any marketing and promotions for users of the Centre.
29. It is proposed to include the following fees and charges into the adopted Schedule of Fees and Charges 2025/26:

Description	Additional Info	Definition	Amount 2025-26 (excl GST)	GST Treatment (Taxable or Exempt)	Amount 2025-26 (incl GST & rounding adjustment)
Equipment Hire - DJ Table	Standard + Community Rate (included in Arts Activity bookings)	Per Day	\$72.72	Taxable	\$80.00
Equipment Hire - x4 Foldbacks and band Mic-Kit	Standard + Community Rate (included in Arts Activity bookings)	Per Day	\$454.54	Taxable	\$500.00
Equipment Hire - Whiteboard	Standard + Community Rate (included in Arts Activity bookings)	Per Day	\$27.27	Taxable	\$30.00
Equipment Hire - Mobile Conference Unit	Standard + Community Rate (included in Arts Activity bookings)	Per Day	\$68.18	Taxable	\$75.00
Equipment Hire - Backline, basic drum kit, guitar amplifier and bass amplifier	Standard + Community Rate (included in Arts Activity bookings)	Per Day	\$90.90	Taxable	\$100.00
Equipment Hire - x1 tablecloth (incl laundering fee)	Standard + Community Rate (included in Arts Activity bookings)	Per Day	\$9.09	Taxable	\$10.00
Tea Service Equipment (Cups, Urn, Spoons)	Standard + Community Rate (included in Arts Activity bookings)	Per Day	\$45.45	Taxable	\$50.00
Marketing & Promotional Services	Standard	Per Hour	\$68.18	Taxable	\$75.00

Annual Plan Progress

30. The attached Annual Plan Progress Report (**Attachment 2**) records the status and commentary on the nine priority actions and the Annual Plan actions, including business as usual items.

Attachments

1. GCC Quarterly Report Q 1 2056–26 [**11.9.1** - 35 pages]
2. Measure Reporting - Progress Attachment [**11.9.2** - 8 pages]

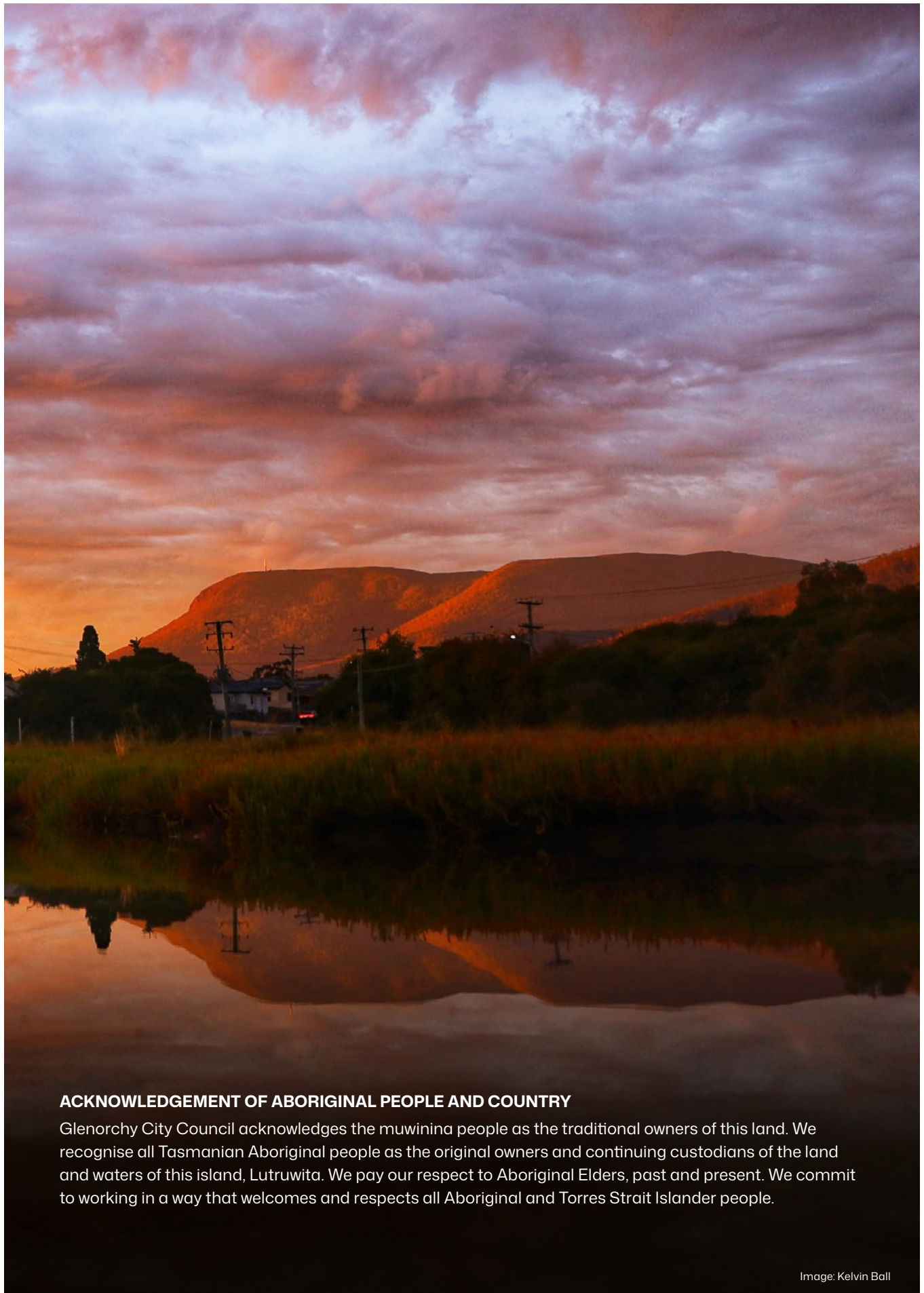


**Glenorchy
City Council**

Quarterly Report

Quarter 1, 2025-26





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.

Image: Kelvin Ball

Contents

Strategic and Operational Highlights for the Quarter

Financial Position	4
The Glenorchy War Memorial Pool	4
Continued Commitment Safety	4
Civic Engagement and Community Connections	5
Establishment of a Glenorchy Youth Hub	5
Humphrey's Rivulet Funding Update	5
Looking Ahead	5

Quarterly Financial Performance

Operating Summary	7
Operating Forecast to 30 June 2026	7
Operating Revenue	8
Note 1 – Rates Revenue	8
Note 2 – User Charges and Licences Revenue	8
Note 3 – Interest on Investments	8
Note 4 – Operating Grants	9
Note 5 – Operating Contributions – Cash	9
Note 6 – TasWater Income	9
Note 7 – Other Income	9
Operating Expenditure	9
Note 8 – Employment Costs	10
Note 9 – Materials and Services Expenditure	10
Note 10 – Depreciation and Amortisation	10
Note 11 – Finance Costs	10
Note 12 – Bad and Doubtful Debts	10
Note 13 – Other Expenses	10
Non-Operating Revenue	10
Note 14 – Contributions – Non-monetary Assets	10

Note 15 – Gain or Loss on Disposal of Fixed Assets	10
Note 16 – Capital Grants	10
Note 17 – Contributions – Monetary	10
Non-Operating Expenditure	10
Note 18 – Assets Written Off	10
Capital Works	11
Cash and Investments	13
Rates Collections	13
Statement of Comprehensive Income	14
Statement of Financial Position	15

GCC Annual Plan Measures

Making Lives Better	17
Building Image and Pride	19
Open for Business	23
Leading our Community	26
Valuing our Environment	33

STRATEGIC AND OPERATIONAL HIGHLIGHTS FOR THE QUARTER

This quarterly report is my first as Chief Executive Officer, and I am pleased to present the strategic and operational highlights for the first quarter of the 2025–26 financial year, ending 30 September 2025.

FINANCIAL POSITION

Council's financial performance for the September 2025 quarter reflects a strong and stable position.

The operating result at the end of the quarter was \$1.831 million ahead compared to the budget.

This result comprised \$0.630m more revenue than forecast and \$1.201 million less expenditure.

Operating revenue totalled \$67.706 million against a budget of \$67.076 million. This positive result was driven by steady income streams.

Operating expenditure totalled \$17.761 million compared with a budget of \$18.962 million, or 6.3 percent below target. The result included savings from vacancies and recruitment timing, as well as some supplier payment delays that will be realised in later quarters.

Capital grant revenue for the quarter was \$4.720 million, largely due to \$4.698 million in carried-forward funding for the Glenorchy War Memorial Pool Repairs project. Year-to-date capital works expenditure was \$4.175 million against a year-to-date budget of \$3.561 million, within an annual program of \$31.869 million.

The year-end forecast currently indicates a favourable result of \$1.947 million, assuming the present trends continue. Council will continue to manage expenditure and revenue carefully to maintain long-term sustainability while providing the services and infrastructure our community depends upon.

THE GLENORCHY WAR MEMORIAL POOL

Work to repair and reopen the Glenorchy War Memorial Pool began in July and is progressing well.

Demolition and site establishment were completed, and repairs to the pool structure and plant are underway. Work has also started on the new accessible ramp into the pool, and the changerooms.

The project remains on track for completion in the fourth quarter of 2025–26.

This project represents a significant investment in community wellbeing. Once reopened, the facility will again provide an accessible and inclusive space for recreation, swimming lessons, and community connection. The upgrades include new heating, improved amenities, and fully accessible changeroom facilities.

Council continues to plan for the long-term redevelopment of the site into a modern aquatic centre that will serve the broader region. Advocacy for further State and Federal funding remains a key priority.

CONTINUED COMMITMENT TO SAFETY

Community safety remains one of Council's highest priorities.

During the quarter, Glenorchy recorded a notable improvement in public safety, with Tasmania Police data showing a 16 per cent decrease in total offences and a 21 per cent reduction in youth offending over the past year. These outcomes demonstrate the effectiveness of coordinated partnerships between Council, Tasmania Police, and community services.

Youth engagement activities, including street basketball, creative workshops, and after-school programs, provided more than 1,600 positive youth interactions during the quarter. These initiatives give young people safe spaces to participate, build confidence, and connect with support networks.

Council continues to work closely with local businesses and residents to maintain well-managed and welcoming public spaces. These combined efforts help ensure Glenorchy remains a safe and inclusive city.

CIVIC ENGAGEMENT AND COMMUNITY CONNECTIONS

During the quarter, Council hosted three Citizenship Ceremonies—two in July and one in September on Australian Citizenship Day—welcoming 158 new citizens from 25 countries.

Approximately 200 guests attended these events, including friends and families of new citizens, Elected Members, State and Federal elected representatives, and community leaders. These ceremonies highlight the strength and diversity of Glenorchy's community and the shared sense of belonging that continues to grow across the city.

Council maintained regular communication with residents through workshops, public meetings, and its online engagement platform. The "Let's Talk, Glenorchy" site recorded more than 3,400 visits during the quarter, with 92 contributions to active projects. Insights from these engagements continue to inform Council's planning and decision-making processes.

ESTABLISHMENT OF A GLENORCHY YOUTH HUB

Council continued to advance the establishment of a Glenorchy Youth Hub, which would provide a safe, inclusive and purpose-built space for young people. During the quarter, Council secured \$500,000 in funding from the State Government to support the project. Consultation with young people and designers continues, which will guide the layout and functions of the facility.

HUMPHREYS RIVULET FUNDING UPDATE

Council progressed the Humphreys Rivulet Rehabilitation Project, aimed at improving waterway health, public access and environmental resilience. This project has received a \$1.69 million funding commitment, following advocacy and project planning by Council officers. The funding will enable environmental and habitat restoration, stormwater quality improvements and upgraded community infrastructure along key sections of the rivulet.

Securing this support is an important achievement that demonstrates Council's success in preparing high-quality grant submissions and building strong relationships with State and Federal partners.

LOOKING AHEAD

As we move into the second quarter for 2025–26, Council will remain focused on delivering the capital works program, maintaining strong financial management, and advancing key strategic projects.

Priorities for the next quarter include maintaining progress on the Glenorchy War Memorial Pool repair project, finalising the new Waste Management Strategy, developing a new Graffiti Management Plan and continuing to advocate for State and Federal investment in major community infrastructure, such as further development of Tolosa Park and future stages of the pool redevelopment.

I extend my appreciation to Council staff, Elected Members, and community partners for their dedication, professionalism and perseverance in achieving meaningful outcomes for the community of Glenorchy.



Emilio Reale
Chief Executive Officer

Financial Performance

Image: GCC Image Collection

Quarterly Financial Performance Report

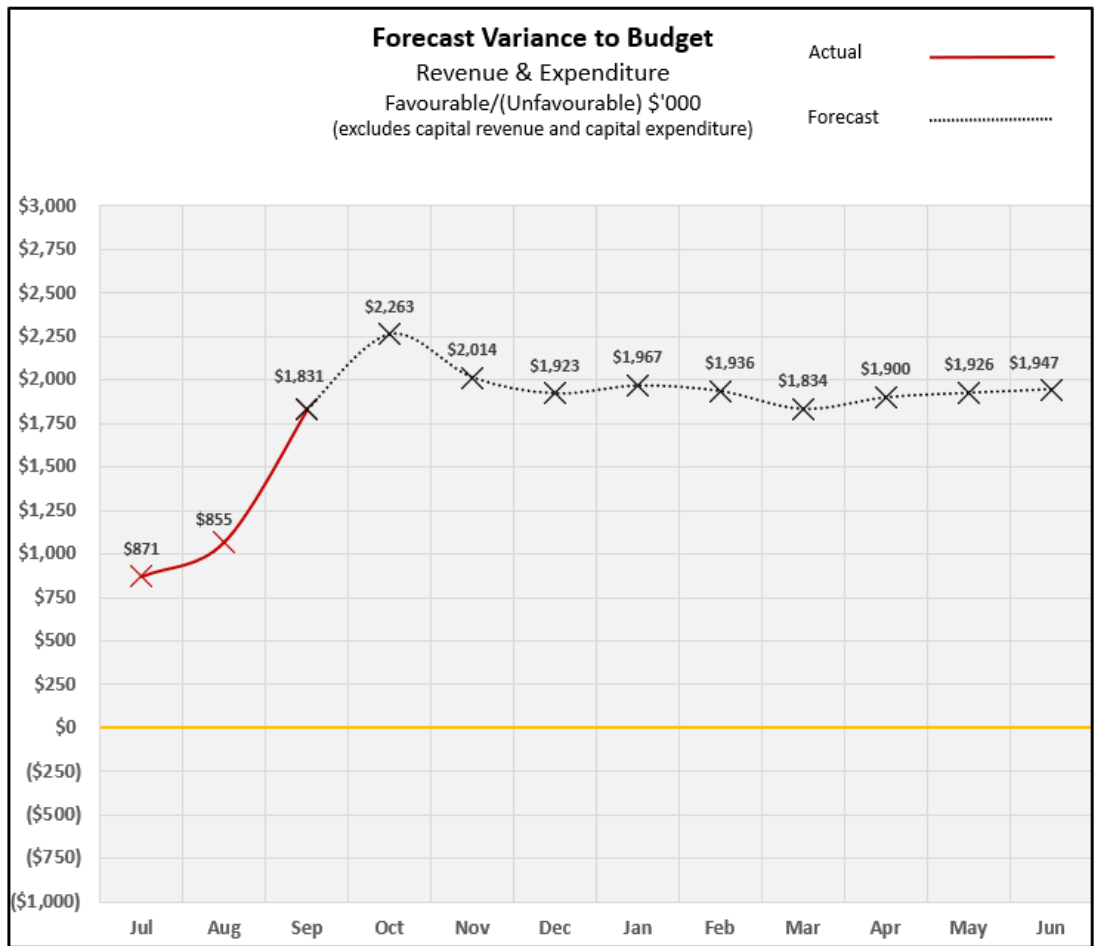
For the quarter ending 30 September 2025

OPERATING SUMMARY

Council’s operating result as at the end of the September 2025 quarter is \$1.831m better than the budgeted position. The favourable variance is the combined result of \$0.630m more revenue than budgeted and \$1.201m less expenditure than budgeted.

The forecast through to 30 June 2026 is currently showing a favourable end of year result of \$1.947m based upon (a) the actual variation reported year to date to 30 September 2025 and (b) all remaining months achieving forecast. As future months are reported and budget owners vary their individual forecasts, the end-of-year forecast result may vary accordingly.

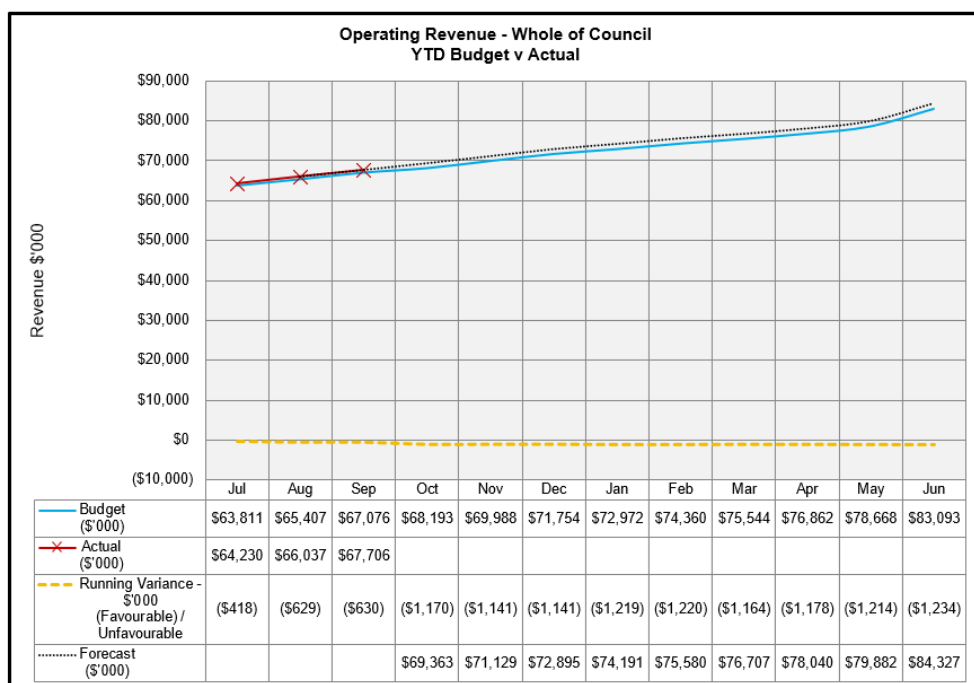
OPERATING FORECAST TO 30 JUNE 2026



Note 1: The data in this chart is a compilation of actual, budget and forecast revenue / expenditure. It is recalculated each month to ensure it represents the most up-to-date analysis of Councils financial position which may result in differences to previously reported charts.

OPERATING REVENUE

Year-to-date operational revenue is \$67.706m compared to budgeted operational revenue of \$67.076m. This represents a favourable result of \$0.630m or 0.9% against budget.



Notes:

- I. Operational revenue does not include capital revenue or gain/loss on sale or disposal of assets.
- II. All noted amounts are reported as variance to budget.

NOTE 1 – RATES REVENUE

Favourable against the year-to-date \$54.628m budget by \$232k, noting higher starting general rate revenue from supplementary valuations.

NOTE 2 – USER CHARGES AND LICENCES REVENUE

Favourable against the year-to-date \$10.183m budget by \$79,000, noting improved kerbside waste management revenue above original forecasts (\$152k), development application fees (\$111k) and food licence renewals (\$41k), offset by lower property services revenue (\$92k) and landfill disposal fees (\$86k).

NOTE 3 – INTEREST ON INVESTMENTS

The annual budget for interest on investments is \$1.750m. To the end of September, \$426k interest has been received from:

- Monthly from at-call accounts (\$76k)
- Term deposit maturity (\$143k)
- Term deposit yet to mature (\$207k)

NOTE 4 – OPERATING GRANTS

Favourable against the year-to-date \$1.518m budget by \$517k, noting \$497k* in unspent operating grants have been carried forward from 2024–25. Current year grant variations include Jackson Street landfill (\$40k), cricket nets (\$72k), childcare working together (\$94k) and full gear renewal (\$56k), offset by lower federal government child subsidy (\$245k) and multicultural operating grant yet to receive (\$37k).

**These are unbudgeted revenues, so a budget variation request is proposed.*

NOTE 5 – CONTRIBUTIONS – CASH

Unfavourable against the year-to-date \$11k budget by \$10k, noting this budget covers planning cash-in-lieu and private stormwater connection permits which are customer driven timing.

NOTE 6 – TAS WATER INCOME

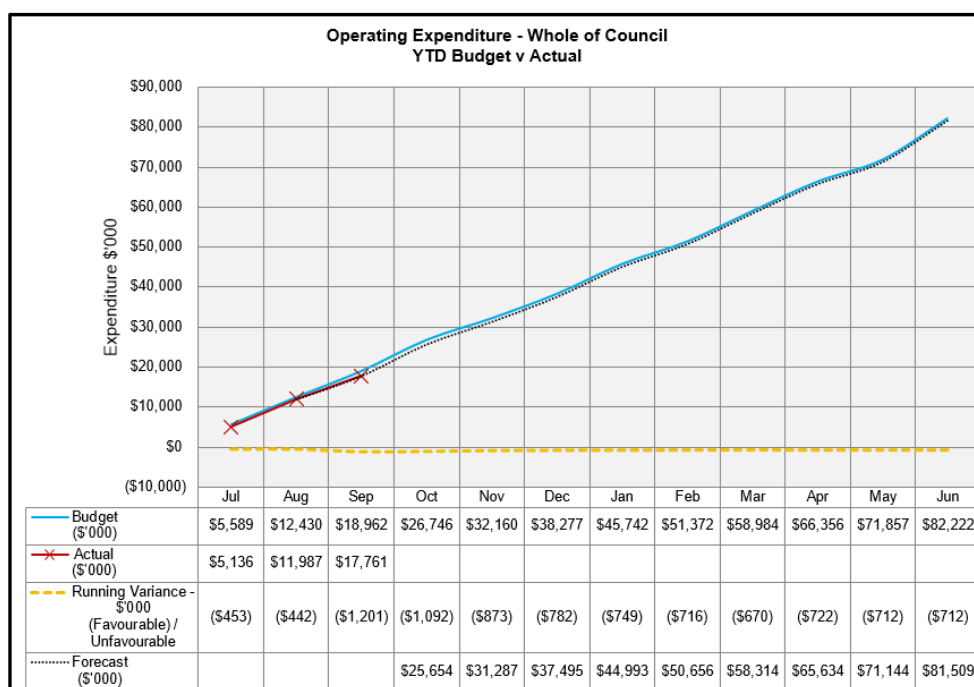
The first interim dividend for \$543k was due in September, but an increased amount of \$597k was received on 1 October 2025.

NOTE 7 – OTHER INCOME

Favourable against the year-to-date \$32k budget by \$91k, noting this amount represents multi-year recovery of gas royalties from the Jackson Street Landfill (\$86k).

OPERATING EXPENDITURE

Year-to-date operational expenditure is \$17.761m compared to budgeted expenditure of \$18.962m. This represents a favourable result of \$1.201m or 6.3% against budget.



All noted amounts are reported as variance to budget.

NOTE 8 – EMPLOYMENT COSTS

Favourable against the year-to-date \$8.227m budget by \$403k, noting position vacancies and lead-times in recruitment will result in reduced employee expenses across the organisation.

NOTE 9 – MATERIALS AND SERVICES EXPENDITURE

Favourable against the year-to-date \$6.146m budget by \$787k, noting invoice timing contributes to underspend variances in waste management (\$259k) and landfill (\$175k). There is a longer-term underspend for the information technology project (\$563k).

NOTE 10 – DEPRECIATION AND AMORTISATION

Materially in line with budget with a \$80k variance against the \$4.243m budget.

NOTE 11 – FINANCE COSTS

Materially in line with budget with no expenditure against the \$3k budget.

NOTE 12 – BAD AND DOUBTFUL DEBTS

No bad or doubtful debts identified to date.

NOTE 13 – OTHER EXPENSES

Unfavourable against the year-to-date \$343k budget by \$73k, noting a land tax refund has been received \$32k, offset by fleet amortisation awaiting reconciliation (\$108k).

NON-OPERATING REVENUE**NOTE 14 – CONTRIBUTIONS – NON-MONETARY ASSETS**

No non-monetary assets have been received against an annual budget of \$3.675m.

NOTE 15 – GAIN OR LOSS ON DISPOSAL OF ASSETS / DERECOGNITION OF ASSETS

Gain on disposal of assets is \$118k against the annual loss of \$1.375m budget, the gain representing the sale proceeds of four disposed vehicles and trade in of minor plant.

NOTE 16 – CAPITAL GRANTS

Capital grant revenue is \$4.720m* against the annual \$1.126m budget, noting \$4.698m of the Glenorchy Pool grant has been carried forward to this year as has \$22k for Abbotsfield Road VRUP.

**These are unbudgeted revenues so a budget variation is proposed*

NOTE 17 – CONTRIBUTIONS – MONETARY

No contributions – monetary capital revenue has been received, and no budget is provided.

NON-OPERATING EXPENDITURE**NOTE 18 – ASSETS WRITTEN OFF**

No assets have been written off against an annual budget of \$700k.

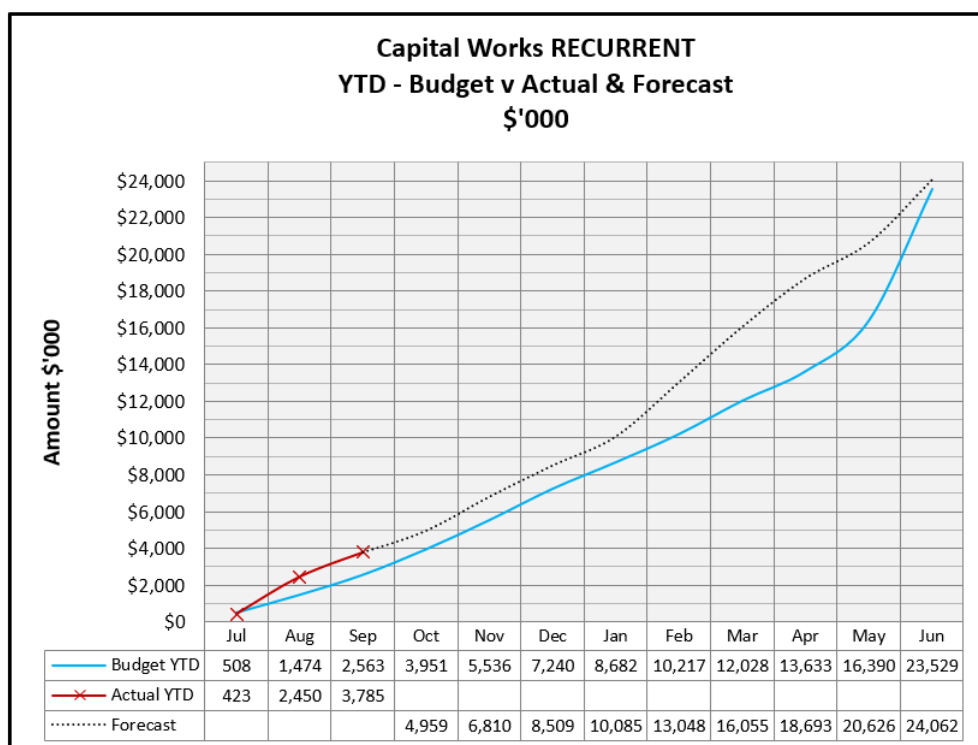
CAPITAL WORKS

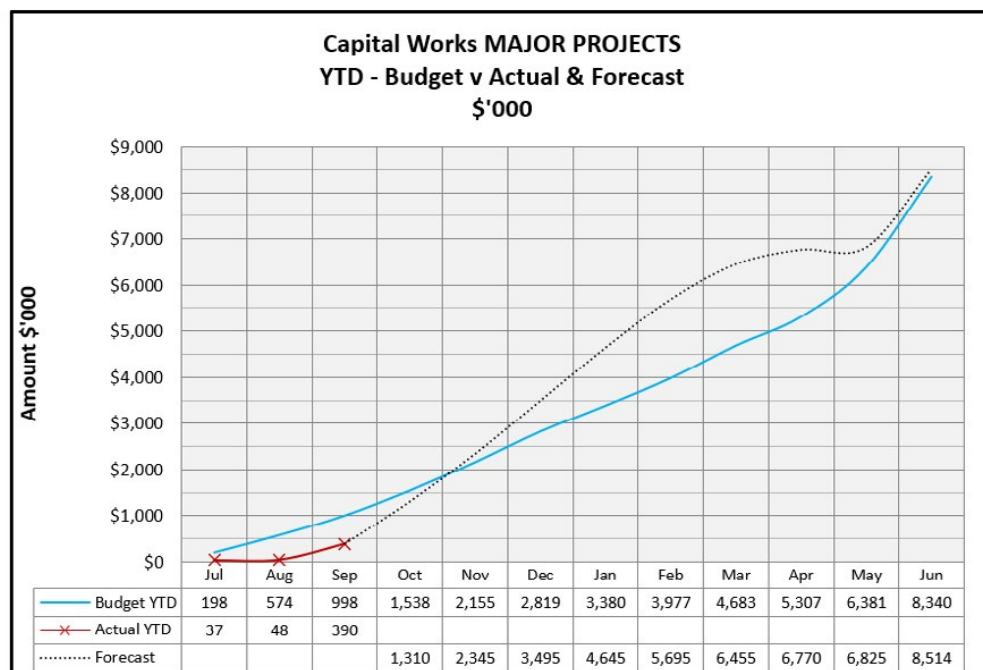
Year-to-date Capital Works expenditure is \$4.175m against a combined annual budget of \$31.869m. At the end of September, the expenditure split between recurrent and major projects is:

- \$3.785m or 16% of the annual RECURRENT budget has been expended
- \$0.390m or 5% of the MAJOR PROJECTS budget has been expended

Forward forecasts indicate the capital works program will achieve budget by 30 June 2026. The Infrastructure Management Group (IMG) actively monitors project progress and expenditure. In the event forecast trends suggest budget might not be achieved, funds will be redirected to other capital projects.

CAPITAL PROGRAM - RECURRENT



CAPITAL PROGRAM – MAJOR PROJECTS*

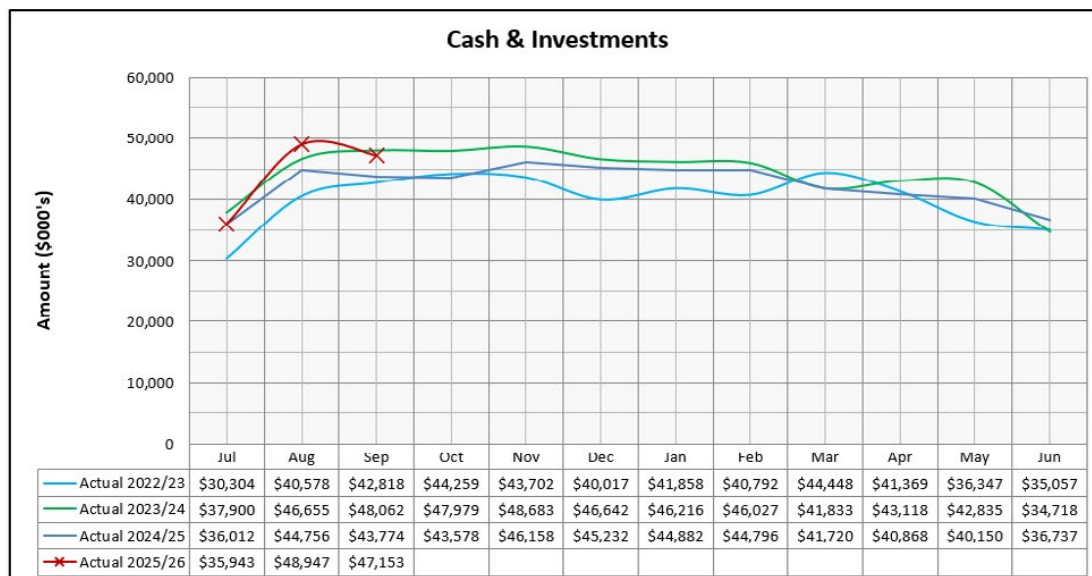
*The following projects form the Major Projects capital works program:

Project	YTD Actual	ANNUAL Budget	ANNUAL Forecast
102231 - Glenorchy Pool Reopening Repairs	\$354,963	\$6,500,000	\$6,499,963
102489 - Humphreys Rivulet Rehabilitation	\$0	\$1,689,500	\$1,689,500
102490 - International Food Garden	\$0	\$150,000	\$150,000
Various Unbudgeted Expenditure on Carryover Projects	\$34,791	\$0	\$174,791
TOTALS	\$389,754	\$8,339,500	\$8,514,254



CASH AND INVESTMENTS

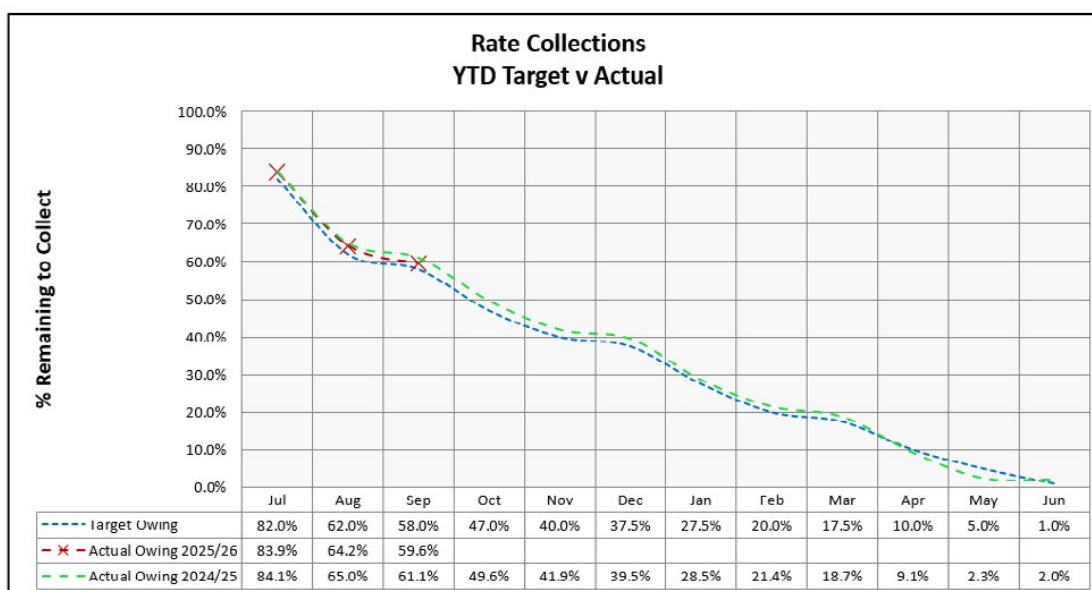
At 30 September 2025, cash and investments totalled \$47.153m compared to \$43.774m for the same period last year. The carry forward of the unspent portion of the \$5.000m Glenorchy Pool Repair Grant contributes \$4.698m in additional cash. The contractor has commenced work on the pool repair and will draw down these funds over coming months.



Note: total cash and investments includes non-restricted operating funds and funds restricted by policy and standards

RATES COLLECTIONS

At 30 September 2025, rates collected totalled 38.9%. There is no definitive reason for a lower collection outcome compared to last year. Anecdotally, there has been an increase in direct debit applications which does result in a movement away from instalments. The 2025-26 increase in rates creates a higher starting amount requiring collection. There has also been no appreciable increase in the number of hardship applications received.



STATEMENT OF COMPREHENSIVE INCOME TO 30 SEPTEMBER 2025

Year-to-Date (YTD)	Note	2026 Budget \$'000	2026 Actual \$'000	2025 Actual \$'000	2026 Variance Actual to Budget
Operating Revenue					
Rates	1	54,628	54,860	51,910	▲
User charges and licences	2	10,183	10,262	9,504	▲
Interest	3	161	426	(48)	▲
Grants	4	1,518	2,035	1,414	▲
Contributions – cash	5	11	1	45	▼
Investment income from Tas Water	6	543	-	543	▼
Other income	7	32	123	45	▲
Total Operating Revenue		67,076	67,706	63,414	▲
Operating Expenditure					
Employment costs	8	8,227	7,823	7,208	▼
Materials and services	9	6,146	5,359	5,261	▼
Depreciation and amortisation	10	4,243	4,163	4,256	▼
Finance costs	11	3	-	23	▼
Bad and doubtful debts	12	-	-	-	↔
Other expenses	13	343	416	144	▲
Total Operating Expenditure		18,962	17,761	16,892	▼
Total Operating Surplus/(Deficit)		48,114	49,946	46,521	▲
Non-Operating Revenue					
Contributions – non-monetary assets	14	-	-	-	↔
Net gain/(loss) on disposal of property, infrastructure, plant, and equipment	15	(3)	118	52	▲
Capital grants received specifically for new or upgraded assets	16	-	4,720	1,877	▲
Contributions – Monetary	17	-	-	-	↔
Total Non-Operating Revenue		(3)	4,838	1,929	▲
Non-Operating Expense					
Assets written off	18	-	-	-	↔
Total Non-Operating Expense		-	-	-	
Total Surplus/(Deficit)		48,112	54,783	48,451	▲

STATEMENT OF FINANCIAL POSITION TO 30 SEPTEMBER 2025

	30 June 2026 \$'000	30 June 2025 \$'000
Assets		
Current assets		
Cash and Cash Equivalents	12,806	6,202
Trade and Other Receivables	39,952	38,577
Inventories	35	173
Assets Classified as Held for Sale	1,183	1,876
Contract Assets	261	-
Current Investments	34,347	37,572
Other Current Assets	39	39
Total Current Assets	88,622	84,439
Non-Current Assets		
Property, Infrastructure, Plant and Equipment	1,283,752	1,224,583
Investment in Water Corporation	180,686	177,228
Right of Use Assets	1,836	1,923
Other Non-Current Assets	15,559	17,715
Total Non-Current Assets	1,481,833	1,421,448
Total Assets	1,570,455	1,505,887
Liabilities		
Current Liabilities		
Trade & Other Payables	4,845	4,775
Provisions	5,150	5,865
Borrowings	126	336
Trust Funds and Deposits	559	735
Lease Liabilities	750	865
Contract Liabilities	-	-
Other Liabilities	23	923
Total Current Liabilities	11,454	13,499
Non-Current Liabilities		
Provisions	13,079	12,615
Borrowings	-	182
Lease Liabilities	1,115	1,136
Total Non-Current Liabilities	14,193	13,934
Total Liabilities	25,647	27,433
Net Position	1,544,807	1,478,454

Adjustments to amounts previously reported

There are instances where ledger adjustments are required in respect of amounts reported in prior periods. These adjustments will be visible when comparing this report against previously presented Financial Performance Reports.

Measures



GCC Annual Plan Measures

MAKING LIVES BETTER

We continue to be a safe, inclusive, active, healthy and vibrant community. We will focus on developing a hub of multiculturalism, arts and culture.

PERCENTAGE OF DIRECT COUNCIL OPERATIONAL EXPENDITURE ON PRIORITY COMMUNITY SERVICES COMMUNITY DEVELOPMENT AND WELLBEING PROGRAMS

Program	Targeted Expenditure	Employee Effort	Total Expenditure on Priority Community Services	Program Consumption of Total Expenditure	Annual Budget for Priority Community Services	Percentage of Program Annual Budget Spent
Bushfire Mitigation	\$13,867	\$70,694	\$84,561	2.2%	\$641,171	13.2%
Childcare	\$31,924	\$759,364	\$791,287	20.2%	\$3,668,401	21.6%
Community Development	\$76,826	\$178,567	\$255,392	6.5%	\$1,433,846	17.8%
Community Engagement	\$13,872	\$89,330	\$103,203	2.6%	\$596,047	17.3%
Community Recognition	\$1,200	\$14,184	\$15,384	0.4%	\$71,299	21.6%
Environment	\$4,553	\$97,214	\$101,768	2.6%	\$848,463	12.0%
Glenorchy Jobs Hub	\$4,187	\$135,615	\$139,802	3.6%	\$970,917	14.4%
Moonah Arts Centre	\$43,348	\$152,842	\$196,190	5.0%	\$784,500	25.0%
Parks & Recreation	\$195,112	\$332,760	\$527,872	13.5%	\$2,702,687	19.5%
Roads & Stormwater	\$370,069	\$386,068	\$756,137	19.3%	\$3,659,236	20.7%
Urban Services	\$436,085	\$323,616	\$759,700	19.4%	\$2,748,730	27.6%
Vegetation Control	\$58,184	\$123,340	\$181,524	4.6%	\$1,105,453	16.4%
Total Direct Expenditure - Priority Community Services	\$1,249,227	\$2,663,594	\$3,912,820	100%	\$19,230,749	Average 18.9%

NUMBER AND TYPE OF GRANT FUNDED SERVICES AND NUMBER OF COMMUNITY MEMBERS RECEIVING SERVICES THROUGH COUNCIL PARTNERS THROUGHOUT THE FOURTH QUARTER, HIGHLIGHTS FROM THE MOONAH ARTS CENTRE INCLUDED

A series of creative programs were delivered to enhance opportunities and engagement for young people through arts-based activities. Workshops included digital art, spray painting, and collaborative creative sessions held across various community locations such as Glenorchy Library, Moonah Arts Centre, Chigwell House, Montrose Skate Park, and Tolosa Park.

Participation levels ranged from small group sessions (3–6 participants) to larger workshops (up to 15 participants).

Key Outcomes:

- Provided multiple creative learning and self-expression opportunities for youth.
- Fostered collaboration between schools, community houses, and service providers.
- Strengthened partnerships with organisations including Bucaan Community House (Crewative Arts Connect), Glenorchy Library, Moonah Arts Centre, Mission Australia Youth Beat, Indie School, PCYC, Cosgrove High, Migrant Resource Centre, New Norfolk High, Springfield Gardens School, and Youth Justice Tasmania.

AMOUNT OF ADVOCACY UNDERTAKEN ON COMMUNITY PRIORITIES

Advocacy for key community priorities including the redevelopment of the pool, Tolosa Park Stage B, Humphreys Rivulet and the establishment of a youth hub continued during the quarter with the Mayor lobbying State and Federal members for funding at various meetings. A five to seven year funding advocacy plan for the redevelopment of the pool was developed along with funding advocacy materials for specific elements of the Tolosa Park Stage B development and the development of a youth engagement space on the Chambers forecourt.



Image: Kelvin Ball

BUILDING IMAGE AND PRIDE

We will show our pride as a city and others will see it.

NUMBER OF PROGRAMS DEVELOPED AND RUN IN PARTNERSHIP WITH GOVERNMENT AND COMMUNITY ORGANISATIONS THAT IMPROVE COMMUNITY SAFETY AND INCLUSION

During the July–September quarter, Glenorchy City Council delivered a range of programs to increase youth engagement, promote positive social behaviour, and support creative expression. Activities were delivered across community, school, and public spaces in collaboration with key partners including Youth Justice Tasmania and Mission Australia Youth Beat.

Programs Delivered

- Youth Justice Art Sessions – three workshops in July (four participants each), plus two more in September (three participants each).
- After School Basketball Activation – Mon–Fri, 2:30–4pm throughout the quarter at Glenorchy Lawns and public spaces.
- Creative Pathways Launch – Youth exhibition at GCC foyer on 26 September (two young speakers shared lived experience).
- Partnership with Mission Australia Youth Beat – supporting after-school engagement (Mondays and Thursdays).

CBD and Forecourt Activation

- Daily after-school basketball sessions to reduce anti-social behaviour.
- Regular youth presence at forecourt and Glenorchy Lawns.
- Creative activities and youth engagement in public spaces.

Engagement Summary

Month	Total Engagements	Males	Females
July	734	573	161
August	594	441	153
September	324	235	89
Quarter Total	1,652	1,249	403

Key Engagement Outcomes

- Over 1,650 youth engagements recorded across the quarter.
- Strong male participation.
- Increased collaboration with community partners and schools.
- Positive activation of public spaces.

NUMBER OF FUNDING BIDS MADE FOR A GLENORCHY YOUTH HUB

Tasmanian Community Fund: Formal meetings proceeded for the proposal for \$1.000m over five years to support youth engagement initiatives. Progressed to Stage 2 following a meeting with the account manager, with a Board presentation scheduled for December.

State Government: Council is seeking \$500k over five years. Conducted two meetings with the Youth Justice Taskforce and one with a state-appointed consultant to shape a place-based funding approach.

PROGRESS ON DEVELOPMENT OF PROJECT PLAN FOR A GLENORCHY YOUTH HUB

Ongoing consultations with young people to inform the design of the Glenorchy Youth Hub and school holiday programs, ensuring youth voices guide program priorities and service delivery.

PROGRESS ON DEVELOPMENT AND IMPLEMENTATION OF ENGAGEMENT PLAN TO HEAR THE VOICES OF HARDER TO REACH COMMUNITY MEMBERS

Council has commenced work on developing an engagement plan aimed at better hearing the voices of harder-to-reach community members. As a first step, questions have been included in the “Glenorchy Views” survey commencing in the next quarter to understand how people prefer to engage with Council and to gather feedback on existing engagement methods. Insights from this survey will inform the design of a tailored engagement approach that supports inclusive and accessible participation.

NUMBER AND TYPE OF ENGAGEMENT EVENTS DELIVERED TO HEAR THE VOICES OF HARDER TO REACH COMMUNITY MEMBERS

Council’s Engagement Officer has been actively liaising with a range of organisations—including schools, Council venues, community groups, and cultural associations—to encourage participation in the survey and ensure people have accessible options to take part.

FREQUENCY OF PRINCIPAL ACTIVITY CENTRE CLEANING ACTIVITIES AND MUNICIPAL STREET SWEEPING

Two new vehicles procured, one equipped with a pressure cleaner. Three extra staff to work primarily in the CBD areas. Footpath cleansing program increased. Graffiti management plan and policy drafted to be presented to Council for endorsement in Q2.



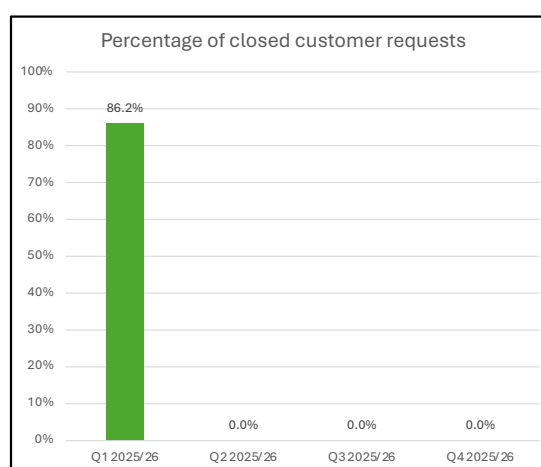
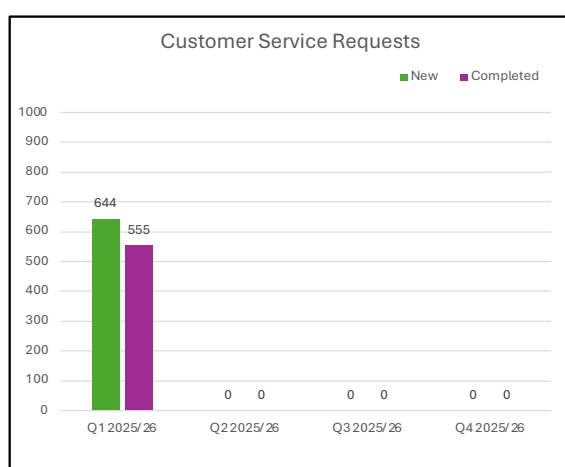
Image: GCC Image Collection

NUMBER OF COMPLETED MAINTENANCE ACTIVITIES (SERVICE REQUESTS) FOR DIFFERENT ASSET CLASSES:

Roads have seen the greater number of customer requests for the quarter with 312, in comparison the next highest is vegetation control with 54. It is expected that vegetation control will increase over the next quarter.

Out of 644 customer requests 555 have been completed.

2025-26	Created	Completed	% Comp v Create	New	Completed
Jul-25	235	227	96.6%		
Aug-25	187	178	95.2%	Q1	Q1
Sep-25	222	150	67.6%	644	555



VISITATION AT THE MOONAH ARTS CENTRE

In Q1 2025-26, 13,840 people visited Moonah Arts Centre – a 1.5 per cent increase from the previous quarter. An average weekly attendance of 1,065 people per week.

In Q1 2025-26, eight exhibitions were presented featuring 368 artists. Of these artists, 326 live in, work in, or attend school in Glenorchy.

Program highlights include:

Coinciding with NAIDOC Week 2025, Moonah Arts Centre in partnership with Karadi Aboriginal Corporation presented lakapawa (to be seen). This exhibition celebrated the depth and diversity of Tasmanian Aboriginal culture through traditional arts and crafts and featured the work of young artists through to Elders, highlighting their enduring connection to culture and Country.

In September, Dominic College presented their annual Visual Art Exhibition titled Light across all Moonah Arts Centre's exhibition spaces for one week. The exhibition showcased the work of over 300 students from Kindergarten to Year 10.

This quarter also saw the presentation of four solo exhibitions by artists who live in the City of Glenorchy, supporting these artists to share their work and connect with their local community.

In Q1 2025-26, 13 events for the community were presented featuring 62 performers and facilitators.

Q1 offered a program of seven workshops, three free community events, two creative residencies and one live ticketed show.

These events brought 580 attendees into the Centre and sold 303 tickets.

PROGRESS ON REFLECT RECONCILIATION ACTION PLAN DELIVERY

Reflect Reconciliation action plan completed by July 2025. In Q1, Council Continued to partner with Karadi by hosting workshops and gatherings. Online Indigenous cultural awareness training to be rolled out in Q2. Planning in place for Indigenous Cultural awareness training workshop for Depot staff in Q2.

OVERALL ESTIMATED ATTENDANCE AT CIVIC EVENTS

Council hosted three Citizenship Ceremonies during the quarter – two in July and one in September on Australian Citizenship Day. At these ceremonies, 158 conferees from 25 countries became Australian Citizens. Approximately 200 guests attended across the ceremonies, including friends and family of new citizens, elected members and special guests.



Image: GCC Image Collection

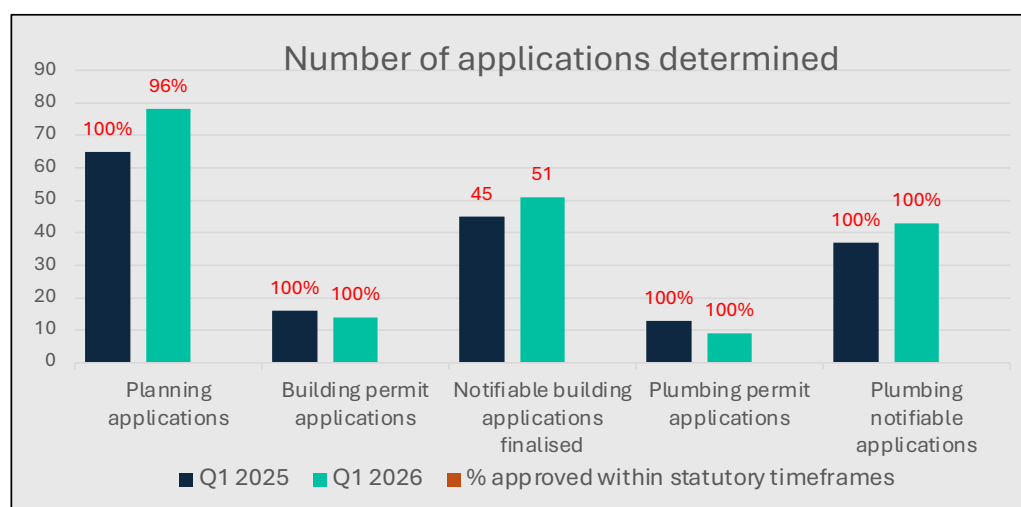
OPEN FOR BUSINESS

We will create a strong economy and jobs for the future. We will encourage business diversity, innovation and new technologies to stimulate jobs, creativity and collaboration. We will be a place where business can establish, continue and flourish.

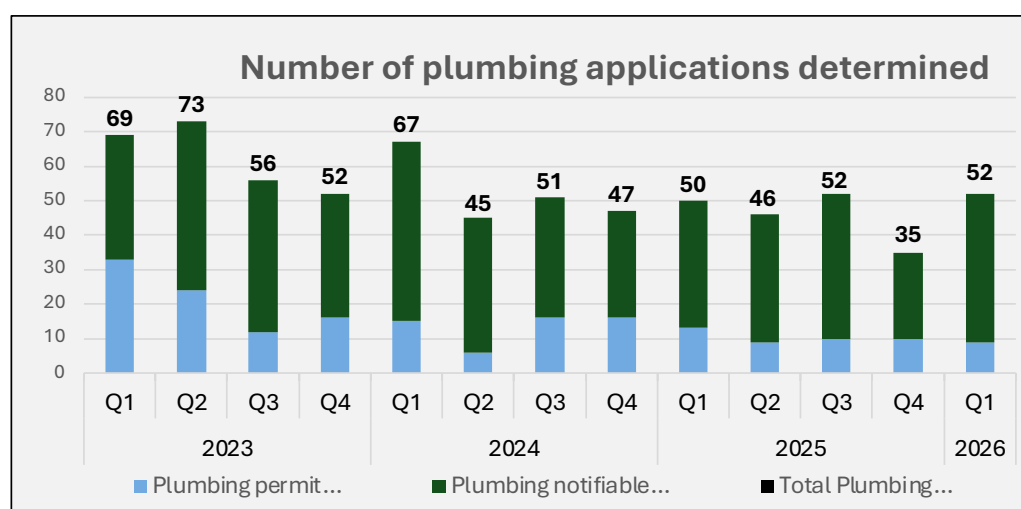
GLENORCHY ECONOMIC DEVELOPMENT STRATEGY REVIEW PROGRESS

Review of the 2020-25 Economic Development Strategy was reaching completion by the end of the quarter and planning for the development of a 2026-2030 plan commenced.

NUMBER OF PLANNING PERMIT APPLICATIONS DETERMINED WITHIN STATUTORY TIMEFRAMES



NUMBER OF BUILDING AND PLUMBING APPLICATIONS DETERMINED WITHIN STATUTORY TIMEFRAMES



CSAT SCORE (>75%)

Council's Customer Satisfaction (CSAT) Score for the first quarter of 2025-26 is 88.3%. This score was calculated from 957 responses received from customers via after-call, e-mail signature and tablet surveys.

PERCENTAGE OF CALLS ANSWERED WITHIN 60 SECONDS (>80%)

Customer Service Centre answered 86% of the 9,104 calls received within 1 minute.

PERCENTAGE OF FRONT COUNTER VISITS COMPLETED WITHIN 5 MINUTES

Customer Service Centre completed 97% of the 5,250 enquiries at the front counter, in under 5 minutes.

PERCENTAGE OF CALL BACK REQUESTS COMPLETED WITHIN SERVICE LEVEL AGREEMENT

Customer Service Centre returned 43% of the 918 call-back requests by the end of the next business day. This is an area we can improve upon, however we are restricted by our core system in both completing the requests and reporting on them, so accuracy of this statistic can vary. Once the corporate system review project is complete, and an easier, more reliable method of processing call-backs is identified, this figure is expected to become more accurate, and it is predicted to show a significantly higher percentage.

PERCENTAGE OF COMPLAINTS COMPLETED WITHIN SERVICE LEVEL AGREEMENT

Council has responded to two of the two complaints received this quarter (100%), within 10 days.

PROGRESS OF GLENORCHY CUSTOMER SERVICE STRATEGY REVIEW

Initial review of direction has been completed, with a change in documentation decided. A Customer Experience Framework will replace the Customer Service Charter. Development of the framework to commence in Q2.

NUMBER OF JOB PLACEMENTS THROUGH THE GLENORCHY JOB HUBS BY TYPE (CASUAL, PERMANENT ETC.)

During the reporting period, the Glenorchy Jobs Hub (GJH) continued to strengthen local economic development and workforce participation across the Glenorchy LGA. As a key connector between jobseekers, employers, and training providers, the GJH remains central to Council's vision for a resilient and inclusive economy.

Key Achievements included:

- The appointment of a new Coordinator.
- The implementation of a new service delivery framework to improve support consistency and efficiency.
- An upgrade of the customer relationship management system to better track training, vacancies and employment outcomes.
- Finalisation of the 2025–27 strategic planning documentation, outlining clear and actionable goals and revised service values.

Partnerships and program deliverables included:

- The launch of the Multicultural Resource Centre Partnership launched on 28 July, expanding inclusive employment pathways.
- Planning commenced for the Kitchen Kickstart Program, funded by a \$57k Regional Tourism and Hospitality Workforce Grant.
- Launch of the INCAT Youth Jobs Strategy to support young jobseekers; a visit from the Governor of Tasmania on 21 August showcasing local employment success stories.
- An INCAT Apprenticeship Info Session on 27 August attracted 35 applicants.

- An Interview & Application Masterclass on 27 August supported 12 participants.
- EYSAC Working Group Participation on 28 August focused on childcare sector workforce development.
- Planning for the 2026 Hobart & Southern Tasmania Employment and Careers Expo commenced with over 120 exhibitors expected.

During the quarter, 80 jobs were filled and four employer vacancies were brokered, marking a notable uplift in service delivery, strategic planning, and employer engagement. The Hub continues to drive regional workforce growth and contribute meaningfully to Glenorchy's long-term prosperity.

PROGRESS OF COUNCIL PLANNING SCHEME LED AMENDMENTS

A planning scheme amendment was lodged in February 2024 for the Royal Agricultural Society of Tasmania showgrounds to facilitate redevelopment of the site to accommodate residential development. The application was made valid on 14 May 2025 and a request for further information (RFI) sent to the applicant on 3 June 2025. Council officers had issued a draft RFI to the applicant on 4 June 2024.

A planning scheme amendment to rezone land at 271, 293 and 263 Main Road Austins Ferry from Rural Living to General Residential and apply a specific area plan control to manage the residential and industrial land interfaces was lodged in December 2024, and a further information request was sent out on 7 March 2025. The request includes an application for 42 multiple dwellings on 271 Main Road. A similar amendment was rejected by the TPC in February 2023. A report recommending the GPA prepare the amendment and put it on public exhibition is being considered at the October 2025 GPA meeting.

Work on the review of the Regional Land Use Strategy has stalled, with the expansion of the Urban Growth Boundary approved by the Minister for Planning in May 2025, complicating the process, and the State Planning Office being given leadership of the project. Officers will continue to participating in workshops and reviewing the document when the opportunity arises.

NUMBER OF ACTIONS IMPLEMENTED FROM THE GLENORCHY PARKING STRATEGY

A Draft Parking Plan was completed and an informal public consultation was held during August and September.

A Community workshop was conducted on 4 September 2025, with an Elected Member workshop scheduled for 10 November 2025.

LEADING OUR COMMUNITY

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

NUMBER AND TYPE OF COMMUNITY ENGAGEMENTS COMPLETED

This quarter saw continued engagement through Council's "Let's Talk, Glenorchy" platform, with 29 new registrations bringing the total to 1,776. The site recorded 3,483 visits and 92 contributions to active projects. Two new Council-led engagements were launched—'Help shape the holiday fun!' and the 'Draft Glenorchy Parking Plan'—while ongoing initiatives included land disposals and the "Crime Prevention Awareness" survey. The platform also supported promotion of Glenorchy Carols and Cultural Celebrations Grants, alongside GPA sessions, Open Workshops, Council Meetings, Community Yarns, and Pop-Ups. Non-Council engagements featured the Brooker Highway-Montrose Foreshore Intersection Upgrade and Latrobe University's Dementia Consultation.

NUMBER OF COMMUNITY FEEDBACK INSIGHTS SHARED ACROSS COUNCIL

Insights and feedback from community engagements were shared across council in fortnightly updates throughout the quarter. Comprehensive community feedback will be distributed in Q2 with the completion of the Glenorchy Views survey.

FINANCIAL HARDSHIP APPLICATIONS PROCESSED IN ACCORDANCE WITH THE POLICY

There were five Hardship Applications submitted and these received some form of support with their payment difficulty.

NUMBER AND TYPE OF COMMUNICATIONS WITH COMMUNITY, INCLUDING SOCIAL MEDIA AND WEBSITE ANALYTICS

This quarter saw a slight dip in digital engagement across Council's social media platforms. Total content views reached 1,025,775, down 9%, while total reach declined by 7.9% to 156,131. Despite this, video performance improved significantly, with 37,700 three-second views (up 35%) and 1,932 one-minute views (up 54.1%). Content interactions remained steady at 8,856, a minor decrease of 2.4%. A broad mix of content was published, including 157 photos, 34 stories, 22 videos, and 2 live posts. Council issued five media releases, continuing its commitment to community engagement and information sharing.

Website activity remained strong, with 26,604 active users and 17,623 arriving via organic search. The most visited pages included the Home page, Contact Us, Advertised Plans, Rubbish Collection, and Make a Payment. Eleven newsfeed posts and five media releases were published to the website during the quarter.

Traditional media supplemented this online media reach with seven media statements released, an average of ten articles featured each month in the Glenorchy Gazette, and the Mayor appearing on ABC and commercial radio to discuss a variety of topics on a regular basis.

NUMBER OF ENGAGEMENTS WITH STRATEGIC PARTNERSHIPS AND PEAK BODIES ON THE TOPIC OF GAMBLING MACHINE HARM REDUCTION

Guest speakers from peak bodies spoke at Closed Council Workshop in August. Speakers included, Mary Bennett, Coordinator Social Action & Research Centre and Tracie Bowes, Gambler's Help Practitioner, Anglicare Tasmania.

The Elected Members discussed the current Statement of Commitment to Gambling Harm Reduction and requested that the Statement be updated and returned to a Council Workshop for review. The follow-up Council Workshop is scheduled for 3 November 2025.

PERCENTAGE OF COUNCIL DECISIONS MADE IN OPEN MEETINGS

64 Council decisions, of which 56% were made in open Council.

PERCENTAGE OF COUNCIL MEETING AGENDAS AND MINUTES WITHIN STATUTORY TIMEFRAMES

All agendas and minutes were developed and released within statutory timeframes.

NUMBER OF ENGAGEMENTS WITH STRATEGIC PARTNERSHIPS AND PEAK BODIES

Senior leaders participated in a range of inter-council and intergovernmental committees, groups and associations to ensure the interests of Glenorchy are well represented. These activities include Greater Hobart Mayors Forum, Northern Suburbs Transit Corridor Steering Committee, River Derwent Ferry Steering Committee, Glenorchy Sports Centre Steering Committee, Our Mountain's Future Working Group, Local Government Association of Tasmania, TasWater South Local Government Forum and Southern Tasmania Regional Waste Authority Owners Forum.

COMPLETE FUEL REDUCTION BURNS

No fuel reduction burns (FRBs) were completed. Typically, the first quarter's weather (i.e. winter) is not suitable for controlled burning. Work has been progressing with the Tasmanian Fire Service (TFS) to conduct two FRBs during the current financial year. It was noted that TFS' negotiations with private landholders included in the proposed burn are yet to achieve success. It is unlikely the planned burn will proceed during Q2 (spring) or Q3 (summer).

METRES OF FIRE TRACKS MAINTAINED

Approximately 45km of Council managed fire trails have been regularly inspected and maintained to specifications through Q1. This represents the entirety of the Council-managed fire trail network.

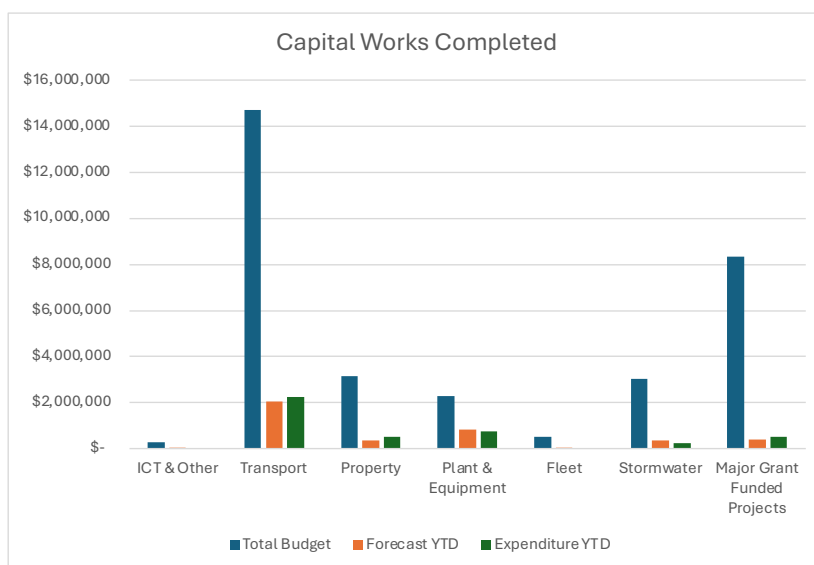
NUMBER OF ACTIONS DELIVERED FROM THE STORMWATER SYSTEM MANAGEMENT PLAN

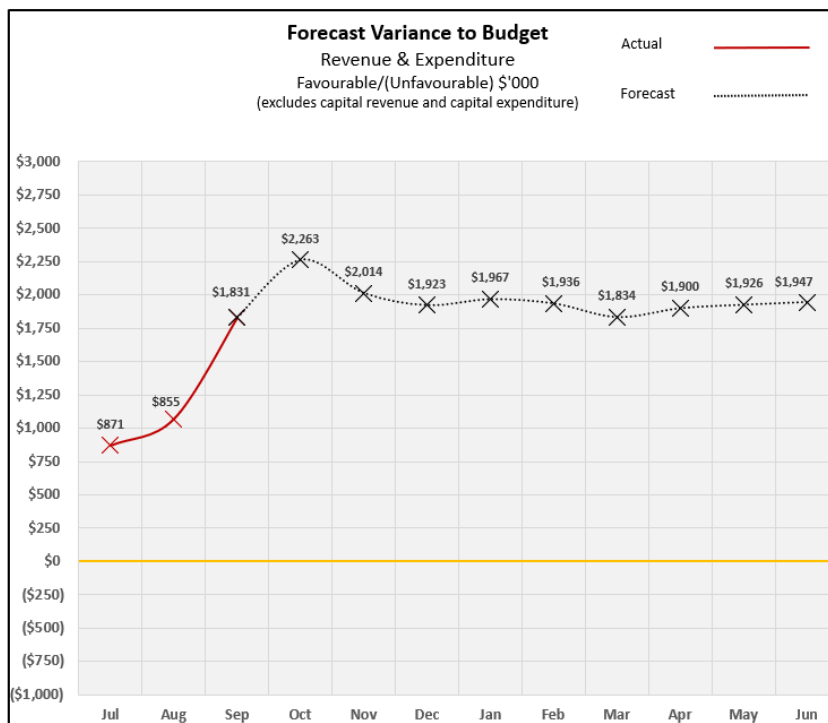
The New Town Rivulet Outlet Remediation was completed. The Redlands Drive Flood Remediation Works were delayed by landowner issues. The Little John Creek Flood Mitigation is to be completed this financial year.

PERCENTAGE OF RECURRENT CAPITAL WORK PROGRAM DELIVERED AGAINST ASSET MANAGEMENT PLANS

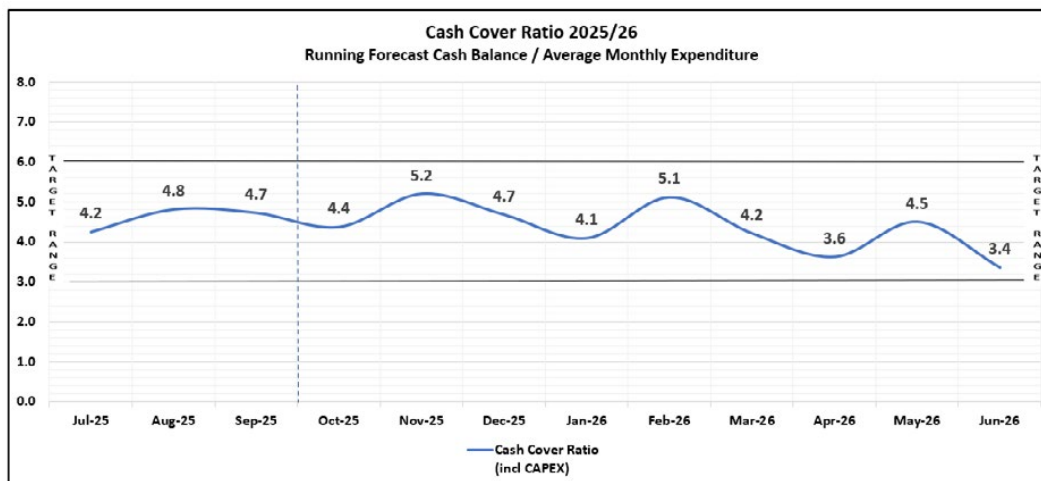
Council's Capital Works program has an annual budget for this year of \$32.300m. Council's expenditure on its normal body of capital works is slightly ahead of forecast (106% vs forecast). This is due to starting the road resealing program earlier this financial year. It is anticipated that Council will complete the majority of all road, footpath, bridge, stormwater and property renewal and upgrade works that have been planned for this financial year.

Council is undertaking a program of grant funded major projects, which includes the Glenorchy War Memorial Pool. Expenditure is also ahead of forecast, 126% of expenditure has been spent against original forecasts.



FINANCIAL PERFORMANCE AGAINST BUDGET REPORTED MONTHLY, QUARTERLY AND ANNUALLY

Note 1: The data in this chart is a compilation of actual, budget and forecast revenue / expenditure. It is recalculated each month to ensure it represents the most up-to-date analysis of Councils financial position which may result in differences to previously reported charts.

CASH COVER RATIO IN MONTHS

DELIVER ANNUAL, QUARTERLY AND MONTHLY REPORTS ON TIME

Council received two monthly and one quarterly financial performance reports. The cash cover ratio was detailed in the GCC Annual Plan Measures section of the Chief Executive Officer's quarterly report. The 2024-25 annual accounts were signed off by the Tasmanian Audit Office on 29 September 2025 with no significant findings.

NUMBER, TYPE, AND NET VALUE OF GRANTS SOUGHT AND WON

During the quarter, confirmation of a \$1.7m financial contribution to the Humphrey's Rivulet project was received from the Federal Government and a \$500k contribution towards the establishment of the youth hub from the State Government.

PERCENTAGE OF STRATEGIC RISKS WITHIN AGREED RISK APPETITE

The Strategic Risk Register was reviewed at the Audit Panel meeting on 15 August 2025, with meeting minutes tabled at the Council Meeting on 29 September 2025. Ten strategic risks have been identified, 70% of which are within Council's risk appetite.

Remaining 30% are as follows:

- Cyber Attack – this is due to cybercrime statistics in the broader community.
- Financial Sustainability.
- Planning for growth.

High consequence of failure means the risk is always high, but it is actively managed.

PERCENTAGE OF INTERNAL AUDIT RECOMMENDATIONS COMPLETED

As at September 2025, there are 19 outstanding internal audit recommendations, including new items from the recent Work Health and Safety audit. Progress status and risk levels have been summarised in the following graphs and tables.

NUMBER OF COUNCIL DOCUMENTS ADDED TO COUNCIL'S DOCUMENT MANAGEMENT SYSTEM

Council received, registered and tasked 3,274 articles of incoming correspondence, during Q1, adhering to regulatory obligations.

NUMBER OF PROPERTIES INSPECTED FOR FIRE RISK AND NUMBER OF ABATEMENT NOTICES ISSUED FOR FIRE RISK

As the fire season is yet to be declared, no fire risk abatement action has been taken so far this financial year.

NUMBER OF FOOD PREMISES INSPECTED

218 food inspections were completed for the quarter. Inspection numbers have increased dramatically over Q1 due to staff stabilisation with all team members returned to the section. This has seen the backlog of outstanding inspections being caught up.

NUMBER OF PARKING TICKETS ISSUED

Council issued 2,105 infringements during Q1.

NUMBER OF PATROLS CONDUCTED

Council Officers have conducted 1,359 parking patrols across Q1.

NUMBER OF DOGS REGISTERED

At the end of Q1, a total of 5,946 dogs have been registered with Council.

NUMBER OF INFRINGEMENTS ISSUED FOR NON-COMPLIANCE OF THE DOG CONTROL ACT 2000 AND COUNCIL'S ANIMAL MANAGEMENT BY-LAW

Council has issued 30 infringements this quarter for non-compliance of the Dog Control Act 2000.

COMPENSATION INCIDENT RATE BELOW 20 BENCHMARK

The total compensation claims for the quarter was four, significantly down from the average of seven per quarter in the previous year. 282 workdays were lost, significantly down from 902 in the previous year.

NUMBER OF STAFF PARTICIPATING IN TRAINING

We've delivered key training to boost safety, compliance, and capability. We've also begun strategic planning to align training with business needs, ensuring return on investment and real workplace value. Focus remains on meeting all needs and supporting staff development long-term.

Training Delivered:

- Working Safely at Heights
- Issue Work Permits
- First Aid & CPR
- Fire Warden and Chief Warden
- Traffic Management – Traffic Controller 1 & Traffic Management Implementer 1
- Traffic Management Designer
- Silica Awareness

Leadership Development Course/Training

- Certificate IV in Leadership and Management
- Diploma Boardroom Program

Civil Construction Course/Training

- Diploma of Civil Construction Design

Workshops/Short Programs/Conferences

- Child and Youth Safe Framework – Workshops
- LG Professionals Workshop
- Conflict Resolution & Difficult Conversations Workshop
- Asset-Based Community Development Program

In-House Training

- Basic Microsoft Teams/Outlook Training

EMPLOYEE ENGAGEMENT

168 employees have actively participated in these training programs, reflecting strong engagement and a shared commitment to capability uplift.

L&D STRATEGIC REFRESH UNDERWAY

Learning & Development is undergoing a strategic refresh to better align with GCC's future capability needs. Key initiatives include:

- Streamlining training processes for improved access and efficiency.
- Reviewing and updating the Training Matrix to define mandatory, current skills.
- Conducting data-driven Training Needs Analysis for targeted learning.
- Expanding in-house training by utilising internal expertise and resources – empowering employees to take active training roles and think outside the square.

VALUING OUR ENVIRONMENT

We will value and enhance our natural and built environment. Our CBD areas of Glenorchy, Moonah and Claremont will be revitalised, with a strong emphasis on great design, open spaces and public art.

PROGRESS OF ENVIRONMENTAL PROJECTS AND NUMBER OF WATER SAMPLES PROVIDED TO THE DERWENT ESTUARY PROGRAM

The Derwent Estuary sampling program commences on the first week of December 2025 through to the end of March 2026. Preparations are underway to ensure that sampling equipment is ready to go and staff are trained adequately for the sampling season ahead.

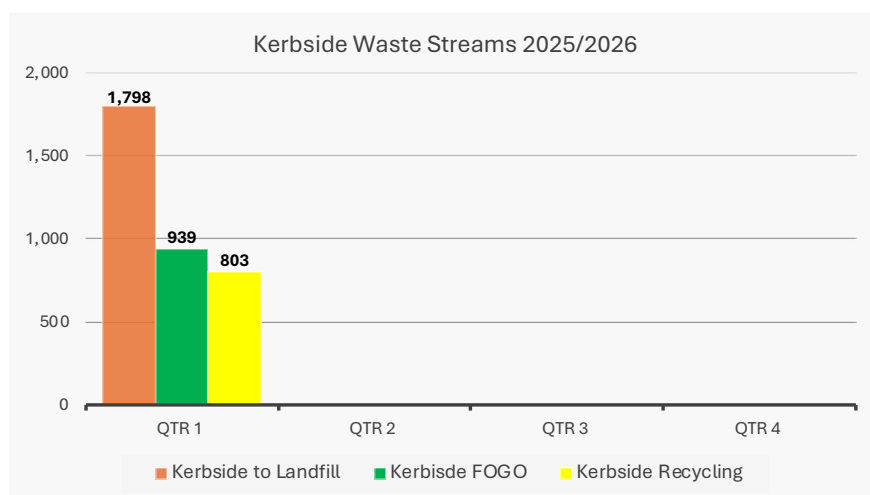
NUMBER OF NATURAL ENVIRONMENT ENGAGEMENT EVENTS

Council supported 31 care group events in Q1.

PERCENTAGE OF WASTE DIVERTED FROM LANDFILL

During Q1 period for 2025–26 Council saw a further 939 tonnes of organic material collected from the kerbside Food Organics Garden Organics (FOGO) and diverted from landfill. Since its commencement in February 2020, Council has now diverted over 28,000 tonnes of FOGO material from entering landfill.

KERBSIDE QUARTER 1 STATS



PROGRESS ON WASTE MANAGEMENT STRATEGY ACTIONS

A new Waste Management Strategy has been drafted and presented to Elected Members at workshop. This will be made available to the public in Q2 for feedback, before presenting to Council for endorsement.

ACTIONS PROGRESSED ON THE COUNCIL'S CLIMATE CHANGE MITIGATION ACTION PLAN

The Annual report on the progress of plan actions was presented at the Council Meeting on 25 August. Strong progress on all actions including eight new gas extraction wells at landfill, three electric fleet vehicles, two electric vehicle chargers, 93KW of solar panels on Council Chambers and Work Centre, and over 9,000 native plants planted.

POIMENA RESERVE TOILET DELIVERED AS AN ACTION UNDER THE PUBLIC TOILET STRATEGY

Design work was completed and the project has gone to Tender. Tender will be awarded in Q2.

PROGRESS ON PLAYGROUND UPGRADE AT APEX PARK LUTANA

The project has been designed and awarded to contractor. Equipment is on order and due for installation in Q3.

PROJECT MILESTONES COMPLETED FOR ABBOTSFIELD PARK FOOTBALL GROUND

To be awarded to contractor in Q2.

PERCENTAGE OF CAPITAL WORKS PROGRAM DELIVERED- RECURRENT AND MAJOR WORKS

Council's Capital Works program has an annual budget for this year of \$32.3m. Council's expenditure on its normal body of capital works is slightly ahead of forecast (106% vs forecast). This is due to starting the road resealing program earlier this financial year. It is anticipated that Council will complete the majority of all road, footpath, bridge, stormwater and property renewal and upgrade works that have been planned for this financial year.

Council is undertaking a program of grant funded major projects, which includes the Glenorchy War Memorial Pool. Expenditure is also ahead of forecast, 126% of expenditure has been spent against original forecasts.

NUMBER OF IMPROVEMENT PLAN ACTIONS DELIVERED FROM COUNCIL'S STRATEGIC ASSET MANAGEMENT PLAN

An update of service levels manuals is underway. A Skills matrix and Business Process Manual are to be developed this financial year.

REPAIR AND REOPEN THE GLENORCHY WAR MEMORIAL POOL PROJECT MILESTONES COMPLETE

Project is well underway with on-ground works commencing in July. Site establishment and demolition works were completed in Q1 with works also underway on pool and plant repairs and installation of the accessible ramp. Works have also commenced on the refurbishment of the changerooms. On track for completion in Q4.

ALTERNATIVE TRANSPORT PROJECTS COMPLETED

Renfrew Circle Stage 2 Reconstruction has commenced.

NUMBER OF FEDERAL GOVERNMENT FUNDED BLACK SPOT PROJECTS DELIVERED

Four Black Spot projects are to be completed this FY. The projects have been designed.

NUMBER OF VULNERABLE ROAD USERS PROJECTS DELIVERED

Two Vulnerable Road Users projects are to be completed this year. The grant program has not yet been announced.

Page 270 of 395

Building image and pride	We work for a safe and clean city	Maintain our roads, footpaths, trails, parks, playgrounds, open spaces, stormwater and building assets so they are functional, safe, and clean.	2.1.2.1 Implement the upgraded city cleaning program including targeted graffiti management	Infrastructure and Development	Manager Works	A safe and clean city	Community infrastructure in functional, safe, and clean	Frequency of principal activity centre cleaning activities and municipal street sweeping	Quarterly reporting	25%
Building image and pride	We work for a safe and clean city	Maintain our roads, footpaths, trails, parks, playgrounds, open spaces, stormwater and building assets so they are functional, safe, and clean.	2.1.2.2 Maintain the City's infrastructure within defined service levels so that it is in good condition for our community	Infrastructure and Development	Manager Works	A safe and clean city	Community infrastructure in functional, safe, and clean	Number of completed maintenance activities (service requests) for different asset classes: - roads - Parks and recreation - footpaths - stormwater - building	Quarterly reporting	25%
Building image and pride	We nurture and celebrate our proud City with its strong sense of belonging.	Encourage creative expression and participation in our community.	2.2.1.1 Plan, promote, and present an annual	Community and Corporate Services	Manager Community	A proud city with increased sense of belonging	Create expression in our community A welcoming and connected community	Visitation at the Moonah Arts Centre requests for different asset classes: - roads - footpaths - stormwater - building	Quarterly reporting	25%
Building image and pride	We nurture and celebrate our proud City with its strong sense of belonging.	Welcome diversity and inclusion in our community, creating connections that enable a sense of belonging and acceptance.	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	Manager Community	A proud city with increased sense of belonging	A welcoming and connected community	Progress on Reflect Reconciliation Action Plan delivery	Quarterly reporting	25%
Building image and pride	We nurture and celebrate our proud City with its strong sense of belonging.	Welcome diversity and inclusion in our community, creating connections that enable a sense of belonging and acceptance.	2.2.3.1 Plan and support the delivery of civic events and awards programs	Executive Office	Manager Stakeholder and Executive	Positive relationships and interactions	A welcoming and connected community	Overall estimated attendance at civic events	Quarterly reporting	25%
Open for Business	We value our community by delivering positive experiences	Build and maintain relationships with government and the private sector that creates job opportunities and help our City to prosper	3.1.1.1 Review of the Glenorchy Economic Development Strategy	Executive Office	Manager Stakeholder and Executive	Positive relationships and interactions	Connection to local Business and industry	Glenorchy Economic Development Strategy review progress	Quarterly reporting	50%
Open for Business	We value our community by delivering positive experiences	Work constructively with the development sector and the community to enable acceptable development opportunities	3.1.2.1 Assess planning permit applications against the Tasmanian Planning Scheme, working constructively with parties through the process	Infrastructure and Development	Manager Development	Positive relationships and interactions	High standard of customer service	Number of applications determined within statutory timeframes	Quarterly reporting	25%
Open for Business	We value our community by delivering positive experiences	Work constructively with the development sector and the community to enable acceptable development opportunities.	3.1.2.2 Assess building and plumbing applications against the National Construction Code, working constructively with parties through the process	Infrastructure and Development	Manager Development	Positive relationships and interactions	High standard of customer service	Number of applications determined within statutory timeframes	Quarterly reporting	25%

Open for Business	We value our community by delivering positive experiences	Provide a high standard of customer service and continuous improvement by investing in our people, systems and processes.	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	Manager Contact and Guidance	High standard of customer service High standard of customer service	High standard of customer service	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	Quarterly reporting	25%
Open for Business	We value our community by delivering positive experiences	Provide a high standard of customer service and continuous improvement by investing in our people, systems and processes.	3.1.3.2. Review the Glenorchy Customer Service Strategy	Community and Corporate Services	Manager Contact and Guidance	High standard of customer service High standard of customer service	High standard of customer service	Progress of Glenorchy Customer Service Strategy Review	Quarterly reporting	25%
Open for Business	We value our community by delivering positive experiences	Maintain a progressive approach that encourages investment and jobs	3.2.1.1. 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		Manager Stakeholder and Executive	Well-managed growth encouraged	Investment in job creation	Number of job placements through the Glenorchy Job Hubs by type (casual, permanent etc.)	Quarterly reporting	25%
Open for Business	We encourage responsible growth for our City	Plan for the orderly future growth of our City, including opportunities for more housing and improvements in transport.	3.2.2.1. Identify and progress amendments required to Glenorchy's planning scheme to facilitate growth	Infrastructure and Development	Manager Development	Well-managed growth encouraged	Future growth planned for	Progress of Council led amendments	Quarterly reporting	25%
Open for Business	We encourage responsible growth for our City	Plan for the orderly future growth of our City, including opportunities for more housing and improvements in transport.	3.2.2.2. Implement the Glenorchy Parking Strategy 2017/2027 to include the development of parking plans and cash-in-lieu of car parking policy	Infrastructure and Development	Manager Development	Well-managed growth encouraged	Future growth planned for	Number of actions implemented from the Glenorchy Parking Strategy	Quarterly reporting	75%
Leading our community	We are a leader and partner that acts with integrity and upholds our community's best interests	Listen to our community to understand their needs and priorities	4.1.1.1. Actively listen to and include community feedback in our decision-making	Executive Office	Manager Stakeholder and Executive	Leadership in the community's best interests	Engagement with the community using the Community Engagement Framework	Number and type of community engagements completed Number of community feedback insights shared across council	Quarterly reporting	25%
Leading our community	We are a leader and partner that acts with integrity and upholds our community's best interests	Listen to our community to understand their needs and priorities	4.1.1.2. Assist people in financial hardship by reviewing applications in a timely and sensitive manner	Community and Corporate Services	Chief Finance Officer	Leadership in the community's best interests	Good decision-making	Applications are processed in accordance with the policy	Quarterly reporting	25%

Leading our community	We are a leader and partner that acts with integrity and upholds our community's best interests	Communicate effectively with our community & stakeholders about what Council is doing.	4.1.2.1 Keep the community up to date about what Council is doing and the decisions that are being made	Executive Office	Manager Stakeholder and Executive	Leadership in the community's best interests	Engagement with the community using the Community Engagement Framework	Number and type of communications with community, including social media and website analytics	Quarterly reporting	25%
Leading our community	We are a leader and partner that acts with integrity and upholds our community's best interests	Champion and work together to address our community's needs and priorities.	4.1.3.1 Advocate for the reduction of harm caused to our community by gaming machines in our City and seek opportunities to support Council's Statement of Commitment on Gambling including contributing to State Government policy development.	Community and Corporate Services	Manager Community	Leadership in the community's best interests	Productive relationships with government and peak bodies	Number of engagements with strategic partnerships and peak bodies on the topic of Gambling machine harm reduction	Quarterly reporting	25%
Leading our community	We are a leader and partner that acts with integrity and upholds our community's best interests	Champion and work together to address our community's needs and priorities.	4.1.3.2 Seek opportunities to support Council's Statement of Commitment on Housing including contributing to State Government policy development.	Community and Corporate Services	Manager Community	Leadership in the community's best interests	Productive relationships with government and peak bodies	Number of engagements with strategic partnerships and peak bodies on the topic of housing	Quarterly reporting	25%
Leading our community	We are a leader and partner that acts with integrity and upholds our community's best interests	Make informed decisions that are open and transparent and in the best interests of our community.	4.1.4.1 Ensure high quality Officer Council reports, agendas and minutes to assist Elected Member decision-making	Executive Office	Manager Stakeholder and Executive	Leadership in the community's best interests	Good decision-making	Percentage of Council decisions made in open meetings	Quarterly reporting	25%
Leading our community	We are a leader and partner that acts with integrity and upholds our community's best interests	Build and maintain productive relationships with all levels of government, other councils and peak bodies to achieve community outcomes.	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	Manager Stakeholder and Executive	Leadership in the community's best interests	Productive relationships with government and peak bodies	Number of engagements with strategic partnerships and peak bodies	Quarterly reporting	25%
Leading our community	We are a leader and partner that acts with integrity and upholds our community's best interests	Effective management of assets, resources, compliance, risk and WHS	4.1.6.1 Implement the Bushfire Mitigation program to manage the risk of bushfire.	Infrastructure and Development	Manager Works	Leadership in the community's best interests	Prepared for emergency events	Complete fuel reduction burns	Quarterly reporting	25%
Leading our community	We are a leader and partner that acts with integrity and upholds our community's best interests	Manage the city's assets responsibly for the long-term benefit and growth of the community	4.2.1.1 Maintain and upgrade stormwater infrastructure with priority on reducing flood risk	Infrastructure and Development	Manager Assets, Engineering, and Design	Effective management of assets, resources, compliance, risk and WHS	Responsible asset management	Number of Actions delivered from the Stormwater System Management Plan	Quarterly reporting	33%

Leading our community	We are a leader and partner that acts with integrity and upholds our community's best interests	Manage the city's assets responsibly for the long-term benefit and growth of the community	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	Infrastructure and Development	Manager Property, Environment, and Waste	Effective management of assets, resources, compliance, risk and WHS	Responsible asset management	Percentage of recurrent capital work program delivered against asset management plans	Quarterly reporting	25%
Leading our community	We are a leader and partner that acts with integrity and upholds our community's best interests	Deploy the Council's resources effectively to deliver value while being financially responsible.	4.2.2.1 Produce and monitor the Annual Budget in line with the long term financial management plan	Community and Corporate Services	Chief Finance Officer	Effective management of assets, resources, compliance, risk and WHS	Effective resource use and financial management	Financial performance against budget reported monthly, quarterly and annually Cash cover ratio in months	Quarterly reporting	25%
Leading our community	We responsibly manage our community's resources to deliver what matters most	Deploy the Council's resources effectively to deliver value while being financially responsible.	4.2.2.2 Prepare Council's Annual Plan and monitor the progress of actions	Executive Office	Manager Stakeholder and Executive	Effective management of assets, resources, compliance, risk and WHS	Effective resource use and financial management	Financial performance against budget reported monthly, quarterly and annually	Quarterly reporting	25%
Leading our community	We responsibly manage our community's resources to deliver what matters most	Deploy the Council's resources effectively to deliver value while being financially responsible.	4.2.2.3 Actively pursue external grant funding to support and deliver on strategic priority projects included in Council's Priority Projects Prospectus	Executive Office	Manager Stakeholder and Executive	Effective management of assets, resources, compliance, risk and WHS	Effective resource use and financial management	Number, type, and net value of grants sought and won	Quarterly reporting	25%
Leading our community	We responsibly manage our community's resources to deliver what matters most	Manage compliance and risk in Council and the community through effective systems and processes.	4.2.3.1 Actively manage Council's strategic risks within their agreed risk appetites and provide regular status reports	Community and Corporate Services	Manager Governance and Risk	Effective management of assets, resources, compliance, risk and WHS	Effective risk management and compliance	Percentage of strategic risks within agreed risk appetite Percentage of internal audit recommendations completed	Quarterly reporting	25%
Leading our community	We responsibly manage our community's resources to deliver what matters most	Manage compliance and risk in Council and the community through effective systems and processes.	4.2.3.2 Manage Council's information assets within statutory requirements	Community and Corporate Services	Manager Contact and Guidance	Effective management of assets, resources, compliance, risk and WHS	Effective risk management and compliance	Number of Council documents added to Council's document management system	Quarterly reporting	25%
Leading our community	We responsibly manage our community's resources to deliver what matters most	Manage compliance and risk in Council and the community through effective systems and processes.	4.2.3.3 Undertake property inspections to address possible fire abatement risks	Community and Corporate Services	Manager Contact and Guidance	Effective management of assets, resources, compliance, risk and WHS	Effective risk management and compliance	Number of properties inspected for fire risk. Number of abatement notices issued for fire risk.	Quarterly reporting	25%
Leading our community	We responsibly manage our community's resources to deliver what matters most	Manage compliance and risk in Council and the community through effective systems and processes.	4.2.3.4 Assist businesses to comply with public health requirements	Infrastructure and Development	Manager Development	Effective management of assets, resources, compliance, risk and WHS	Effective risk management and compliance	Number of food premises inspected.	Quarterly reporting	25%

Leading our community	We responsibly manage our community's resources to deliver what matters most	Manage compliance and risk in Council and the community through effective systems and processes.	4.2.3.5 Manage compliance with parking regulations	Community and Corporate Services	Manager Contact and Guidance	Effective management of assets, resources, compliance, risk and WHS	Effective risk management and compliance	Number of parking tickets issued.	Quarterly reporting	25%
Leading our community	We responsibly manage our community's resources to deliver what matters most	Manage compliance and risk in Council and the community through effective systems and processes.	4.2.3.6 Assist residents to comply with animal management requirements	Community and Corporate Services	Manager Contact and Guidance	Effective management of assets, resources, compliance, risk and WHS	Effective risk management and compliance	Number of patrols conducted.	Quarterly reporting	25%
Leading our community	We responsibly manage our community's resources to deliver what matters most	Be a healthy, proactive and forward-looking organisation with a strong safety culture and a skilled and adaptable workforce.	4.2.4.1 Support staff to deliver services in a safe workplace through the Work Health and Safety Framework	Community and Corporate Services	Manager Governance and Risk	Effective management of assets, resources, compliance, risk and WHS	Skilled and adaptable workforce	Compensation incident rate below 20 benchmark Number of WHS incident actions outstanding	Quarterly reporting	25%
Leading our community	We responsibly manage our community's resources to deliver what matters most	Be a healthy, proactive and forward-looking organisation with a strong safety culture and a skilled and adaptable workforce.	4.2.4.2 Support staff to continuously improve service delivery by implementing the Workforce Development Framework 2023-2026	Community and Corporate Services	Manager People & Culture	Effective management of assets, resources, compliance, risk and WHS	Skilled and adaptable workforce	Number of staff participating in training	Quarterly reporting	25%
Leading our community	We responsibly manage our community's resources to deliver what matters most	Be a healthy, proactive and forward-looking organisation with a strong safety culture and a skilled and adaptable workforce.	4.2.4.3 Deliver Council's core technology project upgrade to enhance customer and user experience and productivity	Community and Corporate Services	Chief Information Officer	Effective management of assets, resources, compliance, risk and WHS	Skilled and adaptable workforce	Project milestone completed	Quarterly reporting (currently suspended)	
Valuing our environment	We protect and manage our City's natural environment and special places now and for the future	Identify and protect our natural values and special places including Wellington Park and River Derwent foreshore	5.1.1.1 Participate in the Derwent Estuary Program by undertaking water quality monitoring, reporting, and participating in environmental projects.	Infrastructure and Development	Manager Development	Natural environment protected	Increased access to natural areas	Number of water samples provided to the Derwent Estuary Program Progress of environmental projects	Quarterly reporting	25%
Valuing our environment	We protect and manage our City's natural environment and special places now and for the future	Encourage access to and appreciation of natural areas	5.1.2.1 Support stewardship of our natural environment through education programs and volunteer events in natural reserves	Infrastructure and Development	Manager Property, Environment, and Waste	Natural environment protected	Increased access to natural areas	Number of natural environment engagement events	Quarterly reporting	25%
Valuing our environment	We protect and manage our City's natural environment and special places now and for the future	Manage waste responsibly and innovate to reduce waste to landfill	5.1.3.1 Implement the Waste Management Strategy to reduce waste to landfill and identify preferred waste management arrangements beyond the life of the landfill	Infrastructure and Development	Manager Property, Environment, and Waste	Natural environment protected	Responsible waste management	Percentage of waste diverted from landfill. Progress on actions.	Quarterly reporting	25%

Valuing our environment	We protect and manage our City's natural environment and special places now and for the future	Work to reduce our resource use and carbon emissions and prepare the City for the impacts of a change climate	5.1.4.1 Implement and report on the climate change mitigation and adaptation action plans	Infrastructure and Development	Manager Property, Environment, and Waste	Natural environment protected	Reduced carbon emissions and adaption to climate change	Council's Climate Change Mitigation Action Plan - actions progressed.	Quarterly reporting	25%
Valuing our environment	We protect and manage our City's natural environment and special places now and for the future	Make our city more liveable by providing and upgrading public spaces and facilities for people to come together	5.2.1.1 Implement and update the Public Toilet Strategy	Infrastructure and Development	Manager Property, Environment, and Waste	Improved public places through investment in public spaces, facilities, parks, and transport options	Infrastructure investment	Poinmena Reserve Toilet delivered as an action under the Public Toilet Strategy	Quarterly reporting	25%
Valuing our environment	We protect and manage our City's natural environment and special places now and for the future	Make our city more liveable by providing and upgrading public spaces and facilities for people to come together	5.2.1.2 Progress Council's Playground Strategy and complete the Playground upgrade at Apex Park Lutana	Infrastructure and Development	Manager Property, Environment, and Waste	Improved public places through infrastructure investment in public spaces, facilities, parks, and transport options	Infrastructure investment	Playgroup upgrade complete	Quarterly reporting	25%
Valuing our environment	We protect and manage our City's natural environment and special places now and for the future	Make our city more liveable by providing and upgrading public spaces and facilities for people to come together	5.2.1.3 Complete Abbotfield Park Football Ground upgrades to wickets and lighting	Infrastructure and Development	Manager Property, Environment, and Waste	Improved public places through infrastructure investment in public spaces, facilities, parks, and transport options	Infrastructure investment	Project milestones complete	Quarterly reporting	25%
Valuing our environment	We improve the quality of our urban and rural areas as places to live, work and play.	Make our city more liveable by investing in our City's infrastructure	5.2.2.1 Deliver the capital works program to renew and upgrade Council infrastructure	Infrastructure and Development	Manager Assets, Engineering, and Design	Improved public places through infrastructure investment in public spaces, facilities, parks, and transport options	Infrastructure investment	Percentage of Capital Works Program delivered - recurrent and major works	Quarterly reporting	25%
Valuing our environment	We responsibly manage our community's resources to deliver what matters most	Make our city more liveable by investing in our City's infrastructure	5.2.2.3 Repair and reopen the Glenorchy War Memorial Pool	Infrastructure and Development	Manager Property, Environment, and Waste	Improved public places through infrastructure investment in public spaces, facilities, parks, and transport options	Infrastructure investment	Project milestones complete	Quarterly reporting	25%

Valuing our environment	We improve the quality of our urban and rural areas as places to live, work and play.	Improve our parks and public spaces for the wellbeing and enjoyment of our community	5.2.3.1 Provide road network infrastructure that supports alternative transport modes and meets the needs of the community	Infrastructure and Development	Manager Assets, Engineering, and Design	Improved public places through investment in public spaces, facilities, parks, and transport options	Accessible, safe and reliable transport options	Alternative transport projects completed	Quarterly reporting	25%
Valuing our environment	We improve the quality of our urban and rural areas as places to live, work and play.	Improve our parks and public spaces for the wellbeing and enjoyment of our community	5.2.3.2 Review Urban Road Network to prioritise blackspot funding addressing identified safety issues	Infrastructure and Development	Manager Assets, Engineering, and Design	Improved public places through investment in public spaces, facilities, parks, and transport options	Accessible, safe and reliable transport options	Number of Federal Government Funded Black Spot projects delivered	Quarterly reporting	25%
Valuing our environment	We improve the quality of our urban and rural areas as places to live, work and play.	Improve our parks and public spaces for the wellbeing and enjoyment of our community	5.2.3.3 Provide a network of shared paths, footpaths and trails that is safe and provides access to people of all abilities	Infrastructure and Development	Manager Assets, Engineering, and Design	Improved public places through investment in public spaces, facilities, parks, and transport options	Accessible, safe and reliable transport options	Number of Vulnerable Road Users projects delivered	Quarterly reporting	25%

11.10 DELEGATIONS TO CHIEF EXECUTIVE OFFICER

Author: Governance Officer (Poorni Wanigasekara)
Qualified Person: Director Community and Corporate Services (Tracey Ehrlich)
File Reference: Signed Instruments of Delegation

Executive Summary

This report presents a comprehensive update to Council's Delegations Register, as required under the Local Government Act 1993.

Delegations enable Council officers to perform day-to-day operational tasks efficiently and lawfully on Council's behalf. A full review of the Register has identified that many existing delegation instruments are out of date due to changes in legislation, staff positions, and document structure.

The revised Delegations Register has been prepared using the Local Government Association of Tasmania (LGAT) delegation template to ensure consistency with other Tasmanian councils and to capture all relevant legislative updates. The proposed document consolidates multiple previous instruments into a single, streamlined Register for improved transparency and ease of management.

In line with the Act, most powers will be delegated from Council to the Chief Executive Officer, who may then sub-delegate to authorised officers. Certain legislation, including the Land Use Planning and Approvals Act 1993, Local Government (Highways) Act 1982, and Building Act 2016, requires Council to delegate powers directly to specified staff positions.

This report recommends that Council adopt the updated Instruments of Delegation **Attachment 1** to formally record all current delegations and ensure compliance with legislative requirements

Recommendation

That Council:

1. RECEIVE and NOTE the proposed Instrument of Delegations as set out in **Attachment 1**.
2. APPROVE the delegation of the relevant powers and functions set out in **Attachment 1** to the Chief Executive Officer, pursuant to Section 22 of the Local Government Act.
3. RESOLVE to authorise the Chief Executive Officer to further delegate those powers to Council employees in accordance with Section 64 of the Act.

Community Plan Reference	Leading Our Community We are a leader and partner that acts with integrity and upholds our community's best interests. Transparent and accountable government.
Strategic Plan Reference	Make informed decisions that are open and transparent and in the best interests of our community. Manage compliance and risk in Council and our community through effective systems and processes.
Consultation/Engagement	Executive Leadership Team All Council Managers and Coordinators
Resources	LGAT Delegations Template
Risk/Legal/Legislative/Reputational	1. Legislative and Compliance Risk Failure to maintain an accurate and up-to-date Delegations Register could result in Council officers exercising powers without proper authority, leading to decisions being invalid and potential breaches of the Local Government Act 1993 or other legislation. 2. Governance Risk Outdated or unclear delegations can undermine accountability and transparency in decision-making, exposing Council to governance failures or audit findings of non-compliance. 3. Operational Risk If delegations are not properly assigned or current, operational delays and inefficiencies may occur as staff seek clarification or Council resolutions for routine matters. This may also affect service delivery timeframes. 4. Legal and Financial Risk Invalid decisions made under incorrect delegations could expose Council to legal challenge, administrative reversal, or financial loss through compensation or rework. 5. Reputational Risk Perceived poor governance or instances of unauthorised decision-making could damage community trust and confidence in Council's integrity and management practices. 6. Mitigation These risks are mitigated through Council's established delegation review cycle, periodic monitoring of legislative and guideline changes, and the confirmation that this updated Register remains aligned with current best practice.

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

Background

1. The *Local Government Act 1993* (Act) requires Council to maintain a public Delegations Register (“Register”), a record of all the legislative powers that have been granted to the CEO and officers.
2. These delegations are required so that day to day operational tasks can be carried out efficiently and lawfully by Council officers.
3. A comprehensive review of the Register has been undertaken, and it is apparent that many of the instruments effecting delegations of powers have become out of date, particularly where staff position titles have changed.
4. There has also been a proliferation of delegation instrument documents that now need to be consolidated for ease of tracking.
5. The Local Government Association of Tasmania (LGAT) have developed a delegation template that may be used by all Tasmanian Councils to provide a consistent framework for managing Delegations.
6. The LGAT template has been followed to assist in capturing all new legislation and align Glenorchy City Council processes with other Councils. The attached instrument is designed to completely refresh the Register and broadly follows this new uniform format.
7. Most of the legislation that is relevant to Council requires a power to first be delegated by the Council to the CEO, before a second stage delegation is undertaken. This second stage delegation is where the CEO further delegates the relevant powers to Council officers.
8. Exceptions to any further delegations apply to the *Land Use Planning and Approvals Act 1993*, *Local Government (Highways) Act 1982*, and the *Building Act 2016*. In these instances, the Council must delegate the power directly to a staff position.

This is because of the restricted wording of the delegation power in those enactments.

9. This report recommends that Council formally delegate to the CEO and identified staff roles, the powers and functions described in the attachments. This will result in a single, consolidated document clearly outlining the Council's delegation record.
10. The proposed delegations outlined in the attachment do not include any of the powers that are reserved to Council alone, such as the disposal of land.

Council's statutory power to delegate

11. Under section 22(1) of the Act Council may, in writing:
"...delegate with or without conditions to the general manager, controlling authority, a council committee or a special committee any of its functions or powers under this or any other act..."
12. In addition to delegating the relevant powers to the CEO, Council may authorise the CEO to further delegate that power to an employee of Council.
13. The proposed updated Instruments of Delegations, **Attachment 1** to this report, followed by the LGAT delegations' template.

Attachments

1. Council Delegations final 13 10 25 [**11.10.1** - 81 pages]

GLENORCHY CITY COUNCIL

List of delegations, appointments and authorisations given by Council to the Chief Executive Officer and Others



Definitions

Chief Executive Officer/CEO means the officer described as the General Manager in the *Local Government Act 1993*.

Delegated Officer means the delegated, authorised or appointed officer as the context allows.

Effect of this instrument

The **Glenorchy City Council** delegates the following powers and functions to:

- (a) The officer specified in this instrument; or
- (b) the CEO where no other officer is specified.

Effect on earlier delegations

This Delegation Instrument supersedes all previous instruments of delegation made by the Council for the listed powers and functions.

Notes on Operational tasks

This instrument may contain powers and functions already granted by legislation to the CEO or another officer. These entries are included for officer guidance and completeness only, and where they contain restrictions are advisory only.

For clarity, where this instrument refers to an power or function of Council that requires an ancillary or related action, such as the issuing and service of notices, lodging and registering documents, managing documents, receiving or recording payments, advertising, or other day to day tasks related to the operations of the Council, in accordance with Section 62 of the *Local Government Act 1993*, the CEO holds the power in respect of those related functions and may further delegate those functions to employees and contractors of the Council. Where those functions cannot be delegated, such as with the *Land Use Planning Act 1993*, these minor functions may be performed by any Council officer whose duties include activities in relation to that legislation.

ACTS AND REGULATIONS

Archives Act 1983

Provision	Item Delegated	Delegated Officer	Conditions or Limitations
Section 10(1) – Preservation of State records	The power to keep proper records in respect of the business of Council, to cause all such records to be preserved until they are dealt with in accordance with the Act, and to take legal proceedings for the recovery of any such records if Council no longer has legal custody of them.	CEO	Nil

1

Last reviewed 10 October 2025

Section 11 - Transfer of State records to Archives office	The power to transfer State records to the Archives Office.	CEO	Nil
Section 15(3) - Conditions may be imposed on the making of State archives available for public inspection	The power to direct or specify in writing to the State Archivist, that a State record be subject to a condition prohibiting the State Archivist from making the record available for inspection by members of the public.	CEO	Nil
Various - Authorisation to further delegate	Authorisation to further delegate all powers and functions of Council under the <i>Archives Act 1983</i> that have been delegated by Council to the Chief Executive Officer.	CEO	Nil

Biosecurity Regulations 2022

Provision	Item Delegated	Delegated Officer	Conditions or Limitations
Regulation 25 - Payments to Council or Public Account	The power to receive payments for infringement notices issued by authorised officers, to impose and recover fees for providing information or conducting inspections, analyses, or other functions under the <i>Biosecurity Act 2019</i> , and to recover those fees as a debt due to the Council.	CEO	In accordance with Regulation 25(3), any fee charged is to be no more than is necessary to cover the responsible costs and expenses incurred in connection with the provision of information, or the inspection, analysis or other function that was carried out by the authorised officer under the Act in respect of the person.
Various - Authorisation to further delegate	Authorisation to further delegate all powers and functions of Council under the <i>Biosecurity Regulations 2022</i> that have been delegated by Council to the Chief Executive Officer.	CEO	Nil

Boundary Fences Act 1908

Provision	Item Delegated	Delegated Officer	Conditions or Limitations
Various	All powers and functions of Council as an 'owner' of land under the <i>Boundary Fences Act 1908</i> .	CEO	Nil.

Last reviewed 10 October 2025

2

Various	Authorisation to further delegate all powers and functions of Council under the <i>Boundary Fences Act 1908</i> that have been delegated by Council to the Chief Executive Officer.	CEO	Nil
---------	---	-----	-----

Building Act 2016

Provision	Item Delegated	Delegated Officer	Conditions or Limitations
<u>Section 24(6)</u>	Appointment of a person to perform the functions and exercise the powers of a permit authority.	No Changes to existing delegations	See Section 24
<u>Section 27(2) - (3)</u> - Records of permit authority	The power to keep and release the records set out in Schedule 1, as determined by the Director of Building Control, for the required statutory period or while the record remains relevant to the premises.	Building Officer, Coordinator Building and Plumbing Services, Plumbing Surveyor	Nil
<u>Section 80</u>	Power to consent to building works as an owner of adjoining property.	Manager Property, Environment & Waste	
<u>Section 242</u>	Issue a notice naming an owner	Building Officer, Coordinator Building and Plumbing Services, Plumbing Surveyor	
<u>Section 265(3) & (4)</u> - Failure to comply with emergency, building or plumbing order	The power to enforce building orders referred by a building surveyor, to perform work required under an emergency, building or plumbing order where the person fails to comply, and to perform that work, use the powers outlined subsection (4).	Building Officer, Coordinator Building and Plumbing Services,	Nil
<u>Section 266</u> - Possession of building	The power to take proceedings to obtain possession of a building or temporary structure where an occupier obstructs work under an order, and to remain in possession until the work is completed.	Building Officer, Coordinator Building and Plumbing Services,	Nil

3

Last reviewed 10 October 2025

		Plumbing Surveyor	
<u>Section 269</u> - Recovery of performance costs	The power to perform required work where an owner fails to comply with an order, and to recover the costs as a debt or charge on the land recoverable as rates.	Building Officer, Coordinator Building and Plumbing Services, Plumbing Surveyor	Nil
<u>Section 271</u> - Purchasing buildings and materials	The power to sell a demolished building or materials, grant purchasers certain enforcement rights, and to recover reasonable expenses from sale proceeds.	Building Officer, Coordinator Building and Plumbing Services,	Nil
Various - Authorisation to further delegate	Authorisation to further delegate all powers and functions of Council under the <i>Building Act 2016</i> , to the extent permitted by the legislation, that have been delegated by Council to the Chief Executive Officer	CEO	GM's powers to further delegate are restricted by s.8. Permit authority powers cannot be delegated.

Building Regulations 2016

Provision	Item Delegated	Delegated Officer	Conditions or Limitations
<u>Regulation 43</u> - Plumbing work involving network utility operator's stormwater drainage systems	The power to consent to connections or alterations to stormwater drainage systems, to perform necessary sealing work where disconnections are not compliant, and to recover associated costs.	Coordinator Building and Plumbing Services, Plumbing Surveyor	Nil.
<u>Regulation 53</u> - Riverine inundation	The power to assess and determine land as subject to riverine inundation and therefore a hazardous area under the <i>Building Act 2016</i> .	Building Officer, Coordinator Building and Plumbing Services, Plumbing Surveyor	Nil

Last reviewed 10 October 2025

4

Various - Authorisation to further delegate	Authorisation to further delegate all powers and functions of Council under the <i>Building Regulations 2016</i> , to the extent permitted by the legislation, that have been delegated by Council to the Chief Executive Officer	Building Officer, Coordinator Building and Plumbing Services, Plumbing Surveyor	GM's powers to further delegate are restricted by s.8. Permit authority powers cannot be delegated
---	---	---	---

Burial and Cremation Act 2019

Provision	Item Delegated	Delegated Officer	Conditions or Limitations
General	Exercise all of the Council's powers that it may hold from time to time, including those where the Council has been appointed as the Regulator under s.9	CEO	NB: See S.21 Director of Public Health may delegate directly to an EHO
Various - Authorisation to further delegate	Authorisation to further delegate all powers and functions of Council under the <i>Burial and Cremation Act 2019</i> that have been delegated by Council to the Chief Executive Officer.	CEO	

Burial and Cremation Regulations 2025

Provision	Item Delegated	Delegated Officer	Conditions or Limitations
General	Exercise all of the Council's powers that it may hold from time to time, including those where the Council has been appointed as the Regulator under s.9	CEO	NB: See S.21 Director of Public Health may delegate directly to an EHO
Various - Authorisation to further delegate	Authorisation to further delegate all powers and functions of Council under the <i>Burial and Cremation Act 2019</i> that have been delegated by Council to the Chief Executive Officer.	CEO	

Dog Control Act 2000

Provision	Item Delegated	Delegated Officer	Conditions or Limitations
<u>Section 24(a) and (b)</u> - Public notice of intention to declare areas	The power to notify the public of an intended declaration under the Act, and to invite submissions within 15 working days.	CEO	Nil

Last reviewed 10 October 2025

5

<u>Section 25</u> - Date and period of declaration	The power to notify, by public notice, the date a declaration takes effect and the period during which the declaration will remain in force.	CEO	Nil
<u>Section 27</u> - Signs	The power to erect and maintain signs sufficient to identify any exercise area, training area, prohibited area or restricted area.	CEO	Nil
<u>Various</u> - Authorisation to further delegate	Authorisation to further delegate all powers and functions of Council under the <i>Dog Control Act 2000</i> .	CEO	NB: See s.82 The CEO already has this power and includes the power to appoint an authorised person.

Emergency Management Act 2006

Provision	Item Delegated	Delegated Officer	Conditions or Limitations
<u>23(2), (7), (8)</u>	Council to nominate a person to be the Municipal Emergency Management Coordinator, or Deputy Municipal Emergency Management Coordinator	No change to current delegations	See s.23. A council can only nominate a person for either of the positions if the person, once appointed to the position would have authority and ability to make decisions relating to the coordination of emergency management in the municipal area during an emergency without first seeking the approval of council
<u>46</u>	Council to use resources in emergency If an emergency affects a municipal area, the council in the municipal area is to use its resources and the resources made available to it for the purposes of managing the emergency	CEO	Nil
<u>47</u>	Council to establish or provide for resources Each council is to establish and maintain or otherwise provide for the availability of all resources and facilities it considers necessary for the management of an emergency in its municipal area in accordance with the relevant Municipal Emergency Management Plan	CEO	Nil
<u>48</u>	Municipal Volunteer SES units Council is to establish and maintain municipal volunteer SES units, if it is considered necessary after consultation with the Director of the SES	CEO	Nil
<u>49</u>	Resources of municipal volunteer SES units Council is responsible for the effective operation of its municipal volunteer SES units, and responsible for all aspects of the storage and maintenance of the equipment used by those units. This includes accommodation for the purposes of training members of those units	CEO	Nil
<u>50</u>	Power to bind in contracts A Council may enter into a contract with one or more councils or other persons to enable or facilitate emergency management in its municipal area or other municipal areas	CEO	Nil
<u>Schedule 2</u>	Special emergency powers of State Controller and Regional Controllers In the event the Council owns resources, they must surrender the resources for emergency manager to the State Controller or Regional Controller	CEO	Nil

7

Last reviewed 10 October 2025

Various - Authorisation to further delegate	Authorisation to further delegate all powers and functions of Council under the <i>Emergency Management Act 2006</i> that have been delegated by Council to the Chief Executive Officer	CEO	NB: s.30 and s.30A also provides a delegation power to the Municipal Coordinator and others, they are an authorised person under that Act
---	---	-----	---

Last reviewed 10 October 2025

Environmental Management and Pollution Control Act 1994

Provision	Item Delegated	Delegated Officer	Conditions or Limitations
<u>Sec 20A</u>	Duty of council to prevent or control pollution In relation to activities other than prescribed activities, a council must use its best endeavours to prevent or control acts or omissions which cause or are capable of causing pollution	CEO	Nil
<u>Sec 20B</u>	Council may ask Board to exercise powers A council may ask the Board, in respect of an activity that is not a level 2 activity or a level 3 activity, to exercise any of the Board's powers relating to the following: an environmental audit, an environmental improvement programme, an environmental agreement and lodgement of financial assurance	CEO	Nil
<u>Sec 21</u>	Council officers A council may appoint an employee of the council to be a council officer for the purposes of this Act.	CEO	Nil
<u>Sec 22 (1A)</u>	Registers of environmental management and enforcement instruments A council must keep a register contain particulars of any environment protection noise issues and any amendment or revocation of any notice	CEO	Nil
<u>Sec 23 (1) (2)</u>	Trade secrets If it appears to the Board or a council that – (a) any information that could be kept as a trade secret would be available to the public; and (b) the release of that information would be likely to cause financial loss to any person – the Board or council must consult with that person before including the information on any register kept under this Act	CEO	Nil
<u>Sec 24 (1)</u>	Assessment of permissible level 1 activities Planning authority must refer application to the Board if directed to do so	CEO	Nil
<u>S 25(1)(b)</u>	Assessment of permissible level 2 activities Planning Authority to refer the application to the Board as soon as practicable, but any case within 21 days, after the date of lodgement of the application	CEO	Nil
<u>Sec 25A (1D)(a)</u>	Assessment of applications for permits that are combined with applications for planning scheme amendments Giving of notice to the applicant of the determination of the Board to refuse to grant a permit	CEO	Nil
<u>Sec 27AC (5)</u>	Directions in relation to permits in respect of EL activities Notify the Board of the grant of the permit and provide to the Board a copy of the permit	CEO	Nil
<u>Sec 27AD</u>	Minor variations of planning permit in relation to EL activities Application to the Board for approval to amend a planning permit	CEO	Nil

9

Last reviewed 10 October 2025

<u>Sec 43</u>	Power to require information Notify the Director, EPA of the issue of an emergency order and provide a copy of the order	CEO	Nil
<u>Sec 44 (4)</u>	Environment protection notices Where an environment protection notice is issued by a council officer, the council must, as soon as practicable and in any event within 7 days, advise the Director in writing of that fact and of any amendment or revocation of the notice	CEO	Nil
<u>Sec 47(1)</u>	Action on non-compliance with environment protection notice The Director or, in the case of an environment protection notice served by a council officer, the council may take any action required by an environment protection notice if the requirements of the notice are not complied with	CEO	Nil
<u>Sec 47 (3) (4)</u>	Action on non-compliance with environment protection notice The reasonable costs and expenses incurred by the Director or a council in taking action under this section may be recovered by the Director or the council as a debt from the person who failed to comply with the requirements of the environment protection notice. Where an amount is recoverable from a person under this section, the Director or the council may, by notice in writing to the person, fix a period, being not less than 28 days from the date of the notice, within which the amount must be paid by the person	CEO	Nil
<u>Sec 48 (1)</u>	Civil enforcement proceedings Where – (a) a person has engaged, is engaging or is proposing to engage in conduct in contravention of this Act; or (b) a person has refused or failed, is refusing or failing or is proposing to refuse or fail to take any action required by this Act; or (c) a person has caused environmental harm by contravention of this Act, any other Act or the repealed Act – the Director, a council or a person who has, in the opinion of the Appeal Tribunal, a proper interest in the subject matter may apply to the Appeal Tribunal for an order	CEO	Nil
<u>Sec 61</u>	Reports in respect of alleged contraventions Where a person reports to the Director or a council an alleged contravention of this Act, the Director or the council must, at the request of the person, advise the person as soon as practicable of the action (if any) taken or proposed to be taken by the Director or the council in respect of the allegation	CEO	Nil
<u>Sec 64</u>	Recovery of technical costs associated with prosecutions Where a person is convicted of an offence against this Act, the court may, on application by the Director or a council, order the convicted person to pay to the Director or the council the reasonable costs and expenses incurred by the Director or the council in the taking of any samples or the conduct of tests, examinations or analyses in the course of the investigation and prosecution of the offence	CEO	Nil
<u>Sec 74</u>	Environmental Impact Assessment Principles An environmental impact assessment may be required when an environmentally relevant activity is proposed to be undertaken by the public or the private sector	CEO	Nil

10

Last reviewed 10 October 2025

<u>Sec 94(3)</u>	Provisions relating to seizure Where a thing has been seized or made subject to a seizure order under this Division, the thing must, if it has been seized, be held pending proceedings for an offence against this Act related to the thing seized unless the Director, Commissioner or the council, as the case may require, on application, authorizes its release to the person from whom it was seized, or to any person who had legal title to it at the time of its seizure	CEO	Nil
<u>Sec 103</u>	Fees imposed by councils In accordance with the provisions of the <i>Local Government Act</i> 1993, a council may impose fees in relation to any function or service carried out by the council under this Act	CEO	Nil
<u>Various</u>	Authorisation to further delegate Authorisation to further delegate all powers and functions of Council under the <i>Environmental Management and Pollution Control Act 1994</i> that have been delegated by Council to the Chief Executive Officer	CEO	Nil

Food Act 2003

Provision	Item Delegated	Delegated Officer	Conditions or Limitations
<u>Sec 101 (2)</u>	Appointment of authorised officers	CEO	Nil
<u>Sec 102(2)</u>	Certificates of authority as authorised officers A Council is to provide an authorised officer appointed under s. 101(2) with a certificate of authority as an authorised officer	CEO	Nil
<u>Sec 33</u>	Making of order An order may be made by a relevant authority to prevent or reduce the possibility of a serious danger to public health or to mitigate the adverse consequences of a serious danger to public health	CEO	Nil
<u>Sec 34 (2)</u>	Nature of order An order may be varied or revoked by the relevant authority who made the order	CEO	Nil
<u>Sec 50 (2)</u>	Forfeiture of item Items forfeited under this section may be destroyed, sold or otherwise disposed of	CEO	Nil
<u>Sec 52 (1)</u>	Return of forfeited item Council must return an item that has not been destroyed as soon as possible to the person it was seized from	CEO	Nil
<u>Sec 53 (4) (2) (3)</u>	Compensation to be paid in certain circumstances	CEO	Nil

11

Last reviewed 10 October 2025

	The enforcement agency is to pay such compensation as is just and reasonable in relation to any item seized under this Part by an authorised officer appointed by it		
<u>Sec 55</u>	Enforcement agency entitled to answer application The enforcement agency is entitled to appear as respondent at the hearing of an application made under Section 54	CEO	Nil
<u>Sec 68 (2) (3)</u>	Compensation If there were no grounds for the issuing of an order, the enforcement agency that issued the order is to pay such compensation as is just and reasonable	CEO	Nil
<u>Sec 83H</u>	Priority classification system and frequency of auditing	CEO	Nil
<u>Sec 87 (1) (5) (6) (7)</u>	Registration of food business The Council may register a food business which is located within its municipal area. If the council grants an application for registration, it must issue the applicant with a certificate of registration that sets out the conditions, if any, to which the registration is subject. If the council refuses an application for registration, the council must give notice of the refusal in writing to the applicant setting out the reasons for the refusal	CEO	Nil
<u>Sec 89 (3) (5)</u>	Renewal of registration The council may, after considering an application for renewal of registration grant the application, with or without conditions; or refuse the application. If the council refuses an application for renewal of registration, the council must give notice of the refusal in writing to the applicant setting out the reasons for the refusal	CEO	Nil
<u>Sec 91</u>	Variation of conditions, or suspension or cancellation, of registration of food businesses The council of the municipal area in which the food business is registered may vary the conditions of, or suspend or cancel, the registration of a food business under this Part	CEO	Nil
<u>Sec 94</u>	Register of food businesses to be maintained The Council is required to prepare and maintain a list which contains notified food businesses, registered food businesses, and food businesses whose registration is renewed	CEO	Nil
<u>Sec 97</u>	Functions of councils A council is to – (a) take adequate measures to ensure that the provisions of this Act are complied with; and (b) carry out any other function the Minister or Director of Public Health determines	CEO	Nil
<u>Sec 98 (4)</u>	Power of Director of Public Health to order council to perform functions A council may request the Director of Public Health to exercise any of its powers or perform any of its functions at the council's expense	CEO	NB: under s.96 the Director of Public Health may also delegate to council their powers under this Act.
<u>Sec 100 (1) (2)</u>	Reports by councils	CEO	Nil

12

Last reviewed 10 October 2025

	The council is to report to the Director of Public Health on the performance of functions under this Act. In addition, the council is to forward to the Director of Public Health details of any proceedings for an offence under this Act taken by an officer, employee or agent of the council		
<u>Sec 104(1)</u>	Institution of proceedings Proceedings for an offence under this Act may only be instituted by the Minister, an authorised officer, council, or Director of Public Health. They may only be instituted within 3 years after the date on which the offence is alleged to have been committed or within 120 days after the date on which a sample is obtained	CEO	Nil
<u>Sec 118 (1)</u>	Infringement notices An authorised officer or council may serve an infringement notice on a person, other than a person under the age of 16 years, if of the opinion that the person has committed a prescribed offence	CEO	Nil
<u>Various</u>	Authorisation to further delegate Authorisation to further delegate all powers and functions of Council under the <i>Food Act 2003</i> that have been delegated by Council to the Chief Executive Officer	CEO	Nil

Heavy Vehicle National Law (Tasmania) Act 2013

Provision	Item Delegated	Delegated Officer	Conditions or Limitations
<u>118(1)(b)</u>	Granting consent for exemption on mass or dimension restriction	CEO	Nil
<u>124(1)(b)</u>	Granting consent for exemption (permit) on mass or dimension restriction	CEO	Nil
<u>139(1)(b)</u>	Granting consent for a class 2 heavy vehicle authorisation	CEO	Nil
<u>145(1)(b)</u>	Restriction on granting consent for a class 2 heavy vehicle authorisation	CEO	Nil
<u>156(2)</u>	Asking the Regulator for a longer period to decide whether to grant consent for a mass or dimension authority	CEO	Nil
<u>156A</u>	Decide whether to grant consent, after considering the specific matters in s.156A & provide written reasons to the Regulator for the decision in relation to consent	CEO	Nil

Last reviewed 10 October 2025

13

<u>158</u>	Deal with a request for consent and decide to give or not give consent for a mass or dimension authority	CEO	Nil
<u>159(2)</u>	Notifying the Regulator that route assessment is required by the road manager in deciding whether to give consent and the fee payable	CEO	Nil
<u>160(1)</u>	Specifying road condition(s) to which the granting of consent is subject	CEO	Nil
<u>160(2)</u>	Providing the Regulator with a written statement explaining the road manager's decision to grant consent subject to road conditions	CEO	Nil
<u>161(1)</u>	Specifying travel condition(s) to which the granting of consent is subject	CEO	Nil
<u>161(2)</u>	Providing the Regulator with a written statement explaining the road manager's decision to grant consent subject to road conditions	CEO	Nil
<u>162(2)</u>	Requesting specified vehicle condition(s) be imposed on the mass or dimension authority	CEO	Nil
<u>167(2)(b)</u>	Giving notice to the Regulator of objection to the application of this section [which provides for expedited process for renewal of mass or dimension authority	CEO	Nil
<u>169</u>	Giving consent to the grant of a mass or dimension authority for a trial period or no more than 3 months	CEO	Nil
<u>170</u>	Provide the Regulator with a written objection to a renewal of a mass or dimension authority	CEO	Nil
<u>174(2)</u>	Asking the Regulator to amend or cancel the mass or dimension authority granted by Commonwealth Gazette notice due to adverse effect of heavy vehicles	CEO	Nil
<u>176 (4)(c)</u>	Provide consent to an amendment of a permit for a mass or dimension authority	CEO	Nil
<u>178(2)</u>	Asking the Regulator amend or cancel the mass or dimension authority granted by Commonwealth Gazette notice due to adverse effect of heavy vehicles	CEO	Nil

14

Last reviewed 10 October 2025

<u>611(2)</u>	Application for a compensation order where a Court convicts a person of an offence against the National	CEO	Nil
<u>617(2)(b)</u>	Repayment of compensation order voided in certain circumstances	CEO	Nil
<u>645</u>	Decide a review of a reviewable decision under the Act	CEO	Nil
<u>Various</u>	Authorisation to further delegate Authorisation to further delegate all powers and functions of Council under the <i>Heavy Vehicle National Law (Tasmania) Act 2013</i> that have been delegated by Council to the Chief Executive Officer	CEO	Nil

Historic Cultural Heritage Act 1995

Provision	Item Delegated	Delegated Officer	Conditions or Limitations
<u>S 36(2)</u>	Permit application to be sent to and considered by Heritage Council The relevant planning authority must give a copy of the permit application to the heritage council as soon as practicable after the application day	CEO	Nil
<u>S 37</u>	Procedure if Heritage Council requires additional information to consider permit application Planning authority must as soon as practicable require the applicant for a permit application to provide additional information required by the Heritage Council and provide it to the Heritage Council	CEO	Nil
<u>S 38</u>	Procedure if Heritage Council has no interest in permit application Planning authority determination of permits applications. Notifying the Heritage Council and applicants of determinations and representations	CEO	Nil
<u>S 39</u>	Procedure if the heritage council wishes to be involved in determining discretionary permit application Determining discretionary permit applications. Notifying the Heritage Council and Applicants of determinations and representations	CEO	Nil
<u>S 39A</u>	Procedure if Heritage Council wishes to be involved in determining combined permit application Determining combined permit applications. Notifying the Heritage Council and Applicants of determinations and representations	CEO	Nil
<u>S 39B</u>	Provision of further information to Heritage Council Provide any further information received from permit applicant to Heritage Council	CEO	Nil

Last reviewed 10 October 2025

15

<u>S 50</u>	Notification of Recorder of Titles Planning authority must lodge for registration with the Recorder of Titles notice of heritage agreements that come into effect or the variation or termination of a heritage agreement	CEO	Nil
<u>S 89</u>	Assistance to Heritage Council A planning authority is to give all reasonable assistance to the Heritage Council to enable it to perform its functions and exercise its powers	CEO	Nil
<u>Various</u>	Authorisation to further delegate Authorisation to further delegate all powers and functions of Council under the <i>Historic Cultural Heritage Act 1995</i> that have been delegated by Council to the Chief Executive Officer	CEO	Nil

Land Acquisition Act 1993

Provision	Item Delegated	Delegated Officer	Conditions or Limitations
Section 9	Power to purchase by agreement The power of Council as an 'acquiring authority' to agree with an owner of land for the purchase of that land.	CEO	To be exercised in accordance with relevant Financial and Contractual delegations.
Section 10	Purchase of surplus land The power of Council as an 'acquiring authority' to enter into an agreement for the purchase of land under section 9.	CEO	
Section 11,66	Notice to Treat Power to serve a notice to treat	CEO	Nil
Section 12, 13, and 66	Notice of withdrawal Power to amend or a notice to treat and to register the withdrawal	CEO	Nil
Section 15 and 16	Taking of land Power to take land by consent or agreement	CEO	Nil
Section 18 20 and 66	Notice of acquisition Power to gazette and register a notice of acquisition	CEO	Nil
Section 22 and 66	Amend or Revoke a Notice of Acquisition Power to amend or revoke a notice of acquisition	CEO	Nil
Section 23	Reconveyance Power to reconvey land to former owner	CEO	Nil
Part 5	Claims for compensation All powers under Part V including the power to accept or reject entitlement to claim, and amount of claim, seek alternative dispute resolution and pay the claim.	CEO	Nil

16

Last reviewed 10 October 2025

Section 54, 55, 56 and 57	Powers of entry Power to authorise a person to enter onto land and examine, entry to adjacent land for certain purposes, payment of rents.	CEO	Nil
Section 70	Overlooked estates Power to take steps in relation to prescribed land (e.g. land taken by mistake)	CEO	Nil
Section 71, 72	Enforcing entry and possession Power to apply for writs and orders for removal	CEO	Nil
Section 73	Disposal of land taken Offers to former owner where land resold within 7 years	CEO	Nil
Section 78	Extensions of time Power to extend time limits	CEO	Nil
<u>Various</u>	Authorisation to further delegate Authorisation to further delegate all powers and functions of Council under the <i>Occupational Licensing Act 2005</i> that have been delegated by Council to the Chief Executive Officer	CEO	Nil

Land Titles Act 1980

Provision	Item Delegated	Delegated Officer	Conditions or Limitations
<u>138U</u>	Restriction on title by possession (1) For the purposes of an application to acquire title to any land by possession, any period during which council rates have been or are paid by or on behalf of the owner is to be disregarded. (2) This section does not apply to an application if the relevant council has certified in writing that it is unclear who has paid, or is paying, the relevant council rates	CEO	Nil
<u>138Y</u>	Avoidance of sub-minimum lots (1) In this section, sub-minimum lot means a lot that does not have the qualities of a minimum lot as provided by section 109 of the Local Government (Building and Miscellaneous Provisions) Act 1993 . (2) If the Recorder is not sure whether the granting of an application under this Division would result in the continuation or creation of a sub-minimum lot, the Recorder may require the applicant to produce a certificate from the relevant council – (a) that the application would not result in the continuation or creation of a sub-minimum lot; or (b) that the council consents to the application. (3) If the applicant fails to produce a certificate required under subsection (2) , the Recorder is not required to proceed with the application	CEO	Nil

Last reviewed 10 October 2025

17

<u>Various</u>	Authorisation to further delegate Authorisation to further delegate all powers and functions of Council under the <i>Land Titles Act 1980</i> that have been delegated by Council to the Chief Executive Officer	CEO	Nil
----------------	--	-----	-----

Last reviewed 10 October 2025

Land Use Planning and Approvals Act 1993

Provision	Item Delegated	Delegated Officer	Conditions or Limitations
s.38(2)	Power to agree or refuse an amendment and prepare an amendment to an LPS	Coordinator Planning Services, Lead Strategic Planner, Lead Statutory Planner	Only where the amendment relates to the correction of any error in the LPS in force at the time.
S.40K(1)	The power to forward a report about a draft amendment following exhibition to the Tasmanian Planning Commission.	Coordinator Planning Services, Lead Strategic Planner, Lead Statutory Planner	Only where a certified draft amendment and any associated planning permit has been placed on public exhibition period and no representations have been received during the public exhibition period and no changes are recommended to the original form of the draft amendment (or permit issued) by Council.
S.42	The power to forward a report about a draft amendment following exhibition to the Tasmanian Planning Commission.	Coordinator Planning Services, Lead Strategic Planner, Lead Statutory Planner	See s.40K(1)
S.42D	correct a mistake under s42D in a permit granted under s42B	Coordinator Planning Services, Lead Strategic Planner, Lead Statutory Planner	

Last reviewed 10 October 2025

19

<u>S.43(2)</u>	Minor amendment of permit The planning authority may amend or refuse to amend the permit	Coordinator Planning Services, Lead Strategic Planner, Lead Statutory Planner	Not permitted to amend conditions imposed, or amended motions made, by the Glenorchy Planning Authority which were not part of the recommendation from the Planning Department.
<u>S.48AA</u>	Enforcement of major project permits A planning authority must, within the ambit of its power, enforce the observance of any condition or restriction to which a major project permit is subject	CEO	Nil
<u>S.48A</u>	Notice to remove signs	CEO	Nil
<u>S.56</u>	Minor amendments of permits issued by a planning authority s 56(1A): planning authority that receives a request under ss(1) for amendment to permits, (a) within 28 days after the request was received, amend, or refuse to amend the permit and (b) must within 7 days (i) after amending the permit or (ii) after refusing to amend the permit, give notice of the refusal to the person who made the request	Coordinator Planning Services, Lead Strategic Planner, Lead Statutory Planner	Not permitted to amend conditions imposed, or amended motions made, by the Glenorchy Planning Authority which were not part of the recommendation from the Planning Department.
<u>S.57(2)</u>	Applications for discretionary permits The planning authority may, on receipt of an application for a permit to which this section applies, determine the permit	Coordinator Planning Services, Lead Strategic Planner, Lead Statutory Planner	Only in the following circumstances: 1. If the time in which the planning authority must grant or refuse a permit will expire prior to the next scheduled meeting of the Glenorchy Planning Authority, and the applicant has refused to grant an extension to that time period. 2. To refuse to grant a permit where the intended use or

Last reviewed 10 October 2025

20

			development is prohibited. 3. To grant a permit where three (3) or fewer opposing representations have been received except for the following: (a) Use and development is for six (6) or more multiple dwellings. (b) Residential uses are relying on a discretion to the use standards for car parking requirements. (c) The proposal is for subdivisions creating five (5) lots or more. The estimated cost of new development, except for multiple dwelling development, exceeds \$2,000,000.
<u>S.57(6)</u>	Applications for discretionary permits Grant a discretionary permit with or without conditions	Graduate Planner, Strategic Planner, Planning Officer	See 57(2)– The power to negotiate an extension of time for determination of a permit application is unlimited.
<u>S.57(6A)</u>	Applications for discretionary permits A further period agreed to by a planning authority and an applicant may be extended or further extended by agreement, in writing, between the planning authority and applicant at any time before the expiration of the period to be extended and, when so extended, is taken to be the further period referred to in that subsection	Graduate Planner, Strategic Planner, Planning Officer	See 57(2) The power to negotiate an extension of time for determination of a permit application is unlimited.

<u>S.58</u> (2) and (2A)	Application for other permits The power to negotiate an extension of time for determination of a permit application.	Graduate Planner, Strategic Planner, Planning Officer	Nil
S 60	Council responding and issuing notices relating to compliance with certain permit conditions	Coordinator Planning Services, Lead Strategic Planner, Lead Statutory Planner	Nil
<u>S 60H</u> (3)	Minister may request information from council or relevant state entity A council, to which a notice is given under subsection (1) is to take all reasonable steps to provide to the Minister, within the period specified in the notice, the information specified in the notice.	Coordinator Planning Services, Lead Strategic Planner, Lead Statutory Planner	Nil
<u>S 60I</u> (3)	Council to give notice in relation to eligibility of major project proposals A council that is provided under this section with a major project proposal may notify the Minister, in writing within 28 days, and advise the Minister why the project is not a major project.	Coordinator Planning Services, Lead Strategic Planner, Lead Statutory Planner	Nil
<u>S.60TD</u> (3)	Notice of request under s.60TC(1) (3) A person who receives a notice under subsection (1) in relation to a request under section 60TC(1) in relation to an additional area of land may, within 14 days, advise the relevant advice body as to the opinion of the person in relation to the proposed amendment of a declaration of a major project so that the declaration also relates to the additional area of land.	Coordinator Planning Services, Lead Strategic Planner, Lead Statutory Planner	
<u>S 60ZX</u> (1)	Provision to Panel of further information A person to whom a request is made under section 60ZW(1) is to take all reasonable steps to provide to the Panel, as soon as practicable the information specified in the request.	Coordinator Planning Services, Lead Strategic Planner, Lead Statutory Planner	Nil

<u>S 60ZZP(10)</u>	Major project permit may be granted subject to conditions or restrictions Without limiting the conditions or restrictions that may be imposed under subsection (1), such a condition or restriction may specify that: (a) plans, information, designs, or other documents, are required, under the condition or restriction, to be prepared and provided to the Panel or a planning authority ; and (b) particular actions or works are to be carried out to the satisfaction of the Panel or a planning authority.	Coordinator Planning Services, Lead Strategic Planner, Lead Statutory Planner	Nil
<u>S.63(5C)</u>	Obstruction of sealed schemes Power to perform works where court order is breached	The authorised officer appointed under s.65l	Nil
<u>S.63B(3)</u>	Notice of suspected contravention, &c., may be given If a notice in relation to a contravention or failure, or likely contravention or failure, is given by to a planning authority, the planning authority must issue a notice in writing to the person as soon as practicable.	The authorised officer appointed under s.65l	Nil
<u>S. 65B(5)</u>	Notice of intention to issue enforcement notice The planning authority must notify in writing an owner of land, in relation to which a notice of intention to issue an enforcement notice is served under subsection (1) , if the person on whom the notice is served is not the owner of the land.	The authorised officer appointed under s.65l	Nil
<u>S.65G</u>	Cancellation of permits A planning authority may cancel a permit in relation to land in the municipal area of the authority by issuing and serving a notice	Coordinator Planning Services, Lead Strategic Planner, Lead Statutory Planner. The authorised officer appointed under s.65l	Nil
s.65l	Appointment of authorised officers	N/A	NB: This power is reserved to the CEO.
Appearance for Council	Appeals and Enforcement of planning control Authority to appear on a planning appeal or other action, including any mediation, before Appeals Tribunals or any other body of competent jurisdiction.	CEO	NB: See Section 240 <i>Local Government Act 1993</i> , a person may be authorised by the CEO or Council.

<u>S.71</u>	Planning authority may enter into agreements	Coordinator Planning Services, Lead Strategic Planner, Lead Statutory Planner	Not permitted to amend conditions imposed, or amended motions made, by the Glenorchy Planning Authority which were not part of the recommendation from the Planning Department.
<u>S.74(3)</u>	Duration of agreement An agreement may be ended by the planning authority with the approval of the Commission or by agreement between the authority and all persons who are bound by any covenant in the agreement.	Coordinator Planning Services, Lead Strategic Planner, Lead Statutory Planner	Not permitted to amend conditions imposed, or amended motions made, by the Glenorchy Planning Authority which were not part of the recommendation from the Planning Department.
<u>S.75</u>	Amendment of agreements	Coordinator Planning Services, Lead Strategic Planner, Lead Statutory Planner	Not permitted to amend conditions imposed, or amended motions made, by the Glenorchy Planning Authority which were not part of the recommendation from the Planning Department.
<u>Various</u>	Authorisation to further delegate Authorisation to further delegate such powers and functions of Council under the <i>Land Use Planning and Approvals Regulations 2024</i> ,	CEO	To the extent that they may be further delegated. NB: S.6 restricts the CEO's power to further delegate.

Commented [LB1]: Previous legislation that is no longer relevant now that the SPPs are in force in GCC

Land Use Planning and Approvals Regulations 2024

Provision	Item Delegated	Delegated Officer	Conditions or Limitations
<u>Reg. 4</u>	Advertisement of exhibition of draft amendment, &c (to a planning scheme)	Coordinator Planning Services, Lead Strategic Planner, Lead Statutory Planner, Planner, Graduate Planner	Nil
<u>Reg. 5</u>	Notice of approval of Local Provisions Schedule	Coordinator Planning Services, Lead Strategic Planner, Lead Statutory Planner, Planner, Graduate Planner	Nil
<u>Reg. 6</u>	Notice of modification to planning scheme subsequent to grant of dispensation	Coordinator Planning Services, Lead Strategic Planner, Lead Statutory Planner, Planner, Graduate Planner	Nil
<u>Reg. 7</u>	Advertisement of exhibition of draft amendment, &c.	Coordinator Planning Services, Lead Strategic Planner, Lead Statutory	Nil

Last reviewed 10 October 2025

25

		Planner, Planner, Graduate Planner	
<u>Reg. 8</u>	Notice of approval of draft amendment	Coordinator Planning Services, Lead Strategic Planner, Lead Statutory Planner, Planner, Graduate Planner	Nil
Reg 9	Notice of application for permit	Coordinator Planning Services, Lead Strategic Planner, Lead Statutory Planner, Planner, Graduate Planner	Nil
Reg 10	Notice of modification of planning scheme	Coordinator Planning Services, Lead Strategic Planner, Lead Statutory Planner, Planner, Graduate Planner	Nil

Local Government Act 1993

Provision	Item Delegated	Delegated Officer	Conditions or Limitations
-----------	----------------	----------------------	---------------------------

Last reviewed 10 October 2025

26

<u>S.28D</u>	Documents relating to agendas	CEO	Nil
<u>S.72</u>	Providing Annual report A council must prepare an annual report	CEO	Nil
<u>S.72B</u>	Notice of AGM A council must hold an Annual General Meeting on a date that is not later than 15 December in each year; and is not before 14 days after the date of the first publication of a notice under subsection (2). A council must publish a notice in a daily newspaper circulating in the municipal area or other prescribed newspaper specifying the date, time and place of the Annual General Meeting	CEO	Nil
<u>S.74</u>	Expenditure A council may expend its funds for the purpose of exercising its powers or carrying out its functions under this or any other Act within the estimates adopted under section 82	CEO	Nil
<u>S.75</u>	Investments A council may invest any money – (a) in any manner in which a trustee is authorised by law to invest trust funds; and (b) in any investment the Treasurer approves	CEO	Nil
<u>S. 76</u>	Writing off bad debts A council may write off any debts owed to the council if there are no reasonable prospects of recovering the debt; or if the costs of recovery are likely to equal or exceed the amount to be recovered	CEO	Nil
<u>S. 77</u>	Grants and benefits A council may make a grant or provide a pecuniary benefit or a non-pecuniary benefit that is not a legal entitlement to any person, other than a councillor, for any purpose it considers appropriate	CEO	Nil
<u>S.81</u>	Authorised deposit-taking institution accounts A council may establish and maintain in its corporate name such authorised deposit-taking institution accounts as it considers necessary	CEO	Nil
<u>S.124</u>	Instalment payments A Council may permit a ratepayer to pay in instalments. The Council may decide that any rates are payable by instalments	CEO	Nil
<u>S.126</u>	Conditions of postponement A council may grant a postponement of the payment of rates for a specified period if satisfied that such payment would cause hardship	CEO	Nil
<u>S.127</u>	Postponement ceases to operate A council may, at any time, revoke a postponement of payment of rates by giving 60 days notice in writing to the ratepayer of the date on which the postponement ceases to operate	CEO	Nil

Last reviewed 10 October 2025

27

Div 10 <u>S.133-135</u>	Recovery A Council can recover debts due to unpaid rates	CEO	Nil
<u>S.175</u>	Purchase or lease of land A council may purchase or lease land for any purpose which it considers to be of benefit to the council or the community	CEO	Nil
<u>S.176</u>	Acquisition of land A council may acquire land for prescribed purposes in accordance with the <i>Land Acquisition Act 1993</i>	CEO	Nil
<u>S.189</u>	Closure of local highways (markets) A council in respect of land or premises under its control or management may allow any person to operate a market subject to any terms and conditions it determines or operate a market itself; and close a local highway or part of a local highway to general traffic for that purpose	CEO	Nil
<u>S.190(3)</u>	Objections A council is to consider any objection before closing a local highway or part of a local highway	CEO	Nil
<u>S.193</u>	Establishment of pounds A council may establish pounds for the detention of stray animals	CEO	Nil
<u>S.197</u>	Sale or destruction of unclaimed animals	CEO	Nil
<u>S.207</u>	Remission of fees and charges A council may remit all or part of any fee or charge paid or payable under this Division	CEO	Nil
<u>S.240</u>	Appearances in court	CEO	Nil
<u>S.333A</u>	Tender A council must invite tenders for any contract it intends to enter into for the supply or provision of goods or services valued at or above the prescribed amount	CEO	Nil
<u>Various</u>	Authorisation to further delegate Authorisation to further delegate all powers and functions of Council under the <i>Local Government Act 1993</i> that have been delegated by Council to the Chief Executive Officer	CEO	Nil

Local Government (Building and Miscellaneous Provisions) Act 1993

Provision	Item Delegated	Delegated Officer	Conditions or Limitations
-----------	----------------	-------------------	---------------------------

Last reviewed 10 October 2025

28

<u>S.83</u>	Approval of plan of subdivision	CEO	Nil
<u>S.84</u>	Council not to approve subdivision If – (a) any proposed lot has not the qualities of a minimum lot; or (b) it includes any lot or other block of land smaller than is required or permitted by a finally approved planning scheme; or (c) the subdivision includes any road or other works whereby drainage will be concentrated and discharged into any drain or culvert on or under any State highway	CEO	Nil
<u>S.85</u>	Refusal of application for subdivision The council may refuse to approve a plan of subdivision if it is of the opinion the roads will not suit public convenience or the drainage of the roads will not be satisfactorily carried off and disposed of, amongst other things	CEO	Nil
<u>S.86</u>	Security for payment Before approving a plan of subdivision, the council may: (a) require security for payments and the execution of works; and (b) refuse to approve the application until such security is given	CEO	Nil
<u>S.89</u>	Approval of final plans The Council has 20 (business) days from the lodgement of final plans to make a determination on whether they comply	CEO	Nil
<u>S.91 (3)</u>	Corrections to final plans The council or owner may object to the making of any correction within 7 days of receiving a notice under subsection (2)	CEO	Nil
<u>S.92</u>	Amendments to final plans If the Recorder of Titles under section 89 (5) requires an amendment to a final plan, the council if it considers that the amendment should not be approved, is to withdraw the plan and return it to the owner; or in any other case, notify the Recorder and the owner that it does not oppose the amendment	CEO	Nil
<u>S.93</u>	Cancellation of final plans The council is to cancel its seal on a final plan if the plan is withdrawn from the Recorder of Titles; or the plan is rejected by the Recorder of Titles. The council is to return a plan cancelled under subsection (1) to the owner	CEO	Nil
<u>S.96</u>	Dedication as highway If a sealed plan shows provision for widening or deviating a way on, or adjoining, land comprised in the plan, an obligation runs with that land to dedicate it as a highway if required to do so by the highway authority	CEO	Nil
<u>S.103</u>	Amendment of sealed plans When a plan has taken effect, it may be amended by the council of its own motion	CEO	Nil

29

Last reviewed 10 October 2025

<u>S.104 (1)</u>	Hearing in respect of amendment of plans	CEO	Nil
<u>S.105(2)</u>	Compensation in respect of amendments If compensation is payable under subsection (1) , the council may recover against the petitioner and any person heard or asking to be heard in support of the amendment to the extent to which they benefited by the amendment	CEO	Nil
<u>S.107</u>	Access orders If the council considers that work of a substantial nature is needed to provide access for vehicles from a highway onto the block, it may refuse to seal the final plan under which the block is created until the owner has carried out the work specified in the order within the specified period or given the council security for carrying out that work if called upon by it to do so	CEO	Nil
<u>S.109 (6)</u>	Minimum lots If land may be used only as a place of business the restriction on its use – (a) is to be set out above the council's seal on the final plan of the subdivision; and (b) is enforceable by the council	CEO	Nil
<u>S.110</u>	Adhesion orders The council may make an adhesion order if a block (a) has the qualities of a minimum lot; and (b) comprises 2 parcels or more that may, without the approval of any plan by the council, lawfully be sold separately so as to create a block which (i) would not have the qualities of a minimum lot; and (ii) is, or in the opinion of the council is likely to be, built on or bought for building	CEO	Nil
<u>S.112</u>	Purposes for which plan approved The council is to state on the plan one of the following purposes for which the plan is approved: (i) for the purpose of enabling the approved lot to form a single parcel; (ii) for the purpose of enabling a purchaser to acquire all the sub-minimum lots which together form the minimum lot shown on the plan; (iii) for the purpose of enabling the portions of the approved lot to form a single parcel or for enabling a purchaser to acquire all the sub-minimum lots which together are to form the minimum lot, as well as for the purpose of giving effect to the subdivision	CEO	Nil
<u>S.113(4)</u>	Bringing land under Land Titles Act 1980 If a plan of subdivision approved by the council and lodged in the office of the Recorder of Titles includes any adjoining land to be added that is not under the provisions of the Land Titles Act 1980 , the Recorder is not to take any further action upon the plan until applications to bring the land under those provisions have been made under section 11 of that Act	CEO	Nil
<u>S.115</u>	Exemption Council may exempt a subdivision from the operation of this Part	CEO	Nil
<u>S.116</u>	Limitation on requirement for public open space If the council requires an owner to increase the area for public open space so that the value of the total area approved for open space in the final plan exceeds the value of the area provided for open space in the plan of subdivision; or having failed to approve a plan for subdivision on a	CEO	Nil

30

Last reviewed 10 October 2025

	ground that the layout should be altered to include or omit public open space, subsequently approves a fresh plan in which the value of the total area of land reserved for public open space exceeds the value of all such land in the original plan – and the value of the area reserved for open space in the plan also exceeds the value of one-twentieth of the whole area comprised in the plan of subdivision, the council must purchase the excess as provided in this section		
<u>S.117</u>	Payment instead of increasing public open space Instead of requiring an owner to increase the area for public open space, the council, before approving a plan of subdivision may require security for the payment of an amount	CEO	Nil
<u>S.118</u>	Council schemes Before the council disposes of lands in circumstances in which, if the disposition were that of a private person the plan would require approval under this Part, it is to prepare a plan of subdivision that it would approve if it were a private person's plan	CEO	Nil
<u>Part 7</u>	Long Service Leave and Employees Assurance Scheme	CEO	Nil
<u>241(1)</u>	Preservation orders A council, on the recommendation of the National Trust of Australia (Tasmania) may by order – (a) prohibit the demolition of a building that is by itself or with others of historical or architectural interest or of special beauty; and (b) prohibit the alteration of or adding to the building except as the council may approve; and (c) require the owner to keep the building in good and tenantable repair	CEO	Nil
<u>243</u>	Preservation order is enforceable A preservation order – (a) operates as a covenant between the owner and the council that the owner, executors, administrators and assigns will comply with the order; and (b) runs with the land in equity; and (c) is enforceable by the council as if it were owner of all other lands in the municipal area and the tenants were natural persons holding of the council for life	CEO	Nil
<u>S.244</u>	Registering preservation order On receipt of a sealed copy and certificate under subsection (1) the Recorder of Titles is to – (a) register the preservation order by entering a memorial on the folio of the Register identified by the certificate; and (b) endorse the memorial on the folio of the Register, under the Land Titles Act 1980 , for the land	CEO	Nil
<u>S.246</u>	Advertising hoardings A person must not, within a municipal area, erect, put up, place or use or permit to be erected, put up, placed or used, any hoarding or similar structure for advertising purposes without a licence from the council	CEO	Nil
<u>S.247</u>	Removal of advertising hoardings Council may issue or refuse a licence to any person	CEO	Nil

<u>Various</u>	Authorisation to further delegate Authorisation to further delegate all powers and functions of Council under the <i>Local Government (Building and Miscellaneous Provisions) Act 1993</i> that have been delegated by Council to the Chief Executive Officer	CEO	Nil
----------------	---	-----	-----

Local Government (General) Regulations 2025

Provision	Item Delegated	Delegated Officer	Conditions or Limitations
<u>R.24 (3)(5)</u>	Public tenders A council, through a public tender process, may establish a standing contract in which a single tenderer or multiple tenderers may be contracted for a specified period to provide specified goods or services during that period without the need for a further tender process	CEO	NB: Reg 24(5)(b) is a power reserved to Council, Reg 25 is reserved to the General Manager.
R.26	Multiple use register A council may establish a multiple-use register of suppliers who meet criteria established by the council in respect of the supply of particular categories of goods or services	CEO	NB: Reg 26(2) and (3) is reserved to the General Manager.
<u>R.27 (6)(a)</u>	Multi stage tender A multiple-stage tender process is a process by which suppliers are evaluated through stages against criteria determined by the council	CEO	NB: Reg 27(6)(b) is a power reserved to Council, Reg 27 is otherwise reserved to the General Manager.
R28	Non-application of tender process	N/A	NB: Reg 28(i) is a power reserved to Council, Reg 28 is otherwise reserved to the General Manager.
<u>R.46</u>	Plan of boundaries of towns A council is to lodge a plan with the Central Plan Register established under the Survey Co-ordination Act 1944 of the boundaries of any town or proposed town	CEO	Nil
<u>Various</u>	Authorisation to further delegate Authorisation to further delegate all powers and functions of Council under the <i>Local Government (General) Regulations 2025</i> that have been delegated by Council to the Chief Executive Officer	CEO	Nil

Local Government (Highways) Act 1982

Provision	Item Delegated	Delegated Officer	Conditions or Limitations
<u>S.6</u>	Making, widening, &c., of highways by corporations	Manager Assets Engineering and Design, Capital Works Coordinator, Civil Supervisor, Manager Works, Operations and Maintenance Supervisor, Project Manager - Capital Works, Project Manager- Civil Works, Senior Civil Engineer	Nil
<u>S.7</u>	Limitation on opening of highways in cities and towns by private persons	Manager Assets Engineering and Design, , Senior Transport Engineer, Transport Technical Officer, Asset Management Coordinator, Senior Civil Engineer	Nil
<u>S.8</u>	Maintenance of highways opened outside cities or towns by private persons	Manager Assets Engineering and Design, , Senior Transport Engineer, Transport Technical Officer, Asset Management	Nil

33

Last reviewed 10 October 2025

		Coordinator, Senior Civil Engineer	
<u>S.10</u>	Obligations on landowners opening highways	Manager Assets Engineering and Design, Senior Transport Engineer, Development Engineer, Senior Development Engineer, Senior Civil Engineer	Nil
<u>S.11</u>	Enforcement of obligations of landowners opening highways	Manager Assets Engineering and Design, Capital Works Coordinator, Civil Supervisor, Manager Works, Operations and Maintenance Supervisor, Project Manager - Capital Works, Project Manager- Civil Works, Director Infrastructure and Development, Senior Civil Engineer	Nil
S.14	Closure and diversion of highways	Manager Assets Engineering and Design, Senior Transport Engineer, Director Community & Corporate	

Last reviewed 10 October 2025

34

		Services, Director Infrastructure and Development, Senior Civil Engineer	
S.15	Dealing with sites of closed highways - Acquisition	Director Community & Corporate Services, Director Infrastructure and Development, Manager Assets Engineering and Design, Senior Civil Engineer	Nil
S.17	Definition of boundaries of highway – make application	Manager Assets Engineering and Design, Senior Transport Engineer, Senior Civil Engineer	Nil
S.19	Closure of local highways for public functions, &c.	Manager Assets Engineering and Design, Senior Transport Engineer, Compliance Officer – Works, Director Community & Corporate Services, Director Infrastructure and Development,	Nil

Last reviewed 10 October 2025

35

		Senior Civil Engineer	
<u>S.20</u>	Closure of parts of local highways for sale of goods, &c.	Manager Assets Engineering and Design, Senior Transport Engineer, Compliance Officer – Works, Director Community & Corporate Services, Director Infrastructure and Development, Senior Civil Engineer	Nil
<u>S.21</u>	General responsibility of corporations The corporation of a municipality is charged with the duty of maintaining the local highways in the municipality that are maintainable by the corporation as shown on its municipal map, and, in any particular case, it shall discharge that duty in such manner as, having regard to all the circumstances of the case, it considers practicable and appropriate	Manager Assets Engineering and Design, Senior Transport Engineer, Compliance Officer – Works, Director Community & Corporate Services, Director Infrastructure and Development, Senior Civil Engineer	Nil
<u>S.24</u>	Highways on boundaries of municipalities Where 2 corporations would, apart from this subsection, each be liable to repair one side of a local highway that forms or follows the common boundary of the municipal districts of those corporations, they are jointly liable to repair the whole width of that highway	Manager Assets Engineering and Design, Senior Transport	Nil

Last reviewed 10 October 2025

36

		Engineer, Compliance Officer – Works, Director Community & Corporate Services, Director Infrastructure and Development, Senior Civil Engineer	
<u>S.25</u>	General supplementary provisions as to carrying out of highway works	Capital Works Coordinator, Civil Supervisor, Compliance Officer – Works, Director Infrastructure and Development, Manager Works, Project Manager - Capital Works, Roads and Stormwater Coordinator, Vegetation Control Coordinator, Senior Civil Engineer	Nil
<u>S.26(4)</u>	Obtaining of materials for highway works The corporation may enter land to obtain/remove material required for highway work, provided they gave 7 days written notice	Director Community & Corporate Services, Director Infrastructure and Development,	Nil

Last reviewed 10 October 2025

37

		Manager Assets Engineering and Design, Senior Civil Engineer	
<u>S.27</u>	Use of adjoining lands in carrying out highway works	Capital Works Coordinator, Civil Supervisor, Compliance Officer – Works, Director Infrastructure and Development, Manager Works, Project Manager - Capital Works, Roads and Stormwater Coordinator, Vegetation Control Coordinator, Senior Civil Engineer	Nil
<u>S.28</u>	Shifting of apparatus, &c., in roads	Capital Works Coordinator, Civil Supervisor, Compliance Officer – Works, Director Infrastructure and Development, Manager Works, Project Manager - Capital Works, Roads and Stormwater Coordinator, Vegetation Control	Nil

Last reviewed 10 October 2025

38

		Coordinator, Senior Civil Engineer	
<u>S.30</u>	Improvement, &c., of highways	Capital Works Coordinator, Civil Supervisor, Compliance Officer – Works, Director Infrastructure and Development, Manager Works, Project Manager - Capital Works, Roads and Stormwater Coordinator, Vegetation Control Coordinator, Senior Civil Engineer	Nil
<u>S.31</u>	Obstructions for prohibition or restriction of vehicular traffic	Compliance Officer - Works, Director Community & Corporate Services, Director Infrastructure and Development, Manager Assets Engineering and Design, Manager Assets, Senior Transport Engineer, Senior Civil Engineer	Nil

Last reviewed 10 October 2025

39

<u>S.32</u>	Lighting (of a local highway or public place)	Manager Assets Engineering and Design, Senior Transport Engineer, Transport Technical Officer, Asset Management Coordinator, Senior Facilities Officer, Senior Civil Engineer	Nil
<u>S.33</u>	Lighting of private ways and courts	Manager Assets Engineering and Design, , Senior Transport Engineer, Transport Technical Officer, Senior Civil Engineer	Nil
<u>S.34</u>	Drainage works	Capital Works Coordinator, Civil Supervisor, Compliance Officer – Works, Director Infrastructure and Development, Manager Works, Project Manager - Capital Works, Roads and Stormwater Coordinator, Vegetation Control Coordinator,	Nil

Last reviewed 10 October 2025

40

		Senior Civil Engineer	
<u>S.35</u>	Crossings over footpaths, table-drains, and gutters Where the corporation is of the opinion that works are necessary to be carried out in a highway under local management for the construction or repair of a vehicular crossing over a table-drain, gutter, or footpath at or opposite the entrance to land adjoining the highway, it may serve a written notice on the owner of the land requiring him to carry out those works within the time specified	Manager Assets Engineering and Design, Senior Transport Engineer, Transport Technical Officer. Compliance Officer - Works Capital Works Coordinator, Civil Supervisor, Compliance Officer – Works, Director Infrastructure and Development, Manager Works, Project Manager - Capital Works, Roads and Stormwater Coordinator, Vegetation Control Coordinator, Senior Civil Engineer	Nil
<u>S.36</u>	Fencing of streets in towns	Manager Assets Engineering and Design, Senior Transport Engineer, Transport Technical Officer.	Nil

41

Last reviewed 10 October 2025

		Compliance Officer – Works, Senior Civil Engineer	
<u>S.37</u>	Alterations, &c., of entrances to highways	Manager Assets Engineering and Design, Senior Transport Engineer, Transport Technical Officer. Compliance Officer – Works, Senior Civil Engineer	Nil
<u>S.38</u>	Removal of trees near highways	Arborist, (Arborist Team Leader, Manager Works, Operations and Maintenance Supervisor, Urban Services Coordinator, Manager Assets Engineering and Design, Senior Transport Engineer, Transport Technical Officer. Compliance Officer – Works Compliance Officer , Coordinator – Public Compliance, Director	Nil

Last reviewed 10 October 2025

42

		Community & Corporate Services, Manager Contact & Guidance, Manager City Compliance, Senior Parking Officer, Senior Civil Engineer	
<u>S.39</u>	Obligation of occupiers to cut back vegetation, &c.	Arborist, (Arborist Team Leader, Manager Works, Operations and Maintenance Supervisor, Urban Services Coordinator, Manager Assets Engineering and Design, Senior Transport Engineer, Transport Technical Officer. Compliance Officer – Works Compliance Officer , Coordinator – Public Compliance, Director Community & Corporate Services, Manager Contact & Guidance,	Nil

Last reviewed 10 October 2025

43

		Manager City Compliance, Senior Parking Officer,, Senior Civil Engineer	
<u>S.40</u>	Animal barriers on highways	Manager Works, Operations and Maintenance Supervisor, Urban Services Coordinator, Manager Assets Engineering and Design, Senior Transport Engineer, Transport Technical Officer. Compliance Officer – Works Compliance Officer , Coordinator – Public Compliance, Director Community & Corporate Services, Manager Contact & Guidance, Manager City Compliance, Senior Parking Officer,, Senior Civil Engineer	Nil
<u>S.41</u>	Prohibition of traffic likely to cause damage to highways	Manager Assets Engineering and Design, Senior	Nil

Last reviewed 10 October 2025

44

		Transport Engineer, Transport Technical Officer. Compliance Officer - Works Capital Works Coordinator, Civil Supervisor, Compliance Officer – Works, Director Infrastructure and Development, Manager Works, Project Manager - Capital Works, Roads and Stormwater Coordinator, Senior Civil Engineer	
<u>S.42</u>	Closure of dangerous highways	Manager Assets Engineering and Design, Senior Transport Engineer, Transport Technical Officer. Compliance Officer - Works Capital Works Coordinator, Civil Supervisor, Compliance Officer – Works, Director Infrastructure and	Nil

Last reviewed 10 October 2025

45

		Development, Manager Works, Project Manager - Capital Works, Roads and Stormwater Coordinator, Senior Civil Engineer	
<u>S.44</u>	Protection of bridges from excessive loading	Manager Assets Engineering and Design, Senior Transport Engineer, Transport Technical Officer. Compliance Officer - Works Capital Works Coordinator, Civil Supervisor, Compliance Officer – Works, Director Infrastructure and Development, Manager Works, Project Manager - Capital Works, Roads and Stormwater Coordinator, Senior Civil Engineer	Nil
S.45	Removal and disposal of abandoned articles Where it appears to the corporation that an article has, without lawful authority, been abandoned on a highway under local management, it may remove the article from the highway Removal and disposal of abandoned articles	Animal Management Officer, Compliance Officer ,	Nil

Last reviewed 10 October 2025

46

	Where an article has been removed from a highway under this section, the corporation may, subject to this section, dispose of it in such manner as it thinks fit	Coordinator – Public Compliance, Director Community & Corporate Services, Manager Contact & Guidance, Manager City Compliance, Senior Parking Officer, Compliance Officer – Works, Senior Civil Engineer	
S.46	Permission to carry out various works in relation to highways Subject to any directions given by the corporation, its powers to grant a permission may be exercised on its behalf by its mayor or by some other person authorized by it for that purpose	Manager Assets Engineering and Design, Senior Transport Engineer, Transport Technical Officer. Compliance Officer - Works Capital Works Coordinator, Civil Supervisor, Compliance Officer – Works, Director Infrastructure and Development, Manager Works, Project Manager - Capital Works, Roads and Stormwater	Nil

47

Last reviewed 10 October 2025

		Coordinator, Senior Civil Engineer	
<u>S.50</u>	Management of local highways not maintainable by the corporation	Manager Assets Engineering and Design, Senior Transport Engineer, Transport Technical Officer. Compliance Officer - Works Capital Works Coordinator, Civil Supervisor, Compliance Officer – Works, Director Infrastructure and Development, Manager Works, Project Manager - Capital Works, Roads and Stormwater Coordinator, Senior Civil Engineer	
<u>S.51</u>	Making good of back roads, lanes, &c., at frontagers' expense	Manager Assets Engineering and Design, Senior Transport Engineer, Transport Technical Officer. Compliance Officer - Works Capital Works	Nil

Last reviewed 10 October 2025

48

		Coordinator, Civil Supervisor, Compliance Officer – Works, Director Infrastructure and Development, Manager Works, Project Manager - Capital Works, Roads and Stormwater Coordinator, Senior Civil Engineer	
<u>S.52</u>	Projections on to highways, &c. At such time as is agreed with the occupier of a building, or after giving at least 30 days' notice of its intention to do so, the corporation may remove or alter an obstruction to which this section applies that has been erected or placed against or in front of the building	Manager Assets Engineering and Design, Senior Transport Engineer, Transport Technical Officer. Compliance Officer - Works Capital Works Coordinator, Civil Supervisor, Compliance Officer – Works, Director Infrastructure and Development, Manager Works, Project Manager - Capital Works, Roads and Stormwater Coordinator,	Nil

Last reviewed 10 October 2025

49

		Senior Civil Engineer	
<u>S.53</u>	Low-lying land near highways	Manager Assets Engineering and Design, Senior Transport Engineer, Transport Technical Officer. Compliance Officer - Works Capital Works Coordinator, Civil Supervisor, Compliance Officer – Works, Director Infrastructure and Development, Manager Works, Project Manager - Capital Works, Roads and Stormwater Coordinator, Senior Civil Engineer	Nil
<u>S.54</u>	Names of highways, &c. The corporation may cause to be put up or painted, on some conspicuous part of a building, fence, or wall, or on a post, at or near an end, corner, or entrance of a highway or other public place, the name by which it is known or to be known	Manager Assets Engineering and Design, Senior Transport Engineer, Transport Technical Officer. Compliance Officer - Works Capital Works Coordinator,	Nil

50

Last reviewed 10 October 2025

		Civil Supervisor, Compliance Officer – Works, Director Infrastructure and Development, Manager Works, Project Manager - Capital Works, Roads and Stormwater Coordinator, Senior Civil Engineer	
<u>S.55</u>	Numbering of buildings, &c.	Administration Officer (100160), Administration Officer (100162), Administration Officer (100163), Administration Officer (100268), Administration Officer (ED0028), Senior Administration Officer	Nil
<u>S.59</u>	Development of land in connection with highway improvements	Manager Assets Engineering and Design, Senior Transport Engineer, Transport Technical Officer.	Nil

Last reviewed 10 October 2025

51

		Compliance Officer - Works Capital Works Coordinator, Civil Supervisor, Compliance Officer – Works, Director Infrastructure and Development, Manager Works, Project Manager - Capital Works, Roads and Stormwater Coordinator, Senior Civil Engineer	
<u>S.60 (3)</u>	Restrictive covenants for benefit of highway A corporation may, at any time, by agreement with the person against whom there is enforceable a covenant, discharge the covenant or may agree to a variation of the covenant	Manager Assets Engineering and Design, Senior Transport Engineer, Transport Technical Officer, Senior Civil Engineer	Nil
<u>S.62</u>	Special provisions as to acquisition for widening or other alteration A corporation may take land for the widening or other alteration of a highway. Land shall not be taken under this section, unless (a) every part of it is within 3 metres of the boundary of an existing highway; and (b) no building is situated wholly or partly on the land or within 3 metres of its boundary	Manager Assets Engineering and Design, Senior Transport Engineer, Transport Technical Officer, Senior Civil Engineer	Nil

<u>S.63</u>	Letting of highways not presently used Where the corporation has acquired highway rights over any land, it may, if the land is not presently required to be opened as a highway, let that land to the owner of any adjoining land	Manager Assets Engineering and Design, Senior Transport Engineer, Transport Technical Officer, Senior Civil Engineer	Nil
<u>S.66</u>	Proof that street is subject to Part V The carriage-way of a street shall be deemed to have been well and sufficiently made only if it was made well enough to be an all-weather road for light or heavy traffic or both according to the standards accepted at the time of its making	Manager Assets Engineering and Design, Senior Transport Engineer, Transport Technical Officer, Senior Civil Engineer	Nil
<u>S.67 (2)</u>	Street works in streets not previously made up Where a street has not at any time been well and sufficiently made, the corporation may, in accordance with a scheme under this Part, carry out such street works as it considers necessary to put that street in a proper condition in substantial conformity with the standard requirements, recovering the cost of the works in the manner provided in this Part	Manager Assets Engineering and Design, Senior Transport Engineer, Transport Technical Officer, Compliance Officer - Works Capital Works Coordinator, Civil Supervisor, Compliance Officer – Works, Director Infrastructure and Development, Manager Works, Project Manager - Capital Works,	Nil

Last reviewed 10 October 2025

53

		Roads and Stormwater Coordinator, Senior Civil Engineer	
<u>S.68</u>	Scheme of street construction Where the corporation intends to carry out street works in a street, it shall cause to be prepared a scheme for the carrying out of those works	Manager Assets Engineering and Design, Senior Transport Engineer, Transport Technical Officer. Compliance Officer - Works Capital Works Coordinator, Civil Supervisor, Compliance Officer – Works, Director Infrastructure and Development, Manager Works, Project Manager - Capital Works, Roads and Stormwater Coordinator, Senior Civil Engineer	Nil
<u>S.71</u>	Notice of preparation of scheme	Manager Assets Engineering and Design, Senior Transport Engineer, Transport Technical Officer.	Nil

Last reviewed 10 October 2025

54

		Compliance Officer - Works Capital Works Coordinator, Civil Supervisor, Compliance Officer – Works, Director Infrastructure and Development, Manager Works, Project Manager - Capital Works, Roads and Stormwater Coordinator, Senior Civil Engineer	
<u>S.72</u>	Objection by owners (to the scheme)	Manager Assets Engineering and Design, Senior Transport Engineer, Transport Technical Officer. Compliance Officer - Works Capital Works Coordinator, Civil Supervisor, Compliance Officer – Works, Director Infrastructure and Development, Manager Works, Project Manager - Capital Works, Roads and	Nil

Last reviewed 10 October 2025

55

		Stormwater Coordinator, Senior Civil Engineer	
<u>S.74</u>	Execution of scheme Where a scheme comes into effect, the corporation may carry out, in accordance with the scheme, the street works specified in it	Manager Assets Engineering and Design, Senior Transport Engineer, Transport Technical Officer. Compliance Officer - Works Capital Works Coordinator Capital Works Coordinator, Civil Supervisor, Compliance Officer – Works, Director Infrastructure and Development, Manager Works, Project Manager - Capital Works, Roads and Stormwater Coordinator, Senior Civil Engineer	Nil
<u>S.76</u>	Payments by frontagers (under the scheme) When a scheme comes into effect, the corporation shall serve on each frontager written notice stating the sum for which he is liable under the scheme (exclusive of any additional costs and expenses charged to him under the scheme with his consent) and, subject to this section, the owner becomes liable to pay that sum to the corporation	Manager Assets Engineering and Design, Senior Transport Engineer, Transport Technical	Nil

		Officer, Senior Civil Engineer	
<u>S.77</u>	State contribution Where a corporation has prepared a scheme for the carrying out of street works that comprise or include the construction of a carriage-way, the Minister for State Highways may, on the application of the corporation, undertake to make a contribution to the corporation of an amount equal to one-third of the cost of the construction of the carriage-way	Manager Assets Engineering and Design, Senior Transport Engineer, Transport Technical Officer, Senior Civil Engineer	Nil
<u>S.79</u>	Urgent works If it considers it urgently necessary to do so, a corporation may, without a scheme, carry out in a street any part of the works referred to in section 67 , and the cost of carrying out those works may be included in a scheme subsequently made by the corporation in respect of the remainder of those works carried out in that street, and, with any necessary modifications, this Part applies to the scheme as if the part of the works previously carried out were part of the works to be authorized by the scheme	Manager Assets Engineering and Design, Senior Transport Engineer, Transport Technical Officer. Compliance Officer - Works Capital Works Coordinator, Civil Supervisor, Compliance Officer – Works, Director Infrastructure and Development, Manager Works, Project Manager - Capital Works, Roads and Stormwater Coordinator, Senior Civil Engineer	Nil

Last reviewed 10 October 2025

57

<u>S.81</u>	Record of charges The corporation of a municipality shall keep such record or register that its officers can, within a reasonable time, inform a person who wishes to know the contributions that have been paid or are required to be paid by a frontager under this Part	Manager Assets Engineering and Design, Senior Transport Engineer, Transport Technical Officer, Senior Civil Engineer	Nil
<u>S.95</u>	Establishment of controlled parking (a parking meter or voucher machine)	Compliance Officer, Coordinator - Compliance, Director Community & Corporate Services, Manager Customer Services, Senior Parking Officer	Nil
<u>S.96</u>	Hours of operation of controlled parking	Compliance Officer, Coordinator - Compliance, Director Community & Corporate Services, Manager Customer Services, Senior Parking Officer	Nil
<u>S.99</u>	Closure of parking spaces in certain cases	Compliance Officer, Coordinator - Compliance, Director Community & Corporate Services,	Nil

Last reviewed 10 October 2025

58

		Manager Customer Services, Senior Parking Officer	
<u>S.102</u>	Removal of vehicles in certain cases from parking spaces	Compliance Officer, Coordinator - Compliance, Director Community & Corporate Services, Manager Customer Services, Senior Parking Officer	Nil
<u>S.104</u>	Permits for use of parking spaces without operation of meters or use of parking vouchers	Compliance Officer, Coordinator - Compliance, Director Community & Corporate Services, Manager Customer Services, Senior Parking Officer	Nil
<u>S.109</u>	Lighting of certain State highways: Contributions by corporations to lighting of certain State highways	Manager Assets Engineering and Design, Senior Transport Engineer, Transport Technical Officer, Senior Civil Engineer	Nil
<u>S.110</u>	Powers and duties of corporations in relation to State highways A corporation may exercise the powers conferred by section 30 in respect of a State highway in the municipality and, in relation to the exercise of those powers in respect of that highway, this Act has effect as if it were a local highway maintainable by the corporation	Manager Assets Engineering and Design, Senior Transport	Nil

59

Last reviewed 10 October 2025

		Engineer, Transport Technical Officer, Senior Civil Engineer	
<u>S.112</u>	Liability of corporation to maintain road works carried out by the Crown	Manager Assets Engineering and Design, Senior Transport Engineer, Transport Technical Officer, Senior Civil Engineer	Nil
<u>S.114</u>	Right of private persons opening new streets to obtain contributions	Manager Assets Engineering and Design, Senior Transport Engineer, Transport Technical Officer, Senior Civil Engineer	Nil
<u>S.115</u>	Retention of petrol-pumps in highways	Manager Assets Engineering and Design, Senior Transport Engineer, Transport Technical Officer, Senior Civil Engineer	Nil
<u>Various</u>	Authorisation to further delegate Authorisation to further delegate all powers and functions of Council under the <i>Local Government (Highways) Act 1982</i> that have been delegated by Council to the Chief Executive Officer	CEO	NB: further delegation is limited by s.124

Last reviewed 10 October 2025

60

Monetary Penalties Enforcement Act 2005

Provision	Item Delegated	Delegated Officer	Conditions or Limitations
Section 17(2) - Options for dealing with infringement notice issued by fee-paying public sector body	The power to manage infringement notices, including accepting payment, considering withdrawal or variation requests, processing court election notices, and notifying the alleged offender of decisions.	CEO	Nil
Section 18(1) - Referral to Director of infringement notice issued by fee-paying public sector body	The power to refer an infringement notice to the Director for enforcement, ensuring it is done within the prescribed time frame, accompanied by any required amount, and with accurate notice details.	CEO	Nil
Section 23 - Withdrawal of infringement notice	The power to withdraw an infringement notice, and to notify the alleged offender, the Director, and relevant authorities, ensuring any related penalties, enforcement orders, or convictions are cancelled or deleted.	CEO	Nil
Section 28(3)-(4) - Application to fee-paying public sector body for variation of payment conditions	The power to consider an application for variation of payment conditions for an infringement notice, taking into account the applicant's representations regarding their ability to pay, and to determine a revised payment period, with non-compliance allowing referral to the Director for enforcement.	CEO	Nil
Section 39(1) - Hearing of offence by court	The power to commence proceedings for offences in an infringement notice, where an alleged offender elects to have the offences heard and determined by a court	CEO	Nil
Section 40(3) - Application to court to set aside conviction	The power to consent to an application to set aside the conviction.	CEO	Nil
Various - Authorisation to further delegate	Authorisation to further delegate all powers and functions of Council under the <i>Monetary Penalties Enforcement Act 2005</i> that have been delegated by Council to the Chief Executive Officer	CEO	Nil

Occupational Licensing Act 2005

Provision	Item Delegated	Delegated Officer	Conditions or Limitations
<u>37C</u>	Certain Organisations May Apply for a Building Services Licence - a Council may apply for a building services licence and under s 37C(1)(c) and nominate a person to be the licenced person of the licenced entity s37C(2)(c)	CEO	Nil

Last reviewed 10 October 2025

61

<u>37D</u>	Continuation of building services licence held by certain organisations The Council, as a Licenced Entity, must notify the Administration in writing as soon as practicable after becoming aware that a "relevant event" (as defined in s 37(C)(5) has occurred or is to occur in respect of the Licenced Entity	CEO	Nil
<u>Various</u>	Authorisation to further delegate Authorisation to further delegate all powers and functions of Council under the <i>Occupational Licensing Act 2005</i> that have been delegated by Council to the Chief Executive Officer	CEO	Nil

Place Names Act 2020

Provision	Item Delegated	Delegated Officer	Conditions or Limitations
<u>S. 11(2)</u>	Naming of roads, streets, &c. As a responsible authority the council has a responsibility to name, alter or revoke a name of a place	CEO	Nil
<u>S. 11(4)</u>	Naming of roads, streets, &c. As soon as practicable after performing a naming action in respect of a place, the responsible authority for the place is to submit details of the action to the Registrar for recording in the register	CEO	Nil
<u>Various</u>	Authorisation to further delegate Authorisation to further delegate all powers and functions of Council under the <i>Place Names Act 2020</i> that have been delegated by Council to the Chief Executive Officer	CEO	Nil

Public Health Act 1997

Provision	Item Delegated	Delegated Officer	Conditions or Limitations
Part 2, Division 5	30 Powers of entry, inspection and seizure. 31 Issue of Certificate of authority, 33-34 Production of records and other things, 35 take photos, etc, 36 give information.	CEO	Nil
Section 57	Develop and implement an immunisation program	CEO	Nil
Section 77, 78, 81, 82 and 83	Grant, issue, refuse, vary, cancel, or renew a place of assembly licence	CEO	Nil
Section 84	Close a place of assembly due to overcrowding	CEO	Nil
Section 87, 88 and 89	Issue or revoke Closure Order or Interim Closure Order, forbid occupation or demolish unhealthy premises	CEO	Nil
Section 92	Council's powers in relation to Rectification notices	CEO	Nil
Part 5, Division 3	Council's powers in relation to Registration of Premises	CEO	Nil
Part 5, Division 4	Council's powers in relation to Public Health Risk Activities	CEO	Nil
Part 5, Division 5	Council's powers in relation to registration of a regulated system for air and water	CEO	Nil
Section 128(1D) and 3	Taking action including notify the Director of water quality issues.	CEO	Nil
Section 129	Making water quality orders	CEO	Nil

Last reviewed 10 October 2025

63

Part 6 Water	Division 1 Powers in relation to water quality monitoring Division 3 and 4 Registration of suppliers of water from private sources, Registration of water carriers	CEO	Nil
Section 144 and 145	Keeping of Registers	CEO	Nil
Section 169	Issue infringement notices	CEO	Nil
Section 158	Commence court proceedings	CEO	Nil
Part 8 , Division 8	Council's powers in relation to seized items	CEO	
Various	Authorisation to further delegate Authorisation to further delegate all powers and functions of Council under the <i>Archives Act 1983</i> that have been delegated by Council to the Chief Executive Officer	CEO	Nil

Public Interest Disclosures Act 2002

Provision	Item Delegated	Delegated Officer	Conditions or Limitations
<u>S 29B</u>	Referral of disclosure to Integrity Commission Where a public body believes a disclosure relates to misconduct defined in the Integrity Commission Act 2009, the public body may refer the disclosure to the Integrity Commission	CEO	Nil
<u>S 29D(1)</u>	Notice of referral If public body refers a disclosure to the Integrity Commission, they must notify the person who made that disclosure of the referral	CEO	Nil
<u>S 33(1)</u>	Determination by public body of disclosure as to public interest disclosure Public body to determine whether disclosure is a public interest disclosure within 45 days	CEO	Nil
<u>S 34(1)</u>	Procedure where public body determines disclosure to be public interest disclosure Notifications where disclosure is determined a public interest disclosure	CEO	Nil
<u>S 35(1)</u>	Procedure where public body determines disclosure not to be public interest disclosure Notifications where disclosure is deemed not to be public interest disclosure	CEO	Nil

Last reviewed 10 October 2025

64

<u>S 64</u>	Matters that do not have to be investigated A public body may decide not to investigate a disclosure	CEO	Nil
<u>S 65(1)</u>	Decisions by public body not to investigate Notification of decision not to investigate	CEO	Nil
<u>S 68</u>	Referral to Ombudsman by public body A public body may refer the investigation of a disclosed matter to the Ombudsman if the public body considers that its own investigation is being obstructed or that it is otherwise not within the capacity of the public body to complete the investigation	CEO	Nil
<u>S 70</u>	Provision of information to Ombudsman Public body must give the Ombudsman in writing any information it has in respect to a disclosed matter	CEO	Nil
<u>S 72(1)</u>	Notice of referral Notice to be given where public body refers an investigation to the Ombudsman	CEO	Nil
<u>S 74</u>	Information about progress of investigation Public body must at the request of the person who made the disclosure or the Ombudsman, give all reasonable information about the investigation with 28 days	CEO	Nil
<u>S 76(1)</u>	Report on investigation Public body must notify the Ombudsman and the relevant person on completing an investigation of a disclosed matter	CEO	Nil
<u>S 77(1)</u>	Report to person making disclosure Public body must inform the person who made the disclosure of the findings	CEO	Nil
<u>S 77A(2)</u>	Investigations to be completed within 6 months A public body may apply to the Ombudsman for an extension of up to 6 months in which to complete the investigation	CEO	Nil
<u>S 77A(4)</u>	Investigations to be completed within 6 months If investigation is not complete within time specified in 77A(1), public body must refer the disclosure to the Ombudsman	CEO	Nil
<u>Various</u>	Authorisation to further delegate Authorisation to further delegate all powers and functions of Council under the <i>Archives Act 1983</i> that have been delegated by Council to the Chief Executive Officer	CEO	Nil

Right to Information Act 2009

Provision	Item Delegated	Delegated Officer	Conditions or Limitations
<u>S.10</u>	Electronic information If information is stored in an electronic form, a Minister or public authority may refuse an application if – (a) the information cannot be produced using the normal computer hardware and software and technical expertise of the public authority; and (b) producing it would substantially and unreasonably divert the resources of the public authority from its usual operations	CEO	A delegation may be for a period not exceeding 3 years
<u>S.12</u>	Information to be provided apart from Act. This Act does not prevent and is not intended to discourage a public authority or a Minister from publishing or providing information, otherwise than as required by this Act	CEO	A delegation may be for a period not exceeding 3 years
<u>S.13 (5) (6) (7) (8)</u>	Application for assessed disclosure of information Provision of information to applicant for assessed disclosures of information. Negotiation with the applicant to redirect the application. If requested to do so or if it is appropriate, the public authority must make available general information	CEO	A delegation may be for a period not exceeding 3 years
<u>S.14 (1)</u>	Transfer of applications (for assessed disclosure of information) Transfer an application for disclosure of information to the more appropriate public authority along with any information they may need	CEO	A delegation may be for a period not exceeding 3 years
<u>S.15</u>	Time within which applications for assessed disclosure of information are to be decided	CEO	A delegation may be for a period not exceeding 3 years
<u>S.16</u>	Charges for information All applications for assessed disclosure of information must be accompanied by an application fee of 25 fee units. The application fee may be waived if – (a) the applicant is impecunious; or (b) the applicant is a Member of Parliament acting in connection with his or her official duty; or (ba) the applicant is a journalist acting in connection with their professional duties; or (c) the applicant is able to show that he or she intends to use the information for a purpose that is of general public interest or benefit	CEO	A delegation may be for a period not exceeding 3 years
<u>S.17</u>	Deferment of provision of information	CEO	A delegation may be for a period not exceeding 3 years
<u>S.18</u>	Provision of information	CEO	A delegation may be for a period not exceeding 3 years
<u>S.19</u>	Requests may be refused if resources unreasonably diverted	CEO	A delegation may be for a period not exceeding 3 years

Last reviewed 10 October 2025

66

<u>S.20</u>	Repeat or vexatious applications may be refused	CEO	A delegation may be for a period not exceeding 3 years
<u>S.21 (2)</u>	Decision to be made on behalf of public authority by authorised person A person who makes a decision in accordance with this Act is to act impartially in making that decision	CEO	A delegation may be for a period not exceeding 3 years
<u>S.22</u>	Reasons to be given (when a decision in relation to an application for information is made)	CEO	A delegation may be for a period not exceeding 3 years
<u>S.23</u>	Other responsibilities of principal officer	CEO	A delegation may be for a period not exceeding 3 years
<u>S.36 (3) (5)</u>	Personal information of person If a public authority or Minister, after receipt of a person's view, decides to provide the information, the public authority or Minister must, by notice in writing given to that person, notify that person of the decision. See subsection 5 for caveats	CEO	A delegation may be for a period not exceeding 3 years
<u>S.37 (3) (5)</u>	Information relating to business affairs of third party If a public authority or Minister, after receipt of a third party's view, decides to disclose the information, the public authority or Minister must, by notice in writing given to the third party, notify the third party of the decision. See subsection 5 for caveats	CEO	A delegation may be for a period not exceeding 3 years
<u>S.43 (4) (5)</u>	Internal review (of a decision in respect of an application)	CEO	A delegation may be for a period not exceeding 3 years
<u>Various</u>	Authorisation to further delegate Authorisation to further delegate all powers and functions of Council under the <i>Right to Information Act 2009</i> that have been delegated by Council to the Chief Executive Officer	CEO	Nil

Roads and Jetties Act 1935

Provision	Item Delegated	Delegated Officer	Conditions or Limitations
<u>S11</u>	Maintenance of State highways, &c. in cities, &c. (1)(b) the remainder of the State highway or subsidiary road, including drainage and shoulders but not culverts and bridges, shall be maintained and reconstructed by the local authority	CEO	Nil
<u>S11(2)</u>	To agree with the Minister as the Council for the maintenance or reconstruction of a State highway or a subsidiary road otherwise than in accordance with s.11(1)	CEO	Nil

Last reviewed 10 October 2025

67

<u>S28</u>	Acquisition of land for quarry, &c. Any road authority may purchase or take land required by it for the purposes of a quarry or gravel-pit in the same manner and subject to the like conditions as it may acquire land for constructing, widening, or altering a road	CEO	Nil
<u>S29</u>	Intention to acquire land may be abandoned if compensation excessive Where a road authority has given notice of its intention to take land for any of the purposes hereinbefore set forth, and the compensation in respect thereof is determined, if the road authority deems it inexpedient to pay the amount thereof, it may, within 21 days after receiving notice of the amount of compensation so determined, withdraw the notice of intention to take the land on payment of the costs of the reference and determination	CEO	Nil
<u>S32</u>	Entry by council upon land and staking out of same Whenever a road authority intends to take any land for the purposes of this Act, it shall be lawful for the road authority, after having given 7 days' notice in writing to the occupier thereof, to enter upon such land and to stake out the same in such manner as it thinks necessary or expedient	CEO	Nil
<u>S33</u>	Rental of land (for the purpose of obtaining materials therefrom for the construction or maintenance of any road or street)	CEO	Nil
<u>S34</u>	Use of uncultivated land for temporary road Any road authority may make use of any uncultivated land for the purpose of constructing a temporary road whilst any road is being reconstructed, widened, diverted, altered, improved, or repaired without making compensation for the same	CEO	Nil
<u>S35</u>	Taking of timber, &c., from land (for making, repairing, or fencing any road, or for any other purposes of this Act)	CEO	Nil
<u>S36</u>	Quarries, &c. to be fenced and filled up or otherwise secured The road authority shall cause all quarries and pits which have been opened up or used upon any land by it to be fenced or otherwise secured and kept so fenced or secured so long as the same shall continue open and in use; and upon ceasing to use the same shall, if required by the owner or occupier of such land, cause the same to be filled up, sloped down, or otherwise secured	CEO	Nil
<u>S37</u>	Fences to be restored Where in the exercise of any of the powers conferred upon a road authority by this Part any fence has been temporarily taken down, the same shall, upon completion of the work necessitating such taking down, be well and sufficiently restored by the road authority	CEO	Nil
<u>S38</u>	Deviations to be fenced Where any road has been diverted, the road authority shall, if required by the owner or occupier of any land through which such road passes, cause such road to be well and sufficiently fenced where it so passes	CEO	Nil
<u>S39</u>	Entry upon adjoining lands for road maintenance or reconstruction Any road authority may enter upon any land adjoining any road of which it has the care, control, or management, for the purpose of maintaining or reconstructing such road	CEO	Nil

<u>S40</u>	Power to make drains on adjoining lands The road authority may make, cleanse, and keep open all drains or watercourses which it may deem necessary in and through any land adjoining or near to any road of which it has the construction or maintenance	CEO	Nil
<u>S41</u>	Timber growing near roads may be cut down: Consent of owner required in certain cases The road authority may cut down and remove any indigenous timber growing or standing within 23 metres of the centre of any road of which it has the care, control, or management, making good all damage or injury to the fences, hedges, ditches, walls, or any other thing upon the land on which such timber may be growing or standing	CEO	Nil
<u>S42</u>	Hedges, &c., obstructing view of traffic to be cut or trimmed Where the road authority is of opinion that it is necessary, for the prevention of danger arising from obstruction to the view of persons using such road, that any fence, construction, hedge, tree, or vegetation erected, constructed, growing, or planted on land adjoining such road, or any road intersecting or junctioning with such road, should be reduced in height or otherwise cut or trimmed, the road authority may give to the owner or occupier of such land 21 days' notice in writing to reduce the height of or cut or trim such fence, construction, hedge, tree, or vegetation to such an extent or in such a manner as the road authority shall think necessary for the purpose aforesaid and shall specify in such notice	CEO	Nil
<u>S44</u>	Culverts to be constructed by owners at entrances to lands adjoining roads The road authority may give to the owner of any land adjoining any road a notice in writing requiring such owner, within a time to be specified in the notice, to construct to the satisfaction of the road authority across the table-drain or gutter of such road, at or opposite to any entrance to such land which is used or intended to be used for vehicular traffic to or from such land, a culvert of such a nature and of such dimensions as shall be specified in the notice, and as will allow the free passage through such culvert of any water which may reasonably be expected to flow along such table-drain or gutter and into such culvert when so constructed	CEO	Nil
<u>S45</u>	Power of Minister in certain cases to erect gates across roads If and when such road shall thereafter come under the care, control, or management of a council, the council shall continue to maintain such gate, or such gate and cattle-guard, as the case may be	CEO	Nil
<u>S46</u>	Damage caused by overweight vehicles Any person from whom such expenses are or may be recoverable under this section may enter into an agreement with the road authority for the payment to it of compensation in respect of such expenses, and, upon such person paying such compensation, he shall not be liable to any proceedings under this section	CEO	Nil
<u>S47</u>	Road metal, &c., may be placed on side of road The road authority may cause road metal or other materials, or any vehicle or plant used for the purpose of or in connection with the construction or maintenance of any road, to be stacked, deposited, or left upon such road at a distance from the centre thereof of not less than 3 metres in the case of a State highway, and not less than 2.5 metres in the case of a country road	CEO	Nil
<u>S47A</u>	Warning gantries for bridges with overhead members Subject to subsection (2) , a road authority may erect on a part of a road under its control that forms an approach to a bridge with overhead members such warning gantries and crash-beam gantries as the authority considers necessary for the protection of that bridge	CEO	Nil

<u>S48</u>	Power of road authority, with the consent of the Governor, to permit tramway or railway along or across road The road authority may, with the consent of the Governor, grant authority to any person to lay down, construct, and maintain a tramway or railway along or across any road under its control subject to such terms and conditions as may be recommended by the council and approved by the Governor	CEO	Nil
<u>S48A</u>	Removal and disposal of abandoned articles Where it appears to the road authority that an article has, without lawful authority, been abandoned on a State highway or subsidiary road, the road authority may remove the article from that highway or road	CEO	Nil
<u>S48B</u>	Power to remove vehicles causing obstruction or danger A road authority may move, keep or impound any vehicle (and anything in, on or attached to the vehicle)	CEO	Nil
<u>S49</u>	Obstructing roads: Notice to remove obstructions The road authority may give to any person making or erecting any building or fence, or causing or permitting any obstruction or encroachment, or making any drain, sink, or watercourse in contravention of any of the provisions of subsections (1) or (2) in respect of any road under its care, control, or management, 21 days' notice in writing to take down the above	CEO	Nil
<u>S50B</u>	Excavations A person must not make any excavation, vault or cellar beneath a street in a town without the consent of the appropriate council	CEO	Nil
<u>S51</u>	Laying down timber, &c., on roads unless he be authorized by the road authority having the care, control, or management of such road so to do	CEO	Nil
<u>Various</u>	Authorisation to further delegate Authorisation to further delegate all powers and functions of Council under the <i>Roads and Jetties Act 1935</i> that have been delegated by Council to the Chief Executive Officer	CEO	Nil

Strata Titles Act 1998

Provision	Item Delegated	Delegated Officer	Conditions or Limitations
<u>S 31(2A)</u>	Application for, and grant of, certificate of approval The Council must within 30 days of receiving an application issue or refuse to issue a certificate of approval	CEO	Nil
<u>S 31(2B)</u>	Application for, and grant of, certificate of approval The Council may give the applicant notice requiring further information in order to determine the application	CEO	Nil
<u>31(3)</u>	Application for, and grant of, certificate of approval The Council may issue a certificate of approval for a strata plan after satisfying itself of certain matters	CEO	Nil

Last reviewed 10 October 2025

70

<u>31(4)</u>	Application for, and grant of, certificate of approval The Council must return sketches, plans and models if it refuses to issue a certificate of approval	CEO	Nil
<u>31(6)</u>	Application for, and grant of, certificate of approval The Council must refuse to issue a certificate of approval if it considers the proposal is actually a subdivision	CEO	Nil
<u>31AA</u>	Requirement for staged development scheme Where an application for a certificate of approval is made wholly or partly in respect of vacant land, the council may refuse the application on the ground that an application for a staged development scheme under section 38 should be made	CEO	Nil
<u>36(1)</u>	Application for council approval (in relation to a staged development scheme)	CEO	Nil
<u>37(1)(a)</u>	Approval of scheme in principle Before giving in principle approval for a staged development scheme Council can require specified changes to the scheme	CEO	Nil
<u>37(1)(b)</u>	Approval of scheme in principle Before giving in principle approval for a staged development scheme Council can require the demolition or alteration of buildings on the site	CEO	Nil
<u>37(2)(a)</u>	Approval of scheme in principle Council can approve a staged development scheme unconditionally	CEO	Nil
<u>37(2)(b)</u>	Approval of scheme in principle Council can approve the staged development scheme subject to specified conditions	CEO	Nil
<u>37(2)(c)</u>	Approval of scheme in principle Council can refuse to approve the staged development scheme	CEO	Nil
<u>37(4)</u>	Approval of scheme in principle If Council approves the proposed staged development scheme it must issue a certificate of approval	CEO	Nil
<u>41(2)</u>	Progressive development The council may refuse to approve a particular stage in a staged development scheme if an earlier stage of the scheme has not been completed as required under the terms of the registered scheme	CEO	Nil
<u>42(2)</u>	Application for variation of scheme The application is to be made in the first instance to the council for the area in which the site is situated	CEO	Nil

<u>42(5)</u>	Application for variation of scheme The Council may dispense with the consent of a present or prospective owners of lots in the staged development scheme in relation to a proposed variation if satisfied of certain matters	CEO	Nil
<u>42(6)</u>	Application for variation of scheme The Council may approve the variation unconditionally, or approve the variation subject to specified conditions or refuse to approve the variation	CEO	Nil
<u>45</u>	Injunction Council (as an "interested person" under the Act) can apply for a mandatory injunction requiring the developer of a staged development scheme to complete the scheme	CEO	Nil
<u>54(1)(a)</u>	Approval of scheme Before giving in principle approval for a community development scheme Council can require specified changes to the scheme	CEO	Nil
<u>54(1)(b)</u>	Approval of scheme Before giving in principle approval for a community development scheme Council can require the demolition or alteration of buildings on the site	CEO	Nil
<u>54(2)(a)</u>	Approval of scheme Council can approve a proposed community development scheme unconditionally	CEO	Nil
<u>54(2)(b)</u>	Approval of scheme Council can approve the proposed community development scheme subject to specified conditions	CEO	Nil
<u>54(2)(c)</u>	Approval of scheme Council can refuse to approve the proposed community development scheme	CEO	Nil
<u>54(4)</u>	Approval of scheme If Council approves the proposed community development scheme it must issue a certificate of approval	CEO	Nil
<u>57(2)</u>	Progressive development The Council may refuse to approve a particular stage of a community development scheme in certain circumstances	CEO	Nil
<u>58(2)</u>	Application for variation of scheme The application is to be made in the first instance to the council for the area in which the site is situated	CEO	Nil
<u>58(5)</u>	Application for variation of scheme The Council may dispense with the consent of a present or prospective owners of lots in the community development scheme in relation to a proposed variation if satisfied of certain matters	CEO	Nil

<u>58(6)</u>	Application for variation of scheme The Council may approve the variation unconditionally, or approve the variation subject to specified conditions or refuse to approve the variation	CEO	Nil
<u>61</u>	Injunction Council (as an "interested person" under the Act) can apply for a mandatory injunction requiring the developer of a community development scheme to complete the scheme	CEO	Nil
<u>65(a)</u>	Assignment of interest in land subject to scheme If the owner of land subject to a registered community development scheme proposes to sell or dispose of land subject to the scheme the owner must give written notice of the proposed transaction to the council for the area in which the site is situated	CEO	Nil
<u>65(b)(i)</u>	Assignment of interest in land subject to scheme If the owner of land subject to a registered community development scheme proposes to sell or dispose of land subject to the scheme the person who is to acquire title to the land in consequence of the transaction must give to the council a written undertaking to develop the land in accordance with the registered scheme	CEO	Nil
<u>65(b)(ii)</u>	Assignment of interest in land subject to scheme If the owner of land subject to a registered community development scheme proposes to sell or dispose of land subject to the scheme the person who is to acquire title to the land in consequence of the transaction must give the council any security required by the council, within 28 days after notice of the transaction was given to the council, for the development of the land in accordance with the scheme	CEO	Nil
<u>142(2)(b)</u>	Recording of certain orders	CEO	Nil
<u>Various</u>	Authorisation to further delegate Authorisation to further delegate all powers and functions of Council under the <i>Strata Titles Act 1998</i> that have been delegated by Council to the Chief Executive Officer	CEO	Nil

Survey Co-Ordination Act 1944

Provision	Item Delegated	Delegated Officer	Conditions or Limitations
<u>S 4(2)</u>	Public authorities to compile and forward to Surveyor-General lists of existing plans (2) Every public authority shall, upon being so required by the Surveyor-General, appoint a fit and proper person as the proper officer of that authority for the purposes of this Act	CEO	Nil
<u>S 5</u>	Public authorities to give notice of intention to commence new surveys	CEO	Nil

Last reviewed 10 October 2025

73

<u>Various</u>	Authorisation to further delegate Authorisation to further delegate all powers and functions of Council under the <i>Survey Co-Ordination Act 1944</i> that have been delegated by Council to the Chief Executive Officer	CEO	Nil
----------------	---	-----	-----

Last reviewed 10 October 2025

Traffic Act 1925

Provision	Item Delegated	Delegated Officer	Conditions or Limitations
<u>S 41CA</u>	Declaration of road for use by personal mobility devices The road authority for a speed-limited road may, by notice published in the Gazette, declare that road to be a road on which a PMD user may travel, subject to such terms and conditions as are specified in the notice. If a road authority makes a declaration under subsection (2), that road authority is to publish a copy of that declaration on a website of the road authority and is to ensure that a copy of the declaration remains on the website while the declaration remains in force	CEO	Nil
<u>S 43(2)</u>	Removal of things obstructing public streets an authorised person may remove, take and detain articles placed or left in public streets to the obstruction, annoyance or danger of other persons	CEO	Nil
<u>S 43(3), (4), (5)</u>	Removal of things obstructing public streets A relevant authority must notify articles owner of removal and/or dispose of articles not removed	CEO	Nil
<u>S 43G</u>	Notice of demand (1) An issuing authority may serve a notice of demand on the registered operator of a vehicle if the issuing authority is satisfied that the driver of that vehicle committed a traffic offence. (2) A notice of demand is to indicate the offence to which it relates, specify the registration number of the vehicle involved, and specify that the registered operator is to provide the issuing authority, within 14 days after service of the notice, with a statutory declaration stating the name, address and, if known, the date of birth and driver licence number of the driver of the vehicle at the time of the offence	CEO	Nil
<u>S 43H</u>	Traffic infringement notices Where an issuing authority is satisfied that a person has committed a prescribed offence or offences, the issuing authority may serve on that person a notice in respect of that offence or those offences	CEO	Nil
<u>Various</u>	Authorisation to further delegate Authorisation to further delegate all powers and functions of Council under the <i>Traffic Act 1925</i> that have been delegated by Council to the Chief Executive Officer	CEO	Nil

Urban Drainage Act 2013

Provision	Item Delegated	Delegated Officer	Conditions or Limitations
<u>S 5(6)</u>	Council to provide adequate public storm water system Council to provide public stormwater system. If found not too, they must comply with the orders in notice of default.	CEO	Nil
<u>S 5(4)</u>	Council to provide adequate public storm water system A council may appeal to the Appeal Tribunal against an order under subsection 5(3) within the period specified in the order	CEO	Nil

Last reviewed 10 October 2025

75

<u>S 7</u>	Service of notice relating to negotiations for provisions of stormwater services	CEO	Nil
<u>S 11(8)</u>	Power of council to adopt stormwater systems Where a council imposes a requirement under s 11(4) they must pay extra costs incurred by person constructing the drain	CEO	Nil
<u>S 12</u>	Council to maintain maps	CEO	Nil
<u>S 13(4)</u>	Protection of stormwater assets If a person fails to carry out the works required in the notice within the specified period, the council may demolish, remove or remedy the building or construction and carry out any works necessary for restoring or reinstating the public stormwater system	CEO	Nil
<u>S 13(5)(b)</u>	Protection of stormwater assets If the council carries works under s 13(4) expenses are recoverable in a court of a competent jurisdiction	CEO	Nil
<u>S 14(4)</u>	Interference with public stormwater systems If a person fails to comply with the notice issued under 14(2) within the specified period, the council may demolish, remove or remedy the works and carry out any works necessary for restoring or reinstating the infrastructure	CEO	Nil
<u>S 14(5)(b)</u>	Interference with public stormwater systems If the council carries works under s 14(4) expenses are recoverable in a court of a competent jurisdiction	CEO	Nil
<u>S 15(13)</u>	Power of authorised officers to carry out work on or adject to public land A council must make good, to the satisfaction of the authority responsible for the land, any damage caused by the exercise of powers under this section as soon as practicable	CEO	Nil
<u>S 16(9)</u>	Power of authorised officers to enter private land The council must make good any damage caused by the exercise of powers under this section as soon as practicable or pay reasonable compensation for the damage	CEO	Nil
<u>S 17</u>	Power to undertake construction of public stormwater systems Without the permission of the relevant general manager, a person must not discharge, or cause or permit to be discharged, stormwater into any system other than the public stormwater system	CEO	Nil
<u>S 21(3)</u>	Requirement to connect Where notice has been served, council may recover costs if it is not complied with	CEO	Nil
<u>S 22(3)</u>	Requirement to disconnect Where notice has been served, council may recover costs if it is not complied with	CEO	Nil

Last reviewed 10 October 2025

76

<u>S 23(2)(b)</u>	Property owners not to direct stormwater onto neighbouring properties If a property owner does not comply with a notice under s 23(2)(a) the council can carry out such works that are necessary to rectify the nuisance	CEO	Nil
<u>S 23(3)</u>	Property owners not to direct stormwater onto neighbouring properties Any costs incurred under 23(2)(b) are recoverable in a court of competent jurisdiction	CEO	Nil
<u>Various</u>	Authorisation to further delegate Authorisation to further delegate all powers and functions of Council under the <i>Urban Drainage Act 2013</i> that have been delegated by Council to the Chief Executive Officer	CEO	Nil

Water and Sewerage Industry Act 2008

Provision	Item Delegated	Delegated Officer	Conditions or Limitations
<u>Division 2A - Subdivision 3 – Planning referrals</u>	The power to referral applications to the relevant regulated entity	CEO	Nil

Weed Management Act 1999

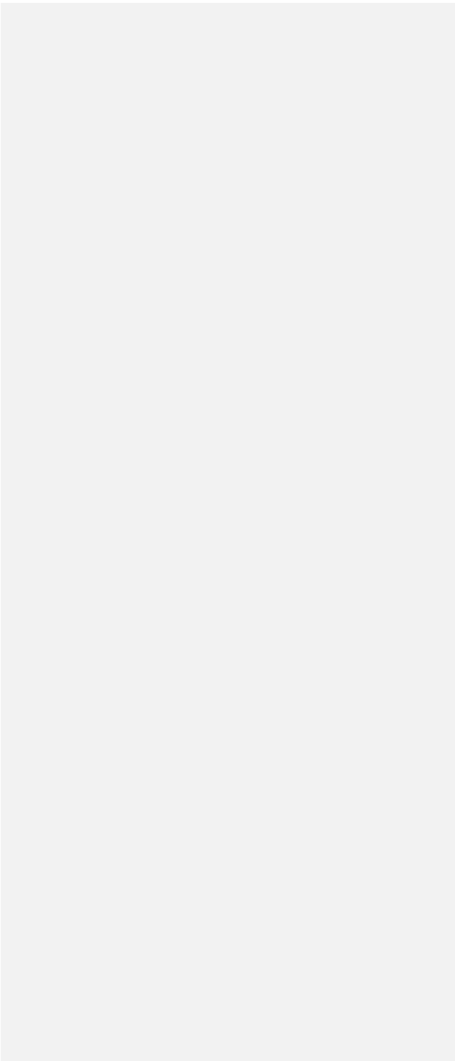
Provision	Item Delegated	Delegated Officer	Conditions or Limitations
<u>34(3)</u>	The power to appoint a person as an “inspector” for the purposes of this Act.	CEO	Nil
<u>Various</u>	Authorisation to further delegate Authorisation to further delegate all powers and functions of Council under the <i>Archives Act 1983</i> that have been delegated by Council to the Chief Executive Officer	CEO	Nil

Workers Rehabilitation and Compensation Act 1988

Provision	Item Delegated	Delegated Officer	Conditions or Limitations
Various	All powers and functions of Council as an ‘employer’ under the <i>Workers Rehabilitation and Compensation Act 1988</i> .	CEO	Nil
Various	Authorisation to further delegate all powers and functions of Council as an ‘employer’ under the <i>Workers Rehabilitation and Compensation Act 1988</i> that have been delegated by Council to the Chief Executive Officer.	CEO	Nil

Last reviewed 10 October 2025

77



Last reviewed 10 October 2025

BY-LAWS

Environmental Amenity By-Law 2017

Provision	Item Delegated	Delegated Officer	Conditions or Limitations
Various	All powers and functions of Council under the <i>Glenorchy City Council Environmental Amenity By-Law 2017</i> .	CEO	Nil
Various	Authorisation to further delegate all powers and functions of Council under the <i>Glenorchy City Council Environmental Amenity By-Law 2017</i> that have been delegated by Council to the Chief Executive Officer.	CEO	Nil

Public Places and Infrastructure By-Law 2022

Provision	Title	Item Delegated	Delegated Officer	Conditions or Limitations
By-Law 11	Application for a Permit	The power to prescribe a form for applications for permits and to receive such applications.	CEO	Nil
By-Law 13	Grant of a Permit	The power to grant a permit, with or without conditions.	CEO	Nil
By-Law 14	Cancellation, variation, or suspension of a Permit	The power to cancel, vary or suspend a permit after consideration of certain matters, and to give the permit holder written notice of the cancellation, variation or suspension.	CEO	Nil
Various	Authorisation to further delegate	Authorisation to further delegate all powers and functions of Council under the <i>Glenorchy City Council Public Places and Infrastructure By-Law 2022</i> that have been delegated by Council to the Chief Executive Officer.	CEO	Nil

*Please note that no powers or functions under the *Glenorchy City Council Animal Management By-Law 2025* have been delegated, as all powers and functions already vest in the Chief Executive Officer or Authorised Persons.

Last reviewed 10 October 2025

79

FINANCIAL DELEGATION

Provision	Item Delegated	Delegated Officer	Conditions or Limitations
Section 74 of the <i>Local Government Act 1993</i>	Authorisation to expend the funds of Council for the purpose of exercising its powers or carrying out its functions under any Act, within the estimates adopted under section 82 and the within the limits described below: (a) a maximum amount of \$500,000; (b) a maximum amount of \$1,000,000 where a contract is to be awarded after the completion of a public tender process, the lowest tender is being accepted, and the veracity of the tender process and the recommended tenderer have been reviewed and endorsed by Council's Tender Review Committee. (c) an unlimited amount where payment is required for any of the following: - a contract or agreement approved by Council where the payments fall within the approved contractual framework (until the total approved value has been reached). - government levies, taxes and contributions. - expenditure specifically authorised by a resolution of Council.	CEO	Expenditure must be in accordance with all legislative requirements and applicable Council policies, procedures and directives (including Council's Code for Tenders and Contracts).
Section 74 of the <i>Local Government Act 1993</i>	Authorisation to further delegate the power to expend the funds of Council for the purpose of exercising Council's functions or powers under any Act.	CEO	The Chief Executive Officer may only delegate this power to expend funds to a maximum of \$250,000.

Last reviewed 10 October 2025

80

DOCUMENT CONTROL					
Version:	1.0/25	Adopted		Commencement Date	
Minutes Reference				Review Period	4 Years from adoption
Previous Versions:	Superseded by this instrument				
Responsible Directorate	CCS	Controller:	Manager Governance&Risk		
ECM Document No.:	Delegations				

Last reviewed 10 October 2025

11.11 GOOD GOVERNANCE POLICY

Author: Governance Officer (Poorni Wanigasekara)
Qualified Person: Director Community and Corporate Services (Tracey Ehrlich)
File Reference: Policies by Directorate

Executive Summary

This report presents the review of Council's Good Governance Policy, which sets out Council's commitment to ethical standards, transparency, effective planning, risk management, and sound decision-making.

The Policy, originally adopted on 20 December 2021, has been reviewed as part of Council's regular four-year policy review cycle. The review confirms the Policy remains consistent with the Good Governance Guide for Local Government in Tasmania (2022), with no significant changes required.

Minor updates have been made to align the document with Council's current policy template, update legislative references, and ensure consistency with best practice guidelines.

The revised Policy is provided as **Attachment 2**, with tracked changes shown in **Attachment 1**.

Recommendation

That Council:

1. ADOPT the Good Governance Policy in the form of **Attachment 2**.
2. APPROVE the CEO to make minor administrative and grammatical corrections as required.

Community Plan Reference	Transparent and accountable government.
Strategic Plan Reference	Make informed decisions that are open and transparent and in the best interests of our community. Manage compliance and risk in Council and our community through effective systems and processes.
Consultation/Engagement	Manager Governance and Risk
Resources	Not applicable
Risk/Legal/Legislative/Reputational	1. Governance Risk Failure to maintain an up-to-date Good Governance Policy could weaken Council's governance framework, reducing clarity around ethical standards, decision-making, and accountability. 2. Legislative and Compliance Risk If the Policy is not periodically reviewed and aligned with current legislation and the Good Governance Guide for Local Government in Tasmania, there is a risk of non-compliance with statutory and best practice requirements. 3. Operational Risk An outdated policy may lead to inconsistent governance practices or confusion among elected members and staff regarding roles, responsibilities, and decision-making processes. 4. Reputational Risk Lapses in governance standards or transparency could damage community confidence in Council's integrity and decision-making processes. 5. Mitigation These risks are mitigated through Council's established policy review cycle, periodic monitoring of legislative and guideline changes, and the confirmation that this updated Policy remains aligned with current best practice.
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

1. All policies adopted by Council are reviewed cyclically. The ordinary review period for Council policies is four years after adoption. However, policies may be reviewed earlier if it is appropriate to do so, for example if there are changes to a relevant governing act.
2. The Good Governance Policy sets out how Council will ensure sound management practices in its Council governance. The Policy covers ethical standards, transparency in Council's dealings, and effective planning, risk management and decision making.
3. The Good Governance Policy was adopted by Council at its meeting on 20 December 2021 and has been reviewed having reached the end of its four (4)-year cycle.
4. **Attachment 1** is a copy of the current Policy showing with tracked changes, and **Attachment 2** is a copy of the recommended updated Policy.
5. The Policy remains largely unchanged and continues to align with the 2018 Local Government Guide. The responsible officer has reviewed the updated 2022 version of the *State Government's Good Governance Guide for Local Government in Tasmania* and confirmed no significant changes requiring amendment.
6. The policy has been reformatted to reflect Council's current policy template, and relevant legislation and guidelines have been reviewed and updated where necessary.

Attachments

1. Good Governance Policy December 2021 - Tracked Changes [**11.11.1** - 8 pages]
2. Good Governance Policy October 2025 - Clean version [**11.11.2** - 7 pages]

COUNCIL POLICY
GOOD GOVERNANCE



PURPOSE

This policy provides a basis for sound governance with respect to Council's service delivery and the proper use of public monies entrusted to Council.

SCOPE

This framework applies to Aldermen, Council Officers, and contractors.

STRATEGIC PLAN ALIGNMENT

Leading Our Community

- | | |
|----------------|---|
| Objective 4.1 | Govern in the best interests of our community |
| Strategy 4.1.1 | Manage Council for maximum efficiency, accountability, and transparency |
| Strategy 4.1.3 | Maximise regulatory compliance in Council and the community through our systems and processes |
| Objective 4.2 | Prioritise our resources to achieve our community's goals |
| Strategy 4.2.1 | Deploy the Council's resources effectively to deliver value |

STATUTORY REQUIREMENTS

The Local Government Act 1993 (LG Act) establishes Councils to plan for, develop and manage areas in the interest of their communities. Furthermore, section 20(1) of the LG Act provides that in addition to any functions of a Council under any Act, Council has the following functions:

- to provide for the health, safety and welfare of the community;
- to represent and promote the interests of the community; and
- to provide for the peace, order, and good government of the municipal area.

Of import, in performing its functions, Council is to "consult, involve and be accountable to the community" (s.20(2) LG Act).

Acts	<i>Local Government Act 1993 – Sections 20(1) and (2)</i> <i>Land Use Planning and Approvals Act 1993</i> <i>Public Health Act 1997</i>
Regulations	<i>Local Government (General) Regulations 2015</i> <i>Local Government (Meeting Procedures) Regulations 2015</i> <i>Local Government (Content of Plans and Strategies) Order 2014</i> <i>Local Government (Management Indicators) Order 2014</i>

Australian/International Standards	<i>AS 8000:2003 Corporate Governance – Good Governance Principles</i> <i>AS 8001: 2008 Fraud and Corruption Control</i> <i>ISO 37000: 2020 Guidance for the Governance of Organisations (Draft)</i> <i>ISO 37301: 2021 Compliance Management Systems</i>
---	---

DEFINITIONS

Governance means those high-level processes, culture and behaviours that guide the activities of the organisation beyond its basic legal obligations ~~(DPAC, 2022)~~ ~~(DPAC, 2018)~~. ISO 37000:2020 defines the governance of organisations as the system by which an organisation is directed, overseen, and held accountable for achieving its defined purpose.

Good governance means the system that ensures the organisation performs by achieving its intended purpose, and conforms by complying with all relevant laws, codes and directions while meeting community expectations of probity, accountability, and transparency.

POLICY STATEMENT

Good governance promotes public confidence in Council's dealings. According to research, the better organisations are governed, the better they will perform and the more satisfied the public will be.¹

Council recognises that good governance provides the context and structure for Council to operate ethically, transparently and within its legal parameters. Good governance, as defined in the Good Governance Guide for Local Government in Tasmania ~~2018~~ 2022, is when Aldermen and Council Officers embody the following principles:

- act with the highest ethical standards;
- understand their role and the role of others;
- foster trusting and respectful relationships;
- show a commitment to risk management;
- engage in effective strategic planning;
- follow a transparent and accountable decision making process;
- make good decisions that promote the interests of the community they serve;
- understand and abide by the law;
- commit to continuous improvement; and

¹ Brown, R. and Gorgens, T. March 2009, Corporate Governance and Financial Performance in an Australian Context, Australian Government Treasury Working Paper 2009-02

Formatted: Font: 12 pt, Do not check spelling or grammar

Field Code Changed

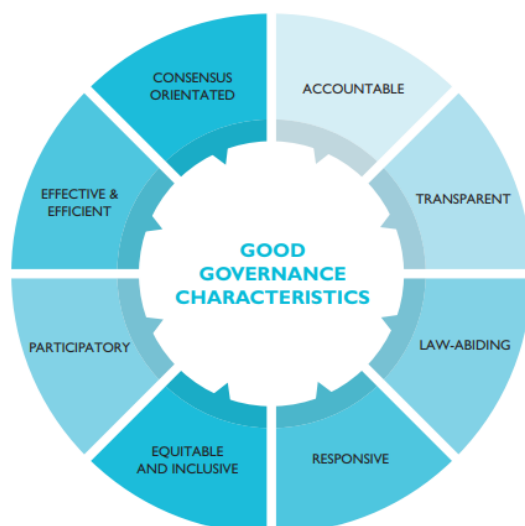
- have and exercise good judgement.

The above principles form part of the Aldermanic Statement of Expectations approved by Council at its meeting of 26 March 2018 and formally signed by Council on the 18 April 2018.

COUNCIL GOOD GOVERNANCE FRAMEWORK

Characteristics of Good Governance

The Good Governance Guide for Local Government in Tasmania ~~2018-2022~~ details eight (8) characteristics of good governance. These are:



The above characteristics are comprised of a number of components which support good governance. These components are equally important and must be continually demonstrated in the decision making and actions of Council.

Components of Good Governance

1. High ethical standards

Council promotes and requires ethical behaviour in accordance with legislation, Council's Code of Conduct and other relevant policies including:

- Receipt of Gifts and Benefits;
- Aldermanic Statement of Expectations April 2018
- Code of Conduct for Employees
- Aldermanic Code of Conduct
- Conflicts of Interest
- Alderman Employee Relations; and
- Meeting Procedures.

2. Acting within the relevant role and delegations

Section 28 of the LG Act sets out the collective role of Aldermen servicing as a Council. Key roles of the Council Aldermen are:

- a) to develop and monitor the implementation of strategic plans and budgets;
- b) to determine and monitor the application of policies, plans and programs for –
 - (i) the efficient and effective provision of services and facilities; and
 - (ii) the efficient and effective management of assets; and
 - (iii) the fair and equitable treatment of employees of the council;
- c) to facilitate and encourage the planning and development of the municipal area in the best interests of the community;
- d) to appoint and monitor the performance of the general manager;
- e) to determine and review the council's resource allocation and expenditure activities;
- f) to monitor the manner in which services are provided by the council.

Section 22 of the LG Act enables Council to delegate certain functions and powers to the General Manager. The General Manager may also then delegate certain functions and powers to appropriately qualified Council staff.

In compliance with section 22(4) of the LG Act, Council maintains a Delegations Register.

All Council Officers are required to act in accordance with their delegations. Council systems and risk controls enforce these delegated limits.

3. Fostering and maintaining positive relationships

Council will treat its community and others with respect and in the spirit of achieving efficiency, inclusiveness and effective participation.

This component includes adhering to agreed communication and social media protocols and committee representation policies and guidelines.

Council's [Statement of Expectations](#) [Codes of Conduct](#) also recognizes and supports the promotion of positive relationships.

4. Effective strategic planning and performance monitoring

Council has worked with the Community to develop a vision for our future. This vision is developed and implemented through a:

- Community Plan 2015-2040;
- Strategic Plan ~~2016-2025~~ [2023-2032](#);
- Long Term Financial Management Plan;
- Strategic Asset Management Plan; and
- Asset Management Plans related to the various asset classes Council manages.

These Plans set the objectives required to deliver Council's agreed vision and are regularly reviewed and actively managed. Actions are delivered through Council's Annual Plan.

Council's Audit Panel is an independent reviewer, appointed by Council, of Council's planning and performance monitoring, including financial controls and management practices. The Audit Panel report to Council.

These controls and systems are periodically audited through Council's appointed internal and external auditors. The resulting audit reports, which include identified opportunities for improvement, are reviewed by Council's independent Audit Panel and improvements are ensured through monitored and reported improvement registers.

5. Robust risk management

Council has an agreed Risk Appetite which is reviewed annually. Aligned to this risk appetite is Council's Risk Management Framework which enables the consistent identification, assessment, evaluation, and management of Council's risks. The Risk Management Framework includes a:

- Risk Management Policy;
- Risk Management Assessment Process; and
- Risk Management Reporting Process.

Additionally, Council has developed and implemented robust Business Continuity Management through effecting incident management plans at organisational and departmental levels.

6. Fair and transparent decision making

Council's Aldermen are required to be unbiased, informed and act in the interests of the community in their role and in their decision making.

Equally, Council Officers are required to act impartially and with integrity in carrying out their duties.

The above requirements are supported by extensive internal and external fraud and corruption controls and complaints management and review systems including:

- Aldermanic Statement of Expectations;

- Code of Conduct procedures for Elected Members and Council Officers;
- Public Interest Disclosure (whistleblowers) procedures; and
- Gifts and Benefits Policy and Procedures.

7. Compliant culture

Council is established by the Local Government Act 1993, but its decisions and actions are also regulated by other legislation including:

- Land Use Planning and Approvals Act 1993;
- Environmental Management and Pollution Control Act 1994;
- Public Health Act 1997;
- Dog Control Act 2000;
- Building Act 2016; and
- Food Act 2003.

Formatted: Font: Italic

Formatted: Font: Italic

Formatted: Font: Italic

Formatted: Font: Italic

Formatted: Font: Italic

Formatted: Font: Italic

The above list is only a few of the Acts with which Council must comply. To safeguard this compliance Council has a rigorous system of policies and directives that are actively managed through Policy and Directive Registers. This compliance is periodically monitored by the Audit Panel. The Audit Panel Chair provides Council with an annual report detailing the Panel's monitoring over the previous year and alerting Council to any significant risks. Council considers the Audit Panel Chair's annual report and ensures its risk appetite is appropriately considered.

8. Continuous improvement ethos



20 December 2021

Council commits to a culture of continuous improvement throughout all its activities. Continuous improvement opportunities are identified through reviews, incident reporting and audits.



20 December 2021

BACKGROUND

As part of developing and implementing Council’s ongoing governance strategy, it is considered prudent to encapsulate a Council Good Governance Policy: this is to provide a basis for sound governance with respect to Council’s service delivery and the ‘proper use’ (effective, efficient, economical, and ethical) of public monies entrusted to Council.

DOCUMENT CONTROL

Version:	2.03.0	Adopted	20 December 2021 27 October 2025	Commencement Date	21 December 2021 28 October 2025
Minutes Reference	Item 13			Review Period	4 Years from adoption
Previous Versions:	V 2.0 adopted 20 December 2021 (Council meeting, Item 13) v 1.0 adopted 23 January 2017 (Council meeting, Item 11)				
Responsible Directorate	Corporate Services		Controller:	Manager Corporate Governance	
ECM Document No.:	Policies by Directorate				

Formatted: Strikethrough

COUNCIL POLICY

GOOD GOVERNANCE**PURPOSE**

This policy provides a basis for sound governance with respect to Council's service delivery and the proper use of public monies entrusted to Council.

SCOPE

This framework applies to Aldermen, Council Officers, and contractors.

STRATEGIC PLAN ALIGNMENTLeading Our Community

Objective 4.1	Govern in the best interests of our community
Strategy 4.1.1	Manage Council for maximum efficiency, accountability, and transparency
Strategy 4.1.3	Maximise regulatory compliance in Council and the community through our systems and processes
Objective 4.2	Prioritise our resources to achieve our community's goals
Strategy 4.2.1	Deploy the Council's resources effectively to deliver value

STATUTORY REQUIREMENTS

The Local Government Act 1993 (LG Act) establishes Councils to plan for, develop and manage areas in the interest of their communities. Furthermore, section 20(1) of the LG Act provides that in addition to any functions of a Council under any Act, Council has the following functions:

- to provide for the health, safety and welfare of the community;
- to represent and promote the interests of the community; and
- to provide for the peace, order, and good government of the municipal area.

Of import, in performing its functions, Council is to "consult, involve and be accountable to the community" (s.20(2) LG Act).

Acts	Local Government Act 1993 – Sections 20(1) and (2) Land Use Planning and Approvals Act 1993 Public Health Act 1997
Regulations	Local Government (General) Regulations 2015 Local Government (Meeting Procedures) Regulations 2015 Local Government (Content of Plans and Strategies) Order 2014 Local Government (Management Indicators) Order 2014
Australian/International Standards	AS 8000:2003 Corporate Governance – Good Governance Principles AS 8001: 2008 Fraud and Corruption Control ISO 37000: 2020 Guidance for the Governance of Organisations (Draft) ISO 37301: 2021 Compliance Management Systems

DEFINITIONS

Governance means those high-level processes, culture and behaviours that guide the activities of the organisation beyond its basic legal obligations (DPAC, 2022). ISO 37000:2020 defines the governance of organisations as the system by which an organisation is directed, overseen, and held accountable for achieving its defined purpose.

Good governance means the system that ensures the organisation performs by achieving its intended purpose, and conforms by complying with all relevant laws, codes and directions while meeting community expectations of probity, accountability, and transparency.

POLICY STATEMENT

Good governance promotes public confidence in Council's dealings. According to research, the better organisations are governed, the better they will perform and the more satisfied the public will be.¹

Council recognises that good governance provides the context and structure for Council to operate ethically, transparently and within its legal parameters. Good governance, as defined in the Good Governance Guide for Local Government in Tasmania 2021, is when Aldermen and Council Officers embody the following principles:

- act with the highest ethical standards;
- understand their role and the role of others;
- foster trusting and respectful relationships;
- show a commitment to risk management;
- engage in effective strategic planning;
- follow a transparent and accountable decision making process;
- make good decisions that promote the interests of the community they serve;
- understand and abide by the law;
- commit to continuous improvement; and
- have and exercise good judgement.

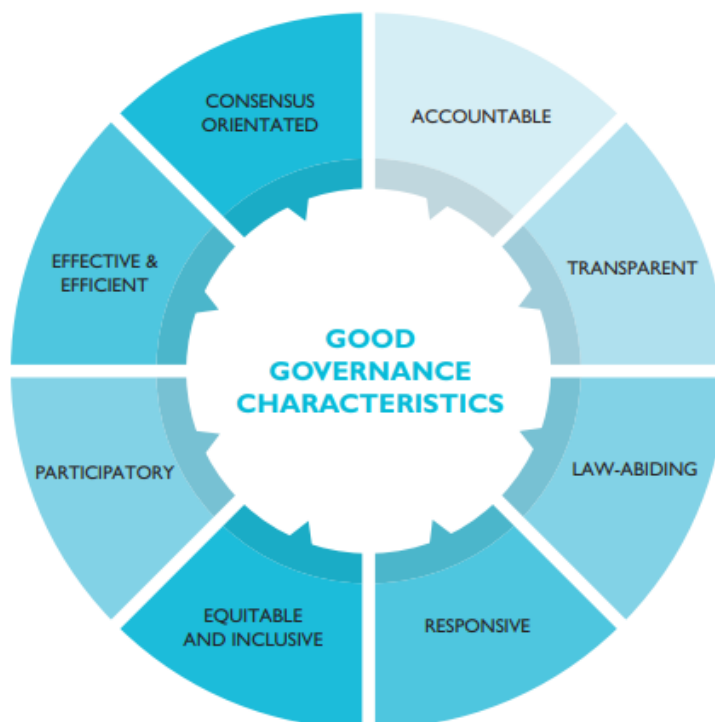
The above principles form part of the Aldermanic Statement of Expectations approved by Council at its meeting of 26 March 2018 and formally signed by Council on the 18 April 2018.

¹ Brown, R. and Gorgens, T. March 2009, Corporate Governance and Financial Performance in an Australian Context, Australian Government Treasury Working Paper 2009-02

Council Good governance framework

Characteristics of Good Governance

The Good Governance Guide for Local Government in Tasmania 2022 details eight (8) characteristics of good governance. These are:



The above characteristics are comprised of a number of components which support good governance. These components are equally important and must be continually demonstrated in the decision making and actions of Council.

Components of Good Governance

1. High ethical standards

Council promotes and requires ethical behaviour in accordance with legislation, Council's Code of Conduct and other relevant policies including:

- Receipt of Gifts and Benefits;
- Aldermanic Statement of Expectations April 2018
- Code of Conduct for Employees



27 October 2025

- Aldermanic Code of Conduct
- Conflicts of Interest
- Alderman Employee Relations; and
- Meeting Procedures.

2. Acting within the relevant role and delegations

Section 28 of the LG Act sets out the collective role of Aldermen servicing as a Council. Key roles of the Council Aldermen are:

- a) to develop and monitor the implementation of strategic plans and budgets;
- (b) to determine and monitor the application of policies, plans and programs for –
 - (i) the efficient and effective provision of services and facilities; and
 - (ii) the efficient and effective management of assets; and
 - (iii) the fair and equitable treatment of employees of the council;
- (c) to facilitate and encourage the planning and development of the municipal area in the best interests of the community;
- (d) to appoint and monitor the performance of the general manager;
- (e) to determine and review the council's resource allocation and expenditure activities;
- (f) to monitor the manner in which services are provided by the council.

Section 22 of the LG Act enables Council to delegate certain functions and powers to the General Manager. The General Manager may also then delegate certain functions and powers to appropriately qualified Council staff.

In compliance with section 22(4) of the LG Act, Council maintains a Delegations Register.

All Council Officers are required to act in accordance with their delegations. Council systems and risk controls enforce these delegated limits.

3. Fostering and maintaining positive relationships

Council will treat its community and others with respect and in the spirit of achieving efficiency, inclusiveness and effective participation.

This component includes adhering to agreed communication and social media protocols and committee representation policies and guidelines.

Council's Codes of Conduct also recognise and support the promotion of positive relationships.



27 October 2025

4. Effective strategic planning and performance monitoring

Council has worked with the Community to develop a vision for our future. This vision is developed and implemented through a:

- Community Plan 2015-2040;
- Strategic Plan 2023-2032;
- Long Term Financial Management Plan;
- Strategic Asset Management Plan; and
- Asset Management Plans related to the various asset classes Council manages.

These Plans set the objectives required to deliver Council's agreed vision and are regularly reviewed and actively managed. Actions are delivered through Council's Annual Plan.

Council's Audit Panel is an independent reviewer, appointed by Council, of Council's planning and performance monitoring, including financial controls and management practices. The Audit Panel report to Council.

These controls and systems are periodically audited through Council's appointed internal and external auditors. The resulting audit reports, which include identified opportunities for improvement, are reviewed by Council's independent Audit Panel and improvements are ensured through monitored and reported improvement registers.

5. Robust risk management

Council has an agreed Risk Appetite which is reviewed annually. Aligned to this risk appetite is Council's Risk Management Framework which enables the consistent identification, assessment, evaluation, and management of Council's risks. The Risk Management Framework includes a:

- Risk Management Policy;
- Risk Management Assessment Process; and
- Risk Management Reporting Process.

Additionally, Council has developed and implemented robust Business Continuity Management through effecting incident management plans at organisational and departmental levels.

6. Fair and transparent decision making

Council's Aldermen are required to be unbiased, informed and act in the interests of the community in their role and in their decision making.

Equally, Council Officers are required to act impartially and with integrity in carrying out their duties.



27 October 2025

The above requirements are supported by extensive internal and external fraud and corruption controls and complaints management and review systems including:

- Code of Conduct procedures for Elected Members and Council Officers;
- Public Interest Disclosure (whistleblowers) procedures; and
- Gifts and Benefits Policy and Procedures

7. Compliant culture

Council is established by the Local Government Act 1993, but its decisions and actions are also regulated by other legislation including:

- *Land Use Planning and Approvals Act 1993;*
- *Environmental Management and Pollution Control Act 1994;*
- *Public Health Act 1997;*
- *Dog Control Act 2000;*
- *Building Act 2016; and*
- *Food Act 2003.*

The above list is only a few of the Acts with which Council must comply. To safeguard this compliance Council has a rigorous system of policies and directives that are actively managed through Policy and Directive Registers. This compliance is periodically monitored by the Audit Panel. The Audit Panel Chair provides Council with an annual report detailing the Panel's monitoring over the previous year and alerting Council to any significant risks. Council considers the Audit Panel Chair's annual report and ensures its risk appetite is appropriately considered.

8. Continuous improvement ethos

Council commits to a culture of continuous improvement throughout all its activities. Continuous improvement opportunities are identified through reviews, incident reporting and audits.

Background

As part of developing and implementing Council's ongoing governance strategy, it is considered prudent to encapsulate a Council Good Governance Policy: this is to provide a basis for sound governance with respect to Council's service delivery and the 'proper use' (effective, efficient, economical, and ethical) of public monies entrusted to Council.

DOCUMENT CONTROL

Version:	3.0	Adopted	27 October 2025	Commencement Date	28 October 2025
Minutes Reference	Item XX			Review Period	4 Years from adoption
Previous Versions:	V 2.0 adopted 20 December 2021 (Council meeting, Item 13) v 1.0 adopted 23 January 2017 (Council meeting, Item 11)				
Responsible Directorate	Corporate Services	Controller:	Manager Corporate Governance		
ECM Document No.:	Policies by Directorate				

11.12 ENVIRONMENTAL HEALTH SERVICES PRO-RATA AND REFUND POLICY

Author: Governance Officer (Poorni Wanigasekara)

Qualified Person: Manager Development (Paul Garnsey)

File Reference: Policies by Directorate

Executive Summary

The Environmental Health Services Pro-rata and Refund Policy, adopted by Council in November 2021, has been reviewed in accordance with the scheduled four-year review cycle.

The review identified only minor administrative modifications, including formatting and document control updates, with no changes to the Policy's intention or operation. The revised Policy is presented for Council's endorsement.

Recommendation

That Council:

1. ADOPT the Environmental Health Services Pro-rata and Refund Policy in the form of **Attachment 2**.
2. APPROVE the CEO to make minor administrative and grammatical corrections as required.

Community Plan Reference	Transparent and accountable government.
Strategic Plan Reference	Make informed decisions that are open and transparent and in the best interests of our community.
Consultation/Engagement	Manager Development Coordinator Environmental Health Services
Resources	Not applicable
Risk/Legal/ Legislative/ Reputational	1. Governance Risk Failure to maintain an up-to-date Policy could weaken Council's governance framework, reducing clarity around ethical standards, decision-making, and accountability. 2. Legislative and Compliance Risk If the Policy is not periodically reviewed and aligned with current legislation for Local Government in Tasmania, there is a risk of non-compliance with statutory and best practice requirements. 3. Operational Risk An outdated policy may lead to inconsistent governance practices or confusion among elected members and staff regarding roles, responsibilities, and decision-making processes. 4. Reputational Risk Lapses in governance standards or transparency could damage community confidence in Council's integrity and decision-making processes. 5. Mitigation These risks are mitigated through Council's established policy review cycle, periodic monitoring of legislative and guideline changes, and the confirmation that this updated Policy remains aligned with current best practice.
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

1. All policies adopted by Council are reviewed cyclically. The ordinary review period for Council policies is four years after adoption. However, policies may be reviewed earlier if it is appropriate to do so, for example if there are changes to a relevant governing act.
2. The policy has been reviewed by the responsible officer with no major changes and will remain in effect, continuing to guide Council's Environmental Health section on pro-rata and refund provisions for early cancellations of licences and registrations, considering upfront costs like inspections and administration.
3. The Environmental Health Services Pro-rata and Refund Policy was adopted by the Council at its meeting on 29 November 2021.
4. The Environmental Health Services Pro-rata and Refund Policy reached the end of its current cycle on 30 November 2025.
5. **Attachment 1** is a copy of the Policy showing old version, and **Attachment 2** is a copy of the recommended updated Policy.
6. The Policy was updated to align with Council's new logo and template, with no significant content changes.

Attachments

1. Environmental Health Services Pro-rata and Refund Policy 2021 V 2 - Tracked Changes [**11.12.1** - 5 pages]
2. Environmental Health Services Pro-rata and Refund Policy - October 2025 - Clean Version [**11.12.2** - 4 pages]

COUNCIL POLICY

ENVIRONMENTAL HEALTH SERVICES PRO-RATA AND REFUND AND REFUND POLICY



PURPOSE

This policy provides direction on Council's refund and pro-rata provisions for the early cancellation and mid-term licence applications for all eligible Environmental Health Services licences and registrations.

SCOPE

This Policy applies to:

- (a) Eligible refund requests for Council fees and charges incurred by the applicant for a licence or registration under the *Food Act 2003* or the *Public Health Act 1997*; and
- (b) Eligible applications made for annual licenses and registrations under the *Food Act 2003* or the *Public Health Act 1997* after the start of the currency period (i.e. food businesses applications made after July 1 each year).

It does not apply to licences and registrations other than those issued by Environmental Health Services. This policy should be read in conjunction with the 'Schedule of Fees and Charges' adopted by Council annually and any explanatory notes that accompany that schedule.

STRATEGIC PLAN ALIGNMENT

Leading Our Community

Objective 4.1 ~~Govern in the best interests of our community~~

STATUTORY REQUIREMENTS

~~Section 207 of the Local Government Act 1993 outlines the requirements in relation to the remission of fees and charges:~~

1. ~~A council may remit all or part of any fee or charge paid or payable under this Division.~~

Acts	<u>Local Government Act 1993 (Tas) Section 207</u>
Regulations	<u>N/A Not applicable</u>
Australian/International Standards	<u>N/A Not applicable</u>

DEFINITIONS

Acceptable Forms of Identification means any form of identification recognised as main proof of identity by the Tasmanian Government - Consumer, Building and Occupational Services.

Currency Period means the defined term of the licence, or registration (i.e. 1 July to 30 June).

Eligible means refunds and applications made by businesses for a licence or registration under the *Food Act 2003* or the *Public Health Act 1997* that require ongoing regulation/inspections during the currency period.



~~29 November 2024~~ 27 October 2025

Person includes an individual, company or State Government agency.

Pro-Rata means a portion of a standard currency period i.e. a yearly license (12 months).

POLICY STATEMENT

BACKGROUND

~~Council's Environmental Health section is responsible for approving various licences and registrations. These approvals usually require an annual renewal and attract a Council fee. As businesses close or proprietors leave, requests are often made for refunds. Generally, most costs incurred for issuing licences and registrations are consumed up front by initial inspections, administration, and processing costs. Therefore, these factors must be considered when calculating refunds or pro-rata amounts for applications made after the initial application period. This policy provides direction on Council's pro-rata and refund provisions for the early cancellation of all eligible Environmental Health Services licences and registrations.~~

Refunds generally

1. All refund requests must be made by completing the application form in 'Attachment A' and submitted to Council. Verbal requests will not be accepted; and
2. Refunds will only be provided to the person who paid the fee. The person must attach a copy of their proof of payment and an acceptable form of identification to the application form; and
3. If a refund application is made within 6 months of the start of the currency period, the person will be entitled to a refund of 50% of the application fee; or
4. Refund applications made after 6 months of the start of the currency period will not be entitled to any refund.

For example:

If a food business owner paid \$350 for a food business application and applied for a refund 3 months into their licence period, they would be eligible for a \$175.00 refund i.e. $\$350 - \$175 (50\%) = \$175$.

Pro-rata licence/registration application fees

1. Pro-rata provisions are only available for eligible licences and registrations under the *Food Act 2003* or the *Public Health Act 1997*.
2. If an application is made at any time within the first 6 months of the currency period, the full fee will be payable; and
3. If an application is made at any time within the last 6 months of the currency period, 50% of the full fee will be payable.

BACKGROUND

~~Council's Environmental Health section is responsible for approving various licences and registrations. These approvals usually require an annual renewal and attract a Council fee. As businesses close or proprietors leave,~~

Formatted: Indent: Left: 0 cm

Formatted: Font: Bold, Underline



~~29 November 2024~~ 27 October 2025

~~requests are often made for refunds. Generally, most costs incurred for issuing licences and registrations are consumed up front by initial inspections, administration, and processing costs. Therefore, these factors must be considered when calculating refunds or pro-rata amounts for applications made after the initial application period. This policy provides direction on Council's pro-rata and refund provisions for the early cancellation of all eligible Environmental Health Services licences and registrations.~~



~~29 November 2021~~ 27 October 2025

DOCUMENT CONTROL

Version:	2-03.0	Adopted	29 November 2021	Commencement Date	30 November 2021
Minutes Reference	Item 16			Review Period	4 Years from adoption
Previous Versions:	V 1.0 adopted 13 June 2017 (Council meeting, Item 13) V 2.0 adopted 29 November 2021 (Council meeting, Item 16)				
Responsible Directorate	Strategy Infrastructure & and Development		Controller:	Manager Development	
ECM Document No.:	Policies by Directorate				

**Attachment A: ENVIRONMENTAL HEALTH REFUND FORM**

Applicant Details		
Title	Given Name/s	Family Name
Business Name		
Postal Address		
Mobile Number	Email Address	
Refund Reason		
Bank Details for Refund		
Bank Account Name		
BSB	Account Number	
Applicant Declaration		
Please Note: A copy of your drivers licence, must be included as per the Environmental Health Services Pro-rata and Refund Policy.		
Applicant Name	Applicant Signature	Date
Privacy Notice: Council collects personal information to carry out its operations as a Tasmanian Local Government. This personal information may be used for other purposes permitted by law. The information may be shared with contractors and agents of the Council for this purpose, law enforcement agencies, courts and other organisations. You do not have to provide your personal information but if full information is not provided the Council may be unable to action your application or request. You can find out more about how the Council manages personal information and how you can request access or corrections to it in the Council's Privacy Policy available on the Council website or on request.		
Office Use Only		
Received By	Initial Application Amount	
	\$	
Approved By	Refund Amount	EFT Transfer
	\$	10.9000.9000.99089

374 Main Road, Glenorchy
PO Box 103, Glenorchy TAS 7010
(03) 6216 6800 | gccmail@gcc.tas.gov.au
www.gcc.tas.gov.au

ABN 19 753 252 493

COUNCIL POLICY



ENVIRONMENTAL HEALTH SERVICES PRO-RATA AND REFUND POLICY

PURPOSE

This policy provides direction on Council's refund and pro-rata provisions for the early cancellation and mid-term licence applications for all eligible Environmental Health Services licences and registrations.

SCOPE

This Policy applies to:

- a) Eligible refund requests for Council fees and charges incurred by the applicant for a licence or registration under the Food Act 2003 or the Public Health Act 1997; and
- b) Eligible applications made for annual licences and registrations under the Food Act 2003 or the Public Health Act 1997 after the start of the currency period (e.g. food businesses applications made after July 1 each year).

It does not apply to licences and registrations other than those issued by Environmental Health Services. This policy should be read in conjunction with the 'Schedule of Fees and Charges' adopted by Council annually and any explanatory notes that accompany that schedule.

RELATED DOCUMENTS

Not applicable

STATUTORY REQUIREMENTS

Acts	<i>Local Government Act 1993 (Tas) Section 207</i>
Regulations	<i>Not applicable</i>
Australian/International Standards	<i>Not applicable</i>

DEFINITIONS

Acceptable Forms of Identification means any form of identification recognised as main proof of identity by the Tasmanian Government - Consumer, Building and Occupational Services.

Currency Period means the defined term of the licence, or registration (e.g. 1 July to 30 June).

Eligible means refunds and applications made by businesses for a licence or registration under the Food Act 2003 or the Public Health Act 1997 that require ongoing regulation/inspections during the currency period.

Person includes an individual, company or State Government agency.



27 October 2025

Pro-Rata means a portion of a standard currency period e.g. a yearly license (12 months).

POLICY STATEMENT

Council's Environmental Health section is responsible for approving various licences and registrations. These approvals usually require an annual renewal and attract a Council fee. As businesses close or proprietors leave, requests are often made for refunds. Generally, most costs incurred for issuing licences and registrations are consumed up front by initial inspections, administration, and processing costs. Therefore, these factors must be considered when calculating refunds or pro-rata amounts for applications made after the initial application period. This policy provides direction on Council's pro-rata and refund provisions for the early cancellation of all eligible Environmental Health Services licences and registrations.

Refunds generally

1. All refund requests must be made by completing the application form in **Attachment - A** and submitted to Council. Verbal requests will not be accepted; and
2. Refunds will only be provided to the person who paid the fee. The person must attach a copy of their proof of payment and an acceptable form of identification to the application form; and
3. If a refund application is made within 6 months of the start of the currency period, the person will be entitled to a refund of 50% of the application fee; or
4. Refund applications made after 6 months of the start of the currency period will not be entitled to any refund.

For example:

If a food business owner paid \$350 for a food business application and applied for a refund 3 months into their licence period, they would be eligible for a \$175.00 refund e.g. $\$350 - \$175 (50\%) = \$175$.

Pro-rata licence/registration application fees

1. Pro-rata provisions are only available for eligible licences and registrations under the Food Act 2003 or the Public Health Act 1997.
2. If an application is made at any time within the first 6 months of the currency period, the full fee will be payable; and
3. If an application is made at any time within the last 6 months of the currency period, 50% of the full fee will be payable.

DOCUMENT CONTROL

Version:	3.0	Adopted	27 October 2025	Commencement Date	28 October 2025
Minutes Reference	Item XX			Review Period	4 Years from adoption
Previous Versions:	V 2.0 adopted 29 November 2021 (Council meeting, Item 16) V 1.0 adopted 13 June 2017 (Council meeting, Item 13)				
Responsible Directorate	Infrastructure and Development	Controller:	Manager Development		
ECM Document No.:	Policies by Directorate				



Attachment A: ENVIRONMENTAL HEALTH REFUND FORM

Applicant Details		
Title	Given Name/s	Family Name
Business Name		
Postal Address		
Mobile Number	Email Address	
Refund Reason		
Bank Details for Refund		
Bank Account Name		
BSB	Account Number	
Applicant Declaration		
Please Note: A copy of your drivers' licence, must be included as per the Environmental Health Services Pro-rata and Refund Policy.		
Applicant Name	Applicant Signature	Date
Privacy Notice: Council collects personal information to carry out its operations as a Tasmanian Local Government. This personal information may be used for other purposes permitted by law. The information may be shared with contractors and agents of the Council for this purpose, law enforcement agencies, courts and other organisations. You do not have to provide your personal information but if full information is not provided the Council may be unable to action your application or request. You can find out more about how the Council manages personal information and how you can request access or corrections to it in the Council's Privacy Policy available on the Council website or on request.		
Office Use Only		
Received By	Initial Application Amount	
Approved By	Refund Amount	EFT Transfer

374 Main Road, Glenorchy
 PO Box 103, Glenorchy TAS 7010
 (03) 6216 6800 | gccmail@gcc.tas.gov.au
www.gcc.tas.gov.au
ABN 19 753 252 493

11.13 NOTICES OF MOTION - QUESTIONS ON NOTICE / WITHOUT NOTICE

The meeting be closed to the public to allow discussion of matters that are described in Regulation 15 of the *Local Government (Meeting Procedures) Regulations 2025*.

The meeting was closed to members of the public and the live stream was terminated at [TIME]

The Chair adjourned the meeting for a 5-minute recess.

CLOSED TO MEMBERS OF THE PUBLIC

The closed session commenced at [TIME]

12.1 CONFIRMATION OF MINUTES (CLOSED MEETING)

12.2 APPLICATIONS FOR LEAVE OF ABSENCE

12.3 NOTICES OF MOTION - QUESTIONS ON NOTICE/ WITHOUT NOTICE