

**GLENORCHY CITY COUNCIL**  
**ATTACHMENTS**  
**WEDNESDAY, 13 APRIL 2016**



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**PUBLIC  
HEALTH  
SERVICES**

# Designating Smoke-free Areas

A Guide for Local Councils

## I. Introduction:

This guide is to help local councils to declare public streets and other areas smoke-free. A number of public places including bus and pedestrian malls, workplaces, children's playgrounds, sporting venues and swimming pools have already been declared smoke-free by the Tasmanian Government under section 67B of the *Public Health Act (1997)* ('the Act').

The Act was amended in 2015 to state that any areas including but not limited to, public streets may be designated by their occupiers as smoke-free. Smoke-free laws aim to:

- a. Protect the health of non-smokers, including staff and patrons from exposure to environmental tobacco smoke;
- b. Reduce uptake in young people by denormalising smoking and making it less appealing; and
- c. Support smokers by making it easier to quit and remain a non-smoker.

Tobacco smoking kills more than 15,000 Australians every year. It is the single largest preventable cause of early death and disease in Australia.

Passive smoking or involuntary exposure to Environmental Tobacco Smoke (ETS) can harm human health, by increasing heart disease, cancer, a variety of respiratory ailments and other adverse medical conditions. There is no safe level of exposure to ETS.

By declaring additional areas smoke-free, local councils are contributing to the health and wellbeing of our community and the promotion of this very important public health initiative.



## **2. Implementation**

This guide is to help councils to declare new smoke-free areas in public streets and other areas of which they are the occupier. Councils are urged to use this guide when considering declaring smoke-free areas under the Act.

Public Health Services would like to work closely with councils during the proposed declaration process to enable both parties to have a shared understanding of the area to become smoke-free.

A template declaration has been included in Appendix A of this guide. This guide sets out the roles that local council and our Tobacco Control Team will take in declaring new smoke-free areas and explains the need for smoke-free signage, monitoring and enforcement strategies for these smoke-free areas.

Local Councils should return a completed declaration to our Tobacco Control Team to ensure that Government is aware of council plans to declare new smoke-free areas under the Act.

## **3. Legal Support and Advice**

Councils are encouraged to seek their own legal advice to ensure that any existing and proposed new smoke-free areas have been declared with legal certainty and in accordance with the Act. This guide provides recommendations based on steps taken from other councils and Government when they have designated smoke-free areas in the past.

## **4. Consultation and Selection**

Councils should consider where smokers may relocate to if a new area is declared smoke-free. The introduction of a new smoke-free area may create other issues if the smokers move to a nearby area that could give rise to ongoing complaints or exposure to ETS by a greater number of passers-by or adjacent businesses.

Councils that have designated smoke-free areas in the past took steps to engage and consult with local businesses and stakeholders before introducing new smoke-free areas. This process of consultation should be conducted in the early stages and should be considered when selecting a new smoke-free area. For example councils may survey local businesses and users of the area to determine their views, or contact businesses with an explanatory letter or information sheet. This consultation process should include stakeholders adjacent to areas where existing smokers will likely relocate or move.

## 5. Maps and Declarations

Councils should use maps and clear descriptions when declaring areas smoke-free to avoid any uncertainty. A number of smoke-free pedestrian and bus malls were declared by the State Government under the *Public Health (Smoke-free Areas) Regulations 2014* which are available at [www.thelaw.tas.gov.au](http://www.thelaw.tas.gov.au).

The Regulations describe the areas that were selected to be smoke-free and depict them with the use of marked maps. An accurate map of the area to be designated smoke-free should be consulted and used to designate the boundary. This may be used as a reference for enforcement, public awareness rising or when responding to complaints.

A template declaration instrument smoke-free can be found in Appendix A and is based on the Regulations.

## 6. Public Awareness

Signage must be used to improve public awareness of smoke-free areas and in order to meet the legislative requirements. The Act requires council to provide smoke-free signs in existing and new smoke-free areas within their municipality.

Section 67E Signs of the Act states:

*The occupier of a smoke-free area must display within that area any sign approved by the Director or containing wording or images approved by the Director for display in a smoke-free area or class of area.*

In addition, council should raise public awareness of a new smoke-free area by public notice in a local newspaper or by forming a council-led working group to focus on promoting the new smoke-free areas and the benefits to the users. These benefits may include decreased litter, improved air quality and a supportive environment for smokers to quit for good.

## 7. Enforcement

Experience indicates that smoke-free areas are largely self-enforcing. However, council should take primary responsibility for enforcement of public streets and areas they designate as smoke-free. However, our Tobacco Control Officers may provide some additional enforcement if required.

When local council is planning to designate a smoke-free area, consideration should be taken to which officers within council will enforce the smoke-free laws. All Environmental Health Officers are authorised under the Act to enforce the tobacco laws.

Nominated Officers can also be designated by the Director of Public Health. Nominated Officers can be any individual employed by council or class of individuals (such as bylaw officers or city inspectors) who could enforce the tobacco laws. For example the Tasmanian Health Service has authorised security guards to enforce smoke-free areas. Nominated Officers can be supported by our Department's Tobacco Control Officers.

It is an offence Under Section 67C of the Act to smoke in a smoke-free area.

Enforcement of smoke-free areas may involve monitoring and surveillance, issuing verbal and written warnings and infringement notices, and court proceedings.



## 8. Public Health Services' Tobacco Control Team

The Tobacco Control Team implements the tobacco provisions of the Act and the associated Guidelines. The Team is primarily focused on regulation of tobacco sellers in Tasmania. The Team's experience of monitoring and enforcing smoke-free areas suggest that these places are largely self-enforcing with adequate signage and consultation. Smokers are used to looking for signage indicating where they can smoke.

If local councils declare new areas to be smoke-free Department's Tobacco Control team can provide:

- An Enforcement guides for nominated officers;
- Advice on enforcement, monitoring and surveillance; and
- When available, enforcement to a smoke-free area.

For more information contact:

Tobacco Control  
Department of Health and Human Services  
Level 3/25 Argyle Street  
HOBART Tasmania 7000

Phone (toll free) 1800 671 738

Email: [public.health@dhhs.tas.gov.au](mailto:public.health@dhhs.tas.gov.au)

Web [www.dhhs.tas.gov.au/publichealth/tobacco\\_control](http://www.dhhs.tas.gov.au/publichealth/tobacco_control)

Tobacco Control Officer North/North West Tasmania

Telephone (03) 6777 1979

Fax (03) 6334 3057

Tobacco Control Officer Southern Tasmania

Phone (03) 6166 0656

Fax (03) 6222

### Revenue

When local council serves the infringement notice for smoking in a designated smoke-free area, council retains the funds.

Section 174 (Infringement Notices) of the Act states that:

*Any payments made in respect of an infringement notice -*

- a) are payable to the council if the notice was served by the council; or*
- b) in any other case, are payable into the Consolidated Fund.*

## 9. Further information

- Public Health Act 1997 [www.thelaw.tas.gov.au](http://www.thelaw.tas.gov.au)
- Public Health (Smoke-free Areas) Regulations 2014 [www.thelaw.tas.gov.au](http://www.thelaw.tas.gov.au)
- Public Health (Infringement Notices) Regulations 2012 [www.thelaw.tas.gov.au](http://www.thelaw.tas.gov.au)
- Smoke-free Tour of Tasmania [www.dhhs.tas.gov.au](http://www.dhhs.tas.gov.au)

## Appendix A – Template

The wording in this template declaration is taken from the *Public Health (Smoke-free Areas) Regulations 2014*. Using this template is not mandatory but it is provided as a guide. Councils should seek legal advice to declare any additional smoke-free areas.

Please complete this declaration and return it to [public.health@dhhs.tas.gov.au](mailto:public.health@dhhs.tas.gov.au) with a marked map of the area (as in Appendix B) that council declares smoke-free and a cover letter (as in Appendix C)

Insert Council Logo here

### Declaration of Smoke-free Area

I [Insert name] \_\_\_\_\_ General Manager of [name of Council] \_\_\_\_\_  
declare the following public areas to be smoke-free in accordance with *Section 67B of the Public Health Act 1997*. This declaration takes effect from [insert date] \_\_\_\_\_

(a) \_\_\_\_\_ comprising all that areas of land of about \_\_\_\_\_  
square meters shown on the attached map bounded by a heavy black line and shaded.

(b) \_\_\_\_\_ comprising all that areas of land of about \_\_\_\_\_  
square meters shown on the attached map bounded by a heavy black line and shaded.

It is an offence under Section 67C of the Public Health Act 1997 to smoke within the perimeter of the smoke-free areas listed above. The maximum penalty is 20 penalty units.

Signed

Date

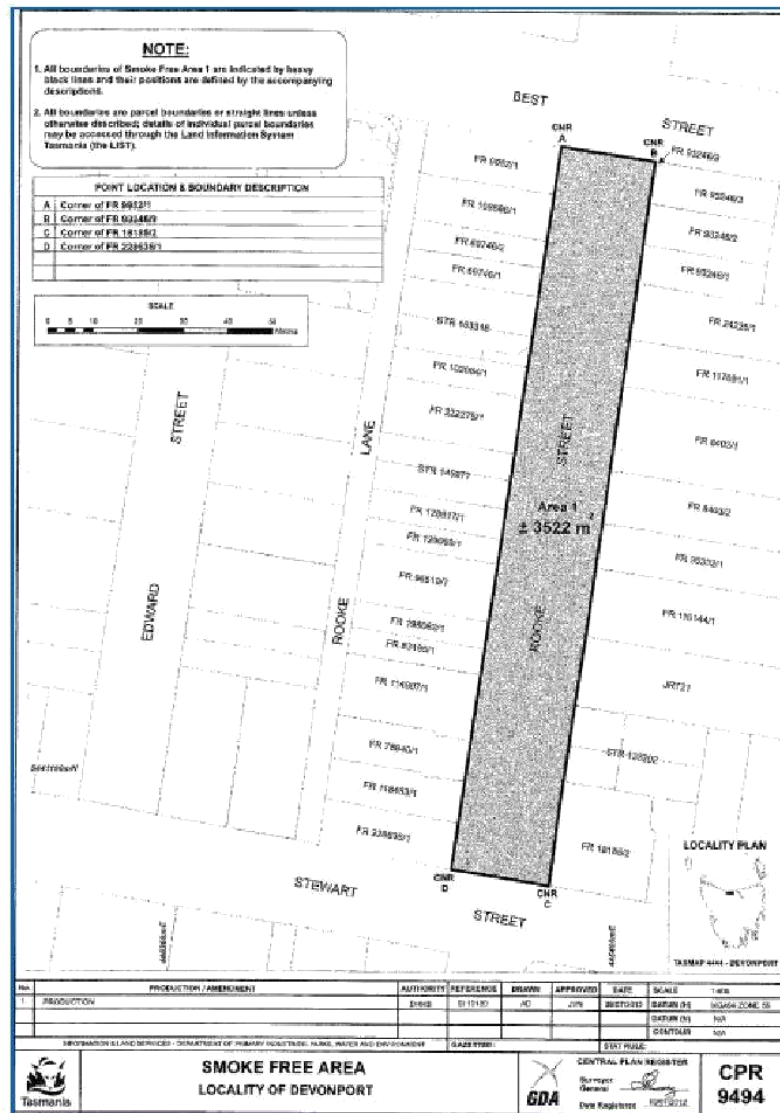
\_\_\_\_\_

\_\_\_\_\_

## Appendix B - Example map of a smoke-free area

When council declares a new area smoke-free, an accurate map of the area is recommended. Include a marked map of the smoke-free area to the completed declaration (Appendix A) and cover letter (Appendix C) and return them to [public.health@dhhs.tas.gov.au](mailto:public.health@dhhs.tas.gov.au).

### PART 6 - Plan 9494



Source: Part 6 – Plan 9494, Public Health (Smoke-free Areas) Regulations 2014 available at [www.thelaw.tas.gov.au](http://www.thelaw.tas.gov.au)

**Appendix C – Template Cover Letter or Email**

A cover letter or email from the general manager stating that council undertakes to provide signage, public awareness, education and enforcement of the smoke-free area should accompany completed document based on a smoke-free area declaration (Appendix A) and an accurate map of the area (Appendix B).

To <mailto:public.health@dhhs.tas.gov.au>

<Insert date>

Director of Public Health

I write to enclose the declaration and marked map of <Address of street or area> within <Insert local council> that has been declared smoke-free.

<Insert local council name> undertakes to provide signage, enforcement and public awareness of this area.

Regards

General Manager

<Insert signature>





# Code for Tenders and Contracts

for

Glenorchy City Council

Adopted by Council 7 December 2009

(Updated to reflect a decision of Council made 28th March 2011 to  
increase the threshold for tendering to \$110,000.)

V2.0

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## 1 Introduction

The purpose of this Code for Tenders and Contracts (Code), is to provide a policy framework on best practice tendering and procurement methods in line with the legislative requirements of the *Local Government Act 1993* (the Act) and the *Local Government Regulations 2005* (Regulations).

Section 333B of the *Local Government Act 1993* states:

(1) A council must adopt a code relating to tenders and contracts under this Division by 1 January 2006.

(2) The code must–

- (a) be consistent with this Act; and
- (b) include any prescribed matter; and
- (c) promote any prescribed principles; and
- (d) be reviewed at least once every 4 years.

(3) A council must comply with its code.

(4) The general manager is to make a copy of the council's code and any amendments to the code available –

- (a) for public inspection at the public office during ordinary office hours; and
- (b) for purchase at a reasonable charge; and
- (c) on its internet site free of charge.

*Local Government (General) Regulation 28* states:

The code adopted under section 333B of the Act is to–

(a) promote the following principles:

- (i) open and effective competition;
- (ii) value for money;
- (iii) enhancement of the capabilities of local business and industry;
- (iv) ethical behaviour and fair dealing; and

(b) establish and maintain procedures to ensure that all potential suppliers are provided with the same information relating to the requirements of a tender or contract and are given equal opportunity to meet the requirements; and

(c) establish and maintain procedures to ensure that fair and equal consideration is given to all tenders or quotations received; and

- (d) establish and maintain procedures to deal honestly with, and be equitable in the treatment of, all potential or existing suppliers; and
- (e) establish and maintain procedures to ensure a prompt and courteous response to all reasonable requests for advice and information from potential or existing suppliers; and
- (f) seek to minimise the cost to suppliers of participating in the tendering process; and
- (g) protect commercial-in-confidence information; and
- (h) for contracts valued at under \$100,000 excluding GST, specify when 3 written quotations are required; and
- (i) establish and maintain procedures for the use of multiple-use registers for contracts valued at under \$100,000, excluding GST; and
- (j) establish and maintain procedures for reporting by the general manager to the council in relation to the purchase of goods or services in circumstances where a public tender or quotation process is not used; and
- (k) establish and maintain procedures for the review of each tender process to ensure that each tender is in accordance with these regulations and the code; and
- (l) establish and maintain procedures for the following:
  - (i) amending or extending a tender once it has been released;
  - (ii) opening tenders;
  - (iii) the consideration of tenders that do not fully conform with the tender requirements;
  - (iv) the debriefing of unsuccessful tenderers;
  - (v) handling complaints regarding processes related to the supply of goods or services.

With this Code our Council aims to achieve the purchasing principles of:

- open and effective competition;
- value for money
- enhancement of the capabilities of local business and industry; and
- ethical behaviour and fair dealing.

The *Local Government Act 1993* requires every council to adopt a code relating to tenders and contracts by 1 January 2006.

This Code:

- is consistent with the Act and the Regulations; and
- includes procedures and guidelines for any prescribed matter.

As a measure of accountability and transparency, our General Manager will:

- make a copy of this Code (and any amendments) available for public inspection at the public office during ordinary office hours; and
- make copies of this Code available for purchase at a reasonable charge; and
- publish a copy of this Code on our Council's website.

In determining the charge for copies of this Code, Council has resolved that it will be available free of charge.

The Act and Regulations require Councils to invite tenders for any contract it intends to enter into for the supply or provision of goods or services valued at or above \$110,000 (including GST).

Our Council will invite tenders by one of the following means:

- (i) an open tender process; (refer Sections 5.1 through to 5.11)
- (ii) a common-use contract register; or (refer Section 5.12)
- (iii) a multiple use register; or (refer Section 5.13)
- (iv) a multiple-stage tender (refer Section 5.14)

There are circumstances in which our Council is exempt from undertaking the above processes. These circumstances are described in Section 6.

For purchases under the \$100,000 (including GST) threshold, our Council, in accordance with the intent of the Regulations, has decided that a quotation process will be undertaken. Our Council may choose to grant an exemption from undertaking a quotation process where the same circumstances exists for that of a tender described in Section 6.

Our Council will not split a contract into two or more contracts for the primary purpose of avoiding compliance with the requirement to publicly invite tenders.

## 2 Definitions

**Closed Tender** - an approach to the market where bids are sought only from selected suppliers.

**Code** – refers to this Code for Tenders and Contracts which has been developed in accordance with the requirements of the *Local Government Act 1993* and the *Local Government Regulations 2005*.

**Common use contract** - a whole of Council contract arrangement for the supply of goods and services for use by all areas within Council.



**Consultant** - a person or organisation, external to a council, engaged under a contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision making by council. The consultant will be expected to exercise his or her own skills and judgement independently of the council. It is the advisory nature of the work that distinguishes a consultant from a contractor.

**Contractor** - A contractor is defined as a person or organisation, external to Council, engaged under a contract for service (other than as an employee) to provide specified services to Council. A contractor generally works under the supervision of a Council Manager to provide services which are not readily available in the Council.

**Contract** – for the purposes of this Code, a contract is the formal written agreement between Council and the supplier..

**Expression of Interest (EOI)** - identifying potential suppliers or contractors interested in participating in a particular project and ultimately submitting a formal tender or quotation

**Industry Capability Network Tasmania (ICNTAS)** - promotes Tasmanian industry through import replacement and opportunities for participation in major projects, government procurement and commercial developments. For more information go to [www.icntas.org.au](http://www.icntas.org.au)

**Local Supplier** means:

- a) Glenorchy based suppliers, manufacturers and service providers. This includes all businesses operating in the municipality, which have a permanent office or presence in the municipality.
- b) Southern Tasmanian based suppliers, manufacturers and service providers. This includes all businesses operating in the Southern region of the State, which have a permanent office or presence in Southern Tasmania.
- c) Tasmanian based suppliers, manufacturers and service providers. This includes all businesses operating in the State, which have a permanent office or presence in Tasmania and employ Tasmanian workers.

**Multiple-stage purchasing** - a process that allows for a preliminary assessment of the market to be made in terms of the capabilities of potential suppliers and the goods and services that are available to satisfy the requirement, before a final purchasing stage is undertaken.

**Open and Effective Competition** - obtaining sufficient offers, from bona fide sources of supply, to ensure that the purchase or transaction will represent value for money while at the same time protecting the integrity of the purchasing process.

**Open/Public Tender** - the formal process of publicly inviting offers through an advertisement in a local newspaper to supply goods and services, or purchase surplus items, normally involving specifications and detailed documentation.

**Procurement** - the entire process by which all resources are obtained by an entity, including planning, design, standards determination, specification writing, selection of suppliers, financing, contract administration, disposals and other related functions.

**Probity** - probity is a risk management approach to ensuring procedural integrity.

**Probity Adviser** - a Probity Adviser provides advice on probity issues before and during the process of tendering and contracting to ensure the process is fair and in accordance with the Council's guidelines.

**Purchasing** - the acquisition of goods or services.

**Quotation** - the bid submitted in response to a Request for Quotation from the Council.

**Request for Quotation** - either a verbal or written request for offers from businesses capable of providing a specified work, good or service.

**Request for Tender** - a document soliciting offers from businesses capable of providing a specified work, good or service. Requests for Tender are usually advertised.

**Selective Tender** - an approach to the market where bids are sought only from selected suppliers.

**Tender** - is a formal offer to supply goods or services at a stated cost. A tender may be public (advertised), or selective (bids from selected contractors sought).

**Tender Box** – the point of lodgement for tenders to ensure that the documentation is kept secure until the tender period closes. Generally a tender box is a box or cabinet with an opening which allows large envelopes to be lodged, but which does not permit access to the contents. It should be secured in a fixed position and should be locked with two locks with different keys, maintained by two different officers.

**Tender Review Committee** – a committee established to review the process used for all tenders.

**Value for Money** - achieving the desired outcomes at the best possible price.

**Verbal Quotation** - a verbal Request for Quotation. A verbal response is adequate for low value purchases.

**Written Quotation** - means the process of inviting written offers to supply goods and services, or purchase surplus property, normally involving simple documentation from a limited number of potential suppliers/purchasers.

### 3 Purchasing Principles

This Code has been developed in order to have a transparent set of strategies that Glenorchy City Council will follow in order to comply with the four purchasing principles as required in the *Local Government Act 1993*. Below is a brief definition of each principle and what it means in practice to our Council.

#### 3.1 Open and effective competition

**Open and effective competition** – ensuring that the purchasing process is impartial, open and encourages competitive offers.

Council purchasing will be carried out consistently and equitably to ensure that open and effective competition is achieved. The objectives of open and effective competition are:

- to demonstrate the probity and effectiveness of Council purchases to the community;
- to ensure that businesses wishing to supply goods and services to the Council are given the opportunity to do so; and
- to maximize benefits to the Council and Community.

Open and effective competition is achieved by:

- purchasing policies, practices and procedures being visible to suppliers, the Council and the community;
- officers accepting their accountability to the General Manager and to the Council;
- all relevant suppliers having the opportunity to do business with Council;
- encouraging suppliers to provide value for money offers; and
- maintaining purchasing delegations and monetary limits at appropriate levels for individual officers.

Council officers must ensure that value for money is obtained, and that all suppliers are treated consistently, fairly and equitably.

#### 3.2 Value for money

**Value for money** – achieving the desired outcome at the best possible price.

Council has a value for money approach to the purchase of goods and services.

A value for money approach is aimed at achieving the best overall value for the money spent. This may not necessarily mean choosing the cheapest price.

In this respect, all offers received by Council will be assessed on the basis of the product's value for money, taking into account total costs over its service life (including acquisition, ownership, maintenance, operation costs) and disposal value.

Other factors such as risk management issues, fitness for purpose, quality assurance, delivery and local backup shall be considered, as well as the wider benefits to the City for any contribution the purchase may make to Council's policy objectives. For example, contributions to policy objectives in areas such as business and industry development, environmental protection, sustainable development and energy conservation should be taken into account.

### **3.3 Enhancement of the capabilities of local business and industry**

#### **3.3.1 Enhancing opportunities for local businesses**

Council purchasing activities should be carried out in a manner which enhances the opportunity for Glenorchy, Southern Region, Tasmanian, mainland Australian and New Zealand suppliers of goods and services to bid for Council business.

Generally, opportunities for local businesses are enhanced by:

- developing good relations with local suppliers and contractors and their industry organisations;
- establishing a greater degree of contact with industry by providing information about the Council's purchasing needs, including advance notice of higher value tenders;
- participating in forums aimed at improving the business community's understanding of Council purchasing policies and practices; and
- ensuring that the respective responsibilities of the various parties in the purchasing process are fully acknowledged.

#### **3.3.2 Enhancing opportunities at the planning stage**

Council officers shall:

- actively seek out opportunities for local supplies and suppliers. In this regard, council is required to seek at least one quotation or tender from local businesses where possible;
- eliminate any practices which favour overseas suppliers over local suppliers;
- produce specifications which are appropriate for the purpose and which are readily understood by all prospective suppliers and contractors, particularly by local firms considering seeking Council business for the first time;
- avoid non-standard specifications which local suppliers cannot meet without major investment, particularly when standard products from local suppliers may satisfy the need;
- avoid the specification of restrictive cash flow requirements (e.g. Payment quarterly in arrears) and the imposition of substantial bank guarantees where they are not essential requirements;
- encourage prime contractors to give local suppliers every opportunity, as partners or subcontractors, to participate in major projects and encouraging local suppliers to adopt modern technological solutions so as to enhance their prospects of successfully competing for business.
- where the market is unfamiliar and capacity is unknown, we may contact ISO, ICNTAS or use BIZTAS, to check local capability

#### **3.3.3 Enhancing opportunities at the evaluation stage**

Council officers shall:

- not discriminate against local suppliers on account of their not having previously supplied the Council with the particular goods or service being sought;
- give preference to business based in Glenorchy City, business based in Southern Tasmania, Tasmanian Based Businesses and Australian based businesses if all other variables such as price, performance, quality, suitability and other evaluation criteria are equal;
- give advantage to contracts using locally -sourced goods and services using a suitable "points weighting" system.

Weighting systems relating to locally sourced goods should consider the following:

- local backup, spare parts, warranty and servicing support;
- timely delivery with shorter supply lines;
- avoidance of currency fluctuations;
- potential for strategic partnering and cooperative product development;
- knowledge of Australian design, manufacturing and quality standards; and
- general benefit to Glenorchy City, the Southern region, Tasmania and Australia from on-going Council support given to local manufacturing, construction and service businesses.

### **3.3.4 Enhancing opportunities at the contract award stage**

Purchasing decisions and recommendations should detail reasons for passing over competitively priced local offers. If requested, council officers shall provide a debriefing and/or offer feedback to local suppliers who submit uncompetitive offers for Council business in order to improve their competitiveness.

### **3.3.5 Dumped Goods**

Council officers shall not accept dumped goods, that is, goods from overseas that are dumped into Australia at less than their normal value.

Where there is a likelihood of dumped goods being received, the following clauses shall be inserted into the contract documents:

*“Dumped goods, that is goods from overseas that are imported into Australia at less than their normal value, causing or threatening to cause material injury to an Australian industry producing like goods or materially hindering the establishment of such an industry, are not acceptable.*

*Where it is reasonably suspected that goods subject to a contract constitute dumped goods, the contract shall be suspended to enable the suspicion to be confirmed or dismissed under the Commonwealth Customs legislation. Any costs or losses incurred by the Council as result of any suspension under this clause shall be borne and paid for by the contractor*

*Where a quotation involving the supply of goods from overseas has been accepted and the Commonwealth Minister for Customs subsequently determines the goods as dumped, the contract will be terminated. Any consequential costs or losses of the contractor shall be borne and paid for by the contractor. In addition, any extra costs incurred by the Council will constitute a debt recoverable from the contractor”*

## **3.4 Ethical behaviour and fair dealing**

This principle means that all purchasing is undertaken in a fair and unbiased way and in the best interests of our Council.

In practice this means that Glenorchy City Council will:

- be fully accountable for the purchasing practices that we use and the decisions we make;
- ensure that decisions are not influenced by self-interest or personal gain (ie declining gifts or other personal benefits from suppliers);
- identify and deal with conflicts of interest;

- maintain confidentiality; and
- ensure that all procurement is undertaken in accordance with our Council's policies.

## **4 Ethics and Probity**

### **4.1 Ethics**

Council officers will observe the conditions in Council's "Conditions of Employment Policy, Employee responsibilities" and the following ethical standards:

- all business should be conducted in the best interests of the City of Glenorchy, avoiding any situation which may impinge, or might be deemed to impinge, on impartiality;
- public money will be spent efficiently and effectively and in accordance with Council policies;
- purchases shall be made without favour or prejudice and shall maximise value for money in all transactions;
- confidentiality shall be maintained at all times in all dealings with contractors and suppliers; and
- gifts, gratuities or any other benefit which may influence, or might be deemed to influence, equity or impartiality shall be declined.

### **4.2 Probity**

In order to achieve probity, our Council will consider the following five probity principles throughout all stages of procurement and contracting processes to ensure success in achieving the best value for public money:

- open competitive processes;
- transparency of process;
- identification and resolution of conflicts of interest;
- accountability; and
- monitoring and evaluating performance.

### **4.3 Purchasing Code of Conduct**

Council officers shall observe the following code of conduct:

- ensure that all potential suppliers are provided with identical information upon which to base tenders and quotations and are given equal opportunity to meet those requirements;
- establish, maintain, and document all procedures to ensure that fair and equal consideration is given to all tenders and quotations received;
- offer a prompt and courteous response to all reasonable requests for advice and information from potential or existing suppliers;
- promote fair and open competition and seek value for money for the Council;
- be equitable in the treatment of all suppliers of goods and services;
- seek to minimise the cost to suppliers participating in the purchasing process;
- protect commercial-in-confidence information;
- deal honestly with suppliers;
- satisfy accountability standards;
- avoid situations where private interests may conflict with public duty;

- declare any conflicts of interest which may arise; and
- abstain from soliciting or accepting remuneration or other benefit from a supplier for the discharge of official duties.

## **5 Making the Purchase**

### **5.1 Procurement overview - processes**

The following procurement overview is provided to give a brief outline on the way in which our Council procures routine goods and services:

- (i) plan the purchase (which includes the selection of the most appropriate purchasing method);
- (ii) prepare the relevant documents (eg quotation, tender or expression of interest);
- (iii) invite and receive offers;
- (iv) evaluate those offers;
- (v) advise the successful bidder and offer to debrief any unsuccessful bidders; and
- (vi) manage any contract that has been implemented as a result of the procurement.

### **5.2 Planning the Purchase**

During the planning phase of a purchase the following steps may be taken by our Council's staff:

- any relevant approval to undertake a purchase is obtained;
- an estimate of the cost of the good or service is undertaken and available Council funding of such a purchase is confirmed and an appropriate method of purchasing is chosen;
- market research and consultation is undertaken (eg what products are available on the market and how many suppliers);
- the specification is defined and mandatory requirements are identified. The specification will usually be developed in consultation with relevant Council stakeholders (useful resources during this phase may include previous or similar specifications);
- the establishment of an evaluation team;
- the establishment of evaluation criteria and evaluation methodology (undertaken by evaluation team);
- the development of a risk assessment and management plan;
- the commencement of a contract management plan; and
- if necessary, the engagement of a probity advisor.

There are a number of tendering and procurement thresholds that require different levels of involvement in planning and executing the purchase. The following table refers to the thresholds and summarises what purchasing method our Council utilises based on the total dollar value of the purchase.

| <b>Procurement Value</b>       | <b>Minimum Requirement</b>                                                                                                                                                                                                                  |
|--------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Under \$600                    | Purchasing card to be used whenever possible                                                                                                                                                                                                |
| \$600 - \$3,000                | Verbal quote required<br>Council purchase order required                                                                                                                                                                                    |
| \$3,000 - \$9,999              | 1 written quote is required<br>Council purchase order required                                                                                                                                                                              |
| Between \$10,000 and \$109,999 | <b>Written quotations</b><br>Where possible, at least three written quotations will be obtained, of which we will seek at least one from a local business (if available).<br>Council purchase order required                                |
| \$110,000 and greater          | <b>Public Tender</b> <ul style="list-style-type: none"> <li>• Our tenders will be advertised in the Saturday edition of the Mercury newspaper.</li> <li>• We will seek at least one tender from a local business (if available).</li> </ul> |

Our Council will apply the above requirements to the purchase of all goods and services with the exception of certain circumstances. The circumstances which may exempt a procurement from the above requirements are described under section 6 -*Exemptions*.

### **5.3 Purchasing Documentation**

#### **5.3.1 Purchases between \$600 and \$3000**

Only verbal quotes are necessary but a Council Purchase Order is required.

#### **5.3.2 Purchases between \$3000 and \$10,000**

One written quote and a Council Purchase Order are required for purchases between \$3,000 and \$10,000. While most requests for quotations will be made verbally Glenorchy City Council may choose to provide suppliers with a written specification when requesting the written quotation.

#### **5.3.3 Purchases between \$10 000 and \$109,999 (including GST)**

Three written quotes and a Council Purchase order are required for purchases between \$10,000 and \$109,999.

For straightforward purchases quotations will often be requested verbally but for more complex acquisitions or jobs a formal Request for Quotation (RFQ) document may be provided to potential suppliers.

Glenorchy City Council may even call tenders for acquisitions under \$110,000 if it considers it appropriate to do so however a contract for the provision of goods or services valued at less than \$110,000 will generally be for a maximum of two years.

The RFQ is a document inviting offers from businesses to provide a specified good or service. Our Council's quotation documents may include all terms and conditions of the quotation,



together with a clear description of the goods or services required, and the details of any applicable Council policies.

The complexity of the documentation will depend upon the nature and value of the purchase but could include:

- **Conditions of Quotation** - the conditions set out the terms under which Glenorchy City Council will receive and evaluate offers. The conditions will usually include:
  - the evaluation criteria and a brief outline of the evaluation methodology to be used;
  - the closing date, time and place of lodgement;
  - how quotations that are received late will be dealt with;
  - the form of the quotation (state if fax and e-mail acceptable);
  - the Council's contact details;
  - pricing requirements (eg whether the price should include or exclude GST);
  - relevant Council policies and principles;
  - the entitlement of unsuccessful bidders to be debriefed; and
  - information about the Council's complaints process.
- **Specification** - The specification clearly, accurately and completely describes the essential requirements of the good or service being purchased. It is the basis of all offers and is the foundation for the contract. The specifications will usually include the:
  - scope of the work
  - location of the work (if applicable)
  - timeframe of the supply
  - what not to include (work that will be done by others including Council)
  - special conditions
  - functional requirements;
  - performance requirements; and
  - technical requirements.

Contracts for the provision of goods or services obtained via quotation will generally be for a maximum of 12 months.

### **5.3.4 Purchases Greater than \$110,000 (including GST)**

Tenders will be called for acquisitions valued at more than \$110,000 (including GST).

Our Council's Request for Tender (RFT) is a document inviting offers from businesses to provide specified goods or services. Our Council's Request for Tender documentation varies according to the size and nature of the project but generally shall include:

- **Conditions of Tender** - The Conditions of Tender set out the terms under which our Council will receive and evaluate tenders. The conditions will usually include:
  - evaluation criteria and a brief outline of the evaluation methodology to be used;
  - closing date, time and place of lodgement;
  - how tenders that are received late will be dealt with;
  - Council contact details;

- pricing requirements (eg whether the price should include or exclude GST);
  - relevant Council policies and principles;
  - entitlement of unsuccessful bidders to be debriefed; and
  - information on the Council's complaints process.
- **Specification** - The specification clearly, accurately and completely describes the essential requirements of the goods or service being purchased. It is the basis of all offers and is the foundation for the contract. The specification will usually include:
    - functional requirements;
    - performance requirements; and
    - technical requirements.
  - **Conditions of Contract** - These are the terms and conditions which will apply when a contract is awarded. The tenderer's stated ability to fulfil the terms and conditions of the Conditions of Contract is an important factor in how the tender will be assessed.
  - **Tender Response Schedules** – These contain questionnaires and other documents for tenderers to indicate their compliance with the specifications, terms and conditions of the contract and costing summaries.
  - **OH&S Requirements** - An Occupational Health and Safety component is generally included in all tenders to allow tenderers to outline OH&S procedures and policies they may have in place and relevant control measures proposed for the particular contract. Tenders will be classified as having no risk to Council, low risk, moderate risk, or high risk.

When preparing our tender documentation we will undertake the following procedures and processes:

- prepare clear and concise tender documentation that include all the terms and conditions of the planned purchase with a clear description of the goods or services required and details of any applicable Council policies;
- prepare tenders that include details of the intended duration of the contract, including any extensions that are applicable to the contract;
- prepare tenders that include details of the evaluation criteria (which are based on the specifications), any weightings to be used in the assessment of bids and the evaluation methodology;
- we will not modify the evaluation criteria or methodology after the request for tender has been released without advising all potential tenderers;
- prepare specifications that do not restrict competition, reflect bias to any brand, or act as a barrier to the consideration of any alternatives;
- provide advice and details of any briefing sessions to be held in relation to the purchase;
- provide details on the availability of de-briefing sessions for unsuccessful bidders;
- provide details on our Council's complaints process and include the contact details of how to lodge a complaint;
- prepare documentation that clearly specifies the Council's contact details (including Contact Officer), closing time, date and place of lodgement;

- prepare documentation that clearly states how and in what circumstances the purchasing documentation can be altered including the length of time given to bidders to prepare their submissions (which is to be at least 14 days from the date on which the tender notice is published);
- provide advice on the treatment of late submissions; and
- provide an indication if alternative bids will be considered.

## **5.4 Inviting Offers**

### **5.4.1 Verbal Quotations**

Glenorchy City Council will follow the following procedures when inviting verbal quotations:

- provide each supplier with the same information and give each supplier the same amount of time to prepare a quote; and
- seek at least one verbal quotation from a local business (if available).

### **5.4.2 Written Quotations**

Glenorchy City Council will follow the following procedures when inviting written quotations:

- where required to seek three written quotations one quotation will be sought from a local business if available;
- in some cases, we may choose to advertise a quotation if advantageous to do so;
- we will directly send the invitation to quote to identified businesses (such as businesses that already provide the service and businesses identified during the market research phase);
- exemption from seeking quotations will only be granted by the General Manager in circumstances outlined below under Exemptions;
- if used, we will issue request for quotation documentation either by mail or by e-mail;
- when issuing a request for quotation to a business, the details of that business will be recorded. The details recorded, if available, will include: name of business; address; contact person; e-mail; telephone; and facsimile; and
- the time the Council provides to bidders to respond to the request for quotation will depend largely upon the nature and the complexity of the purchase, but as far as possible equal time will be given to all businesses requested to quote.

### **5.4.3 Tenders**

Glenorchy City Council will do the following in respect of inviting tenders:

- we will advertise each tender at a minimum in the Saturday edition of The Mercury newspaper. The following information will be specified:
  - the nature of the goods or services the council requires;
  - any identification details allocated to the contract;
  - where the tender is to be lodged;
  - particulars identifying a person from whom more detailed information relating to the tender may be obtained; and

- the period within which the tender is to be lodged.
- our tender documentation will either be made available via mail, email, or electronically available from our website at [www.gcc.tas.gov.au](http://www.gcc.tas.gov.au) (any electronic or online tendering process undertaken by our Council will be in accordance with the requirements of the *Electronic Transactions Act 2000*);
- we may send tender documentation directly to identified businesses, however, we will not provide any documentation to any potential tenderer until the tender has been advertised (so as not to give one tenderer an advantage over another);
- in accordance with our Purchasing Code of Conduct (see Section 4.3) we will ensure that all potential suppliers are provided with identical information upon which to base tenders and are given equal opportunity to meet the requirements;
- when inviting tenders we will ensure that sufficient time has been provided to allow bidders to prepare an adequate response. At a minimum our tenders will be open for 14 days. However, this may increase dependant on whether the requirements are complex, or if it is likely that interested businesses may need to form partnerships/consortiums with other businesses in order to fulfil the requirements of the tender;
- when issuing a request for tender to a business, the details of that business will be recorded. The details recorded, if available, will include: name of business; address; contact person; e-mail; telephone; and facsimile.
- if for any reason, there is a need to alter the tender documentation once it has been issued, an addendum will be sent to all businesses that have been issued with that documentation; and
- if it is necessary to extend the closing date of the tender the following will be done:
  - all businesses that have been issued with tender documentation will be advised in writing of the change in closing date; and
  - the new closing date will be advertised in all newspapers and websites where the original advertisement was placed.

### **5.5 Communication with all potential suppliers and bidders – Contact Officer**

In accordance with our Council's Purchasing Code of Conduct (see section 4.3) and the Purchasing Principles (Section 3) Glenorchy City Council will do the following in respect of communication with all potential suppliers and bidders:

- nominate one contact person for each purchasing activity and clearly specify their name and contact details (including phone number and mailing address) so that tenderers know who to contact for more information (one only for probity reasons);
- the Contact Officer will be the sole point of communication with potential suppliers and bidders and will document any significant questions asked of them by a potential supplier or bidder and any response given;
- where possible, the Contact Officer will request that significant questions from potential suppliers and bidders be put in writing (email or facsimile will suffice). Any response from the Contact Officer will also be provided in writing;
- where possible the Contact Officer will limit the provision of information to the clarification of procedural issues; and

- any additional information provided to one prospective tenderer in response to a significant question will also be provided to everyone else who has requested or received tender documentation.

## **5.6 Receiving Offers**

### **5.6.1 Verbal and Written Quotations**

In receiving quotations, Glenorchy City Council will hold as confidential any written or verbal quotation received prior to the closing time to ensure probity and to protect the individuals involved from claims of unfair practices. Depending upon the nature and value of the purchase, Glenorchy City Council may from time to time, choose to use a tender box as a point of lodgement for written quotations, to ensure that the documentation is kept secure until the quotation period closes.

Our Council treats information provided by suppliers as confidential and will not provide this information to unauthorised persons.

For written quotations, Glenorchy City Council will follow the procedures set out in the conditions of quotations for any late quotations and by accepting a late quotation, we will ensure that we are not providing an advantage to that bidder over other bidders.

### **5.6.2 Tenders**

Glenorchy City Council will provide a locked tender box at the designated tender lodgement location. Our tender box will not be opened until the time set for the closing of tenders has elapsed.

Our Council treats information provided by suppliers as confidential and will not provide this information to unauthorised persons.

In receiving tenders, Glenorchy City Council may reject non-compliant offers (in accordance with the terms of our tender documents) which:

- are lodged after the closing time without a valid reason;
- are not signed where required;
- are incomplete - for example, questions have not been answered, pages are missing, or required documentation has not been attached (for example, insurance certificates);
- do not comply with mandatory conditions of tender; or
- fail to meet mandatory specifications.

When opening Tenders Glenorchy City Council will ensure that tenders are:

- opened in the presence of a minimum of two officers; and
- clearly identified and recorded.

Glenorchy City Council will follow the procedures set out in the conditions of tender for any late tender submissions and by accepting a late tender, we will ensure that we are not providing an advantage to that bidder over other bidders.

## 5.7 Evaluating Offers

### 5.7.1 Verbal and Written Quotations

Glenorchy City Council when evaluating verbal and written quotations do so with the objective of identifying the offer that best meets our requirements and provides the best value for money. When evaluating quotations we take into consideration the following aspects of a bid:

- value for money, taking into account estimated life, disposal value and maintenance requirements and costs;
- price;
- compliance with quotation specifications;
- quality, delivery and service;
- the ability and experience of the supplier including the supplier's involvement in any previous stages of a project;
- the full benefits of sourcing locally;
- the consequences, including possible risks, of entering into a contract where there is one supplier, or a limited number of suppliers, that can provide and maintain the particular product over its lifetime; and
- any relevant Council policies.

### 5.7.2 Tenders

Glenorchy City Council will evaluate tenders in accordance with the evaluation criteria and methodology specified in the evaluation plan that was developed prior to offers being invited. We will not modify the evaluation criteria or methodology after the Request for Tender has been released unless all potential tenderers are advised of the change in writing.

In evaluating tenders we will undertake the following steps:

- **Evaluate compliance** - Screen all offers to ensure that they are complete and comply with all mandatory evaluation criteria. Offers which do not meet all mandatory criteria may be excluded from further evaluation. Non-compliant offers may include those that:
  - were lodged after the closing time;
  - are not signed where required;
  - are incomplete - for example, questions have not been answered, pages are missing, or required documentation has not been attached;
  - do not comply with mandatory conditions of tender; or
  - fail to meet mandatory specifications.
- **Clarify offers** - It may be necessary to seek clarification from a tenderer if an offer is unclear. Clarification does not mean that tenderers can revise their original offer. Any clarification sought should be documented.
- **Evaluate qualitative / non-cost criteria** - this stage involves a detailed analysis of each offer against the non-cost or qualitative evaluation criteria and weightings specified in the evaluation plan. The supplier should demonstrate that they meet the evaluation criteria, not just assert it. The degree to which suppliers meet the qualitative/non-cost criteria will be assessed by the evaluation team and reviewed by Council's Tender Review Committee.

- **Shortlist offers** - This step is only used for complex purchases in order to eliminate offers that are clearly not competitive. However, during this process, eliminated offers are not yet totally rejected, and may be re-visited later in the evaluation process.
- **Requests for Tenderers to make a formal presentation** - If appropriate, tenderers may be requested to make a formal presentation to the evaluation team, clarifying their tender and providing the opportunity for the team to ask questions. Under these circumstances, the tenderer will be directed to not introduce new or revised information.
- **Calculate value for money and compare offers** - The aim of our Council's comparative evaluation process is to determine which offer best meets all the requirements of the specification and offers the best value for money. The major factors Glenorchy City Council takes into consideration when evaluating value for money are:
  - the quality of the proposed good or service, that is, how well it meets the specified requirements; vs
  - whole of life costs; vs
  - risk, that is, the capacity of the tenderer to deliver the goods or services, as specified, on-time and on-budget.
- **Select preferred tenderer** – when selecting the offer that represents the best value for money for our Council and where two or more firms are ranked equally following the value for money assessment, we will give preference to a Tasmanian business over an inter-State or overseas businesses. In selecting a preferred tenderer for a high risk/high value or complex process, Glenorchy City Council will often undertake a due diligence investigation to ensure that the tenderer has the capacity and stability to fulfil all of the requirements of the contract.
- **Write the evaluation report** - on completion of the evaluation process the Project Officer will document the evaluation process for submission to the Tender Review Committee.

To enable the Tender Review Committee to undertake a review of a tender evaluation, the Project Officer shall provide the following information:

- a summary of the tender and the evaluation process;
- a copy of the final tender evaluation report;
- a list of critical dates;
- completed forms etc as may be required by the Committee for their purposes;
- any other relevant issues or information which may be required by the Tender Review Committee.

## 5.8 Tender Review Committee

A Tender Review Committee has been established by our Council to review all tenders prior to the awarding of contracts to ensure that our Council's procurement policies are adhered to.

The Tender Review Committee consists of persons from relevant departments who are knowledgeable of our Council's procurement policies.

The Tender Review Committee will usually review and consider the following aspects of a tender:

- the tender and evaluation process adopted;

- the final tender evaluation report, signed by the Tender Evaluation Team;
- critical dates (eg when the contract is to start, when the current contract is due to expire, critical project milestones, expenditure constraints [eg funds only available this financial year] etc);
- any other relevant issues or information, such as a Probity Adviser's report; and
- a certification by the officer responsible for managing the tender process, verifying conformity with relevant Council policies and guidelines.

If a tender other than the lowest conforming tender is to be recommended for acceptance, approval must be obtained from Council. Council may accept a tender other than the lowest or reject all tenders if it deems appropriate to do so.

### **5.9 Notification of successful and unsuccessful bidders**

Once the preferred bidder is selected and all relevant Council approvals to proceed with the purchase have been granted, all tenderers shall be notified of the tender results, in writing, at the same time. Letters to unsuccessful tenderers shall specify the name of the successful tenderer but no other details of the successful tender will be provided.

All unsuccessful bidders will be offered a debriefing session.

### **5.10 Debriefing unsuccessful bidders**

The purpose of the debriefing session is to help unsuccessful tenderers submit more competitive bids in future by identifying ways in which the tenderer's offer could be improved.

Glenorchy City Council will provide a debriefing interview to any unsuccessful bidder who requests one. At this interview the unsuccessful bidder will be briefed as follows:

- how their offer performed with respect to the evaluation criteria; and
- strengths as well as weaknesses of their offer.

During this interview, the following will not happen:

- comparisons between the unsuccessful tenderer's offer and the winning, or any other, offer; or
- the debriefing interview being used to justify the selection of the successful tenderer.

The Council's debriefing team will include at least one member from the Tender Evaluation Team.

Glenorchy City Council will document the proceedings at each debriefing interview including:

- who attended (from Council and from the business concerned);
- the information provided to the unsuccessful tenderer;
- any issues arising;
- the details of any information that was requested, but not disclosed due to commercial-in-confidence considerations; and
- any likely future complaints, and recommendations for further action.



Where a multiple-stage purchasing process is used (for example where Expressions of Interest are used to short-list tenderers) suppliers not short-listed may be offered a debriefing interview, in a similar way to unsuccessful tenderers.

### **5.11 Contract Management**

A contract defines the rights and obligations of both parties once the tender is awarded. A contract is established when an offer is made and accepted. A contract comprises all relevant information provided to and by the business that has made the successful offer. This includes:

- Formal agreement;
- Copy of letter of intention to accept;
- Copy of additional correspondence (addendums, alternative offers, requests for further information, receipt of further information etc);
- Copy of all tender documents (including drawings, addenda etc). The tender documents shall include the preferred tenderer's submission.

For complex or high value purchases it may be necessary for our Council to enter into negotiations prior to finalising the contract in consultation with our Council's legal advisors. The purpose of these negotiations is to:

- test the understandings and assumptions made by tenderers in determining their costs;
- clarify and rectify any false assumptions; and
- achieve operational refinements and enhancements that may result in cost reductions.

The outcomes of these negotiations will be reflected in the final contract and once completed and agreed, the formal contract will then be signed by both parties.

A formal contract management plan is not required for all contracts but Glenorchy City Council may develop contract management plans for contracts that involve large dollar amounts, complex technical requirements, or when the contract manager is responsible for managing a large number of contracts simultaneously.

### **5.12 Common- Use Contract Register**

A Common Use Contract (which may also be called a contract for the periodic supply of goods or services) is a contract which has been established to supply goods, materials or services that may be utilised by all Council officers for an extended period of time. That is, Common Use Contracts may be established to be in force for one to three years.

Tenders or Invitations for Registration are usually called on a periodic basis and there is no guarantee as to the actual value or quantity of goods, materials or services to be purchased. Schedules of rates are obtained through the open tender process and selected Contractors are invited when required, at short notice, to carry out tasks at the rates agreed in their tender submission.

This type of contract is primarily used for supply of goods, materials or services such as plant hire, kerb and channel construction, pit construction, minor pipe works, stationery, maintenance work etc. Several contractors or one contractor may be selected for any one project, or work may be awarded on a shared basis. In this case a ranked list of suppliers accepted by Council will form a Register of Contractors.

### 5.13 Multiple-use register

From time to time Glenorchy City Council may utilise a multiple-use register process to establish a register of suppliers that our Council has determined satisfy the conditions for participation in that register, and that our Council intends to use more than once.

If it is determined that our Council will establish such a register, our General Manager will invite expressions of interest from prospective applicants for inclusion on the register by publishing at least once in a daily newspaper circulating in the municipal area a notice specifying –

- a description of the goods and services, or categories thereof, for which the register may be used;
- the name and address of the council and other information necessary to contract the entity and obtain all relevant documents relating to the register; and
- any deadlines for submission of application for inclusion on the register.

Our General Manager will ensure that applicants are provided with the following in order to make an application:

- details of the categories of goods or services required;
- the criteria for evaluating applications;
- the method of evaluating applications against the criteria; and
- the conditions for participation to be satisfied by suppliers and the methods that the council will use to verify a supplier's satisfaction of the conditions;
- a reference to the council's Code for Tenders and Contracts.

Our General Manager will advise all prospective tenderers of the results of their application including all categories for which they are registered and the reasons for rejection of inclusion on the register as soon as practicable.

When our Council wishes to use the register, our General Manager will invite all successful applicants that are registered for the relevant category to tender for the provision of the required good or service.

We will review any established register at least once every 2 years.

We will allow a prospective applicant to apply for inclusion on a register of tenderers at any time, unless the prospective tenderer –

- (a) has applied within the previous 12 months; and
- (b) has not been accepted.

The following table outlines the differences between a Common Use Contract Register and a multiple-use register:

| <b>Common-Use Contract Register</b>                                                                                                                                                                                                                                                                                                                             | <b>Multiple-use register</b>                                                                                                                                                                                                                                                                           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Outcome of a procurement process</li> <li>• Can purchase directly from a panelist</li> <li>• Panelists selected following evaluation</li> <li>• Size is set at conclusion of process</li> <li>• Indicative or set price</li> <li>• Operates for a finite period</li> <li>• Re-opens at conclusion of period</li> </ul> | <ul style="list-style-type: none"> <li>• Part of a procurement process</li> <li>• Basis for select tendering</li> <li>• Conditions for participation stated</li> <li>• Cannot limit size</li> <li>• No pricing</li> <li>• Can operate indefinitely</li> <li>• Open continuously or annually</li> </ul> |

#### **5.14 Multiple-stage tenders**

From time to time Glenorchy City Council may utilise a multiple-stage tendering process to:

- gain market knowledge and clarify the capability of suppliers (however, it will not be used as a substitute for conducting market research);
- shortlist qualified tenderers; and
- obtain industry input.

A multiple-stage purchasing process may be more costly and time-consuming for both suppliers and for our Council, and as such we will usually only use them where:

- the best way to meet the requirement is unclear;
- it is considered appropriate to pre-qualify businesses and restrict the issue of formal tenders (to reduce the cost of tendering);
- there are benefits which cannot be obtained by researching the market through conventional means; and
- maximum flexibility is required throughout the procurement process.

The multiple-stage processes that our Council may use are as follows:

- **Expression of interest** - an expression of interest (sometimes called a registration of interest) is generally used to shortlist potential suppliers before seeking detailed offers. Suppliers are shortlisted on their technical, managerial and financial capacity, reducing the cost of tendering by restricting the issue of formal tenders to those suppliers with demonstrated capacity.
- **Request for proposal** – may be used by our Council when a project or requirement has been defined, but where an innovative or flexible solution is sought.
- **Request for Tender**- may be used by our council when a project requirement has been defined to solicit offers from businesses capable of providing a specified work, good or service.

- **Request for information** – may be used at the planning stage of a project to assist with defining the project. Our Council will not issue a request for information to identify or select suppliers.
- **Closed tender process** – may be used if the initial specification is well defined and an expression of interest or request for proposal has already been used to shortlist suppliers. Suppliers will be informed in advance that only those short-listed will be requested to tender.

Glenorchy City Council is mindful of the following aspects when conducting a multiple-stage tender process:

- the same mandatory requirements regarding advertising and seeking at least one bid from a local business, that apply to a public tender process;
- that a short-listed party can not be engaged without going through a more detailed second (tender) stage process unless approved by an absolute majority of our Council; and
- when using a Request for Information, issues relating to intellectual property and copyright must be clarified prior to using the information provided to prepare the Request for Tender.

#### 5.14.1 Process

Our General Manager will invite expressions of interest, and use the list of suppliers who lodge an application as the basis for inviting potential suppliers to submit tenders.

Our General Manager is to publish at least once in a daily newspaper circulating in the municipal area a notice requesting any interested supplier to submit an expression of its interest to supply the good or service required. The notice is to specify:

- the nature of the goods or services the council requires;
- any identification details allocated to the contract;
- where the expression of interest is to be lodged;
- particulars identifying a person from whom more detailed information relating to the tender may be obtained;
- the period within which the expression of interest is to be lodged.

Our General Manager will ensure that prospective tenderers are provided with the following in order to lodge an expression of interest:

- details of the goods or services required;
- the criteria for evaluating expressions of interest;
- the method of evaluating expressions of interest against the criteria;
- details of any further stages in the tender process; and
- a reference to the Council's Code for Tenders and Contracts.

Our General Manager will then send an invitation to tender to all of the suppliers that expressed an interest in providing the good or service required unless it has stated specifically in the notice that the Council may limit the suppliers that it will invite to participate.

Provided that the notice requesting expressions of interest states specifically that we may limit the suppliers we will invite to participate and the relevant requirements and evaluation criteria

have been specified in the notice or associated documentation, our General Manager in determining the suppliers that will be invited to tender may:

- in assessing the technical ability, assess the extent to which an application meets the technical performance specifications of the procurement; and
- limit the number of businesses that are invited to tender, based on the rating of applications, provided that the largest number of potential suppliers selected, is consistent with an efficient tender process.

Our General Manager will:

- ensure that the evaluation criteria that are used to make a decision at the first stage of the process (expression of interest), is consistent with the criteria to be used for the second (tender) stage; and
- not directly engage a short-listed party without going through a more detailed second (tender) stage process unless approved by an absolute majority of our Council.

## 6 Exemptions

The *Local Government Regulations 2005* provide that councils must publicly invite tenders for the purchase of goods and services with a value in excess of \$110,000. Glenorchy City Council is committed to:

- encouraging open and effective competition between suppliers with the objective of obtaining value for money; and
- enhancing opportunities for local business.

As per the Regulations, our Council is permitted to not issue a tender or use a quotation process where the goods and services sought relate to:

- (a) an emergency if, in the opinion of the general manager, there is insufficient time to invite tenders for the goods or services required in that emergency;
- (b) a contract for goods or services supplied or provided by, or obtained through, an agency of a State or of the Commonwealth;
- (c) a contract for goods or services supplied or provided by another council, a single authority, a joint authority or the Local Government Association of Tasmania;
- (d) a contract for goods or services in respect of which a council is exempted under another Act from the requirement to invite a tender;
- (e) a contract for goods or services that is entered into at public auction;
- (f) a contract for insurance entered into through a broker;
- (g) a contract arising when a council is directed to acquire goods or services due to a claim made under a contract of insurance;
- (h) a contract for goods or services if the council resolves by absolute majority and states the reasons for the decision, that a satisfactory result would not be achieved by inviting tenders because of –
  - (i) extenuating circumstances; or
  - (ii) remoteness of the locality; or
  - (iii) the unavailability of competitive or reliable tenderers;
- (i) a contract of employment with a person as an employee of the council.

Point (h) above may be applied for one or more of the following reasons:

- where it can be established that there is only one supplier of a particular product or service and there is no appropriate substitute available, or where alternative options are not viable or do not provide value for money;
- where the original product or service has been selected through an open tender process and the request for exemption relates to the proposed purchase of an upgrade or addition to the existing system, and there are limited supply options;
- the product is being trialled to assist in the evaluation of its performance prior to a large scale purchase for which open tenders will be called;
- to assist in the development of a new product in conjunction with a private sector business;
- where the cost to our Council and to suppliers would outweigh the value for money benefits of calling public tenders;
- projects of genuine urgency (eg, in the case of a natural disaster or similar emergency circumstances); or
- other exceptional circumstances, where conclusive justification of the request is provided.

Where an exemption has been granted on the basis of point (a) and (h) above, we will report in our Council's Annual Report the following details:

- (i) a brief description of the reason for not inviting public tenders;
- (ii) a description of the goods or services acquired;
- (iii) the value of the goods or services acquired; and
- (iv) the name of the supplier.

## 7 Complaints Process

Tasmanian Councils are provided with broad competency powers under the *Local Government Act 1993* to carry out the role of providing services to their communities.

The *Local Government Act 1993* also includes accountability measures under which Councils can be held responsible to their communities for their actions and decisions.

The resolution of complaints against our Council is a responsibility of our Council. Information regarding our formal complaint resolution process is available in our Council's Customer Service Charter.

In the first instance, complainants are encouraged to seek resolution through the manager in charge of the department that has sought to make the purchase. If relevant, complainants are encouraged to seek a debriefing if they have not already done so.

If a complainant is not satisfied with the response of the departmental manager, the complainant is able to write to our General Manager providing copies of all correspondence and other relevant material. Our Council's General Manager will take whatever action is considered necessary to resolve the complaint. In certain circumstances, our Council may employ a Probity Auditor to investigate the complaint.

Glenorchy City Council will maintain the following for any complaint made against our Council in relation to a procurement activity:

- the date the complaint was made;
- the complainant's details (eg, business name, contact details);

- a brief description of the complaint;
- action in progress (including dates actions are taken);
- the outcome (including whether the complaint was resolved or whether it was referred to another body for further review)

## **8 Contract Renewals and Extensions**

### **8.1 Contract Renewals**

In most cases, where the goods or services being delivered under the contract are required on an ongoing basis, our Council will undertake a new procurement process (tender/quotation) prior to the completion of the existing contract.

### **8.2 Contract extension**

In some circumstances, it may be desirable for our Council to extend an existing contract, rather than seek new tenders or quotations for the delivery of the goods or services.

Contracts will only be extended:

- following a full evaluation of the performance of the current contractor; and
- where the principles of open and effective competition are protected; and
- where the original contract allows an extension; or
- by an absolute majority of our Council.

As a general rule, our Council will not extend contracts if:

- the original contract does not allow an extension;
- since the previous tender, the market has changed substantially; or
- the nature of the goods/services required has substantially changed.

## **9 Disposals**

Disposals are to be conducted so that the best return to our Council is achieved. Disposal of land will be made in accordance with Division 1 of Part 12 of the *Local Government Act 1993*.

Assets which cannot be reused or recycled, or which have no commercial use or no appreciable market value to Council, may be disposed of by disposal at approved refuse sites, or by destruction, keeping in mind the issues of fairness, equity and probity.

Assets other than these will be disposed of by way of tender, public auction, or trade-in.

When disposing of items by tender our Council may choose to advertise the item for disposal in specialist newspapers or journals, or in the appropriate classified section of the local newspaper (eg, boats and marine if disposing of a boat), if these are more likely to attract appropriate interest.

## 10 Reporting

### 10.1 Annual Report

Our Council will publish in its Annual Report in relation to all contracts for the supply or provision of goods and services valued at or above \$110,000 (including GST), awarded or entered in the financial year, including extensions granted:

- a description of the contract;
- the period of the contract;
- the periods of any options for extending the contract;
- the value of any tender awarded or, if a tender was not required, the value of the contract including GST;
- the business name of the successful contractor; and
- the business address of the successful contractor.

Where an exemption has been granted from a tender process [refer Section 6 point (a) and (h)], we will report in our Council's Annual Report the following details:

- a brief description of the reason for not inviting public tenders;
- a description of the goods or services acquired;
- the value of the goods or services acquired; and
- the name of the supplier.

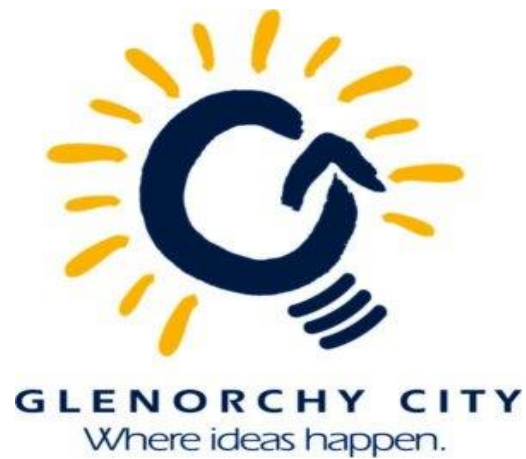
## 11 Whole of Government Contracts

Where the Department of Treasury and Finance has established whole-of-Government contracts for the supply of goods or services to agencies and other authorised organisations, our Council may choose to utilise the following whole-of-Government contracts:

| Contract | Title                                                                                                                                                                                                                                                                                                                         |
|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| C106     | <b><u>Cartage – Interstate</u></b><br>Provision of express freight services throughout Australia. This contract provides government users with competitive rates for the following delivery services – next flight, overnight, 2 day economy, 3 day off-peak, prepaid satchels and international document and parcel freight. |
| C141     | <b><u>Computer Software – Microsoft</u></b><br>The contract is for the supply of Microsoft licenses through Open Government program (no minimum order size) and Enterprise Agreement program (minimum 250 licenses).                                                                                                          |
| C150     | <b><u>Computer Hardware and related Services</u></b><br>Provision of computer hardware and related services via a manufacturer/reseller network.                                                                                                                                                                              |
| P450     | <b><u>Petroleum Products</u></b><br>Provision of motor spirit and automotive diesel either in bulk or via a fuel card/reseller network, fuel oil, heating oil and kerosene.                                                                                                                                                   |
| V672     | <b><u>Vehicles</u></b><br>Provision of a comprehensive range of passenger and light commercial vehicles.                                                                                                                                                                                                                      |
| V675     | <b><u>Vehicles Hire and Drive</u></b><br>This contract covers the rental of passenger vehicles in Tasmania and throughout Australia                                                                                                                                                                                           |



Information on these contracts is available from the Department of Treasury and Finance's website at [www.purchasing.tas.gov.au](http://www.purchasing.tas.gov.au).



# **GLENORCHY CITY COUNCIL**

# **CODE FOR TENDERS AND CONTRACTS**

Final Draft

March 2016

## CODE FOR TENDERS AND CONTRACTS

**Policy Manual Number 34-1**

Council Minutes Ref:

File Ref: Procurement

Author: Kim Hudson, Manager Legal and Property

Directorate: Corporate Governance

### Background

Section 333B of the *Local Government Act 1993* (the Act) requires that Councils must “adopt a code relating to tenders and contracts” and review it at least once every 4 years.

The original *Code for Tenders and Contracts* (Code) was approved by Council on 12 December 2005, meeting the deadline of 1 January 2006 imposed by the Act and was reviewed by the Tender Review Committee in November 2009.

The Code was reviewed as part of the Procurement Strategy Project undertaken by the Strategic Procurement Coordinator and redrafted using the Local Government Association of Tasmania's template Code.

Periodic review and amendments as required are the ongoing responsibility of the Strategic Procurement Coordinator. In addition, the Code is included in the Council's policy administration system.

### Policy Statement

- a) Related policies/procedures to this Code are:
  - i) Purchasing Policy – 20-2 (including Purchasing Policy Quick Guide); and
  - ii) Purchasing Procedures Manual.
- b) This Code and any amendments are available for public inspection at Council's Offices during ordinary office hours, available for purchase at reasonable charge and available on Council's website
- c) Council's Code for Tenders and Contracts will be included in the policy administration system.

### This policy rescinds

Code for Tenders and Contracts, Policy Manual Number 34-1, approved by the Council on 7 December 2009 and last amended 28 March 2011.

**Review (4 years) \*\*\*\*\* 2019**

**Status:** **Current**

## POLICY DOCUMENT CONTROL SHEET

**Policy Name:** **CODE FOR TENDERS AND CONTRACTS**

**Policy No:** **34-1**

**Directorate:** **Corporate Governance**

**Date Policy Approved by Council:** \*\*\*\*\*

| <b>Reviewed by</b><br>(Name and Job Title of officer) | <b>Nature of Amendment</b><br>(List changes made to Policy)      | <b>Date Council Endorsed Amendment</b> |
|-------------------------------------------------------|------------------------------------------------------------------|----------------------------------------|
|                                                       | Policy 34-1 'Code for Tenders and Contracts – adopted by Council | 7 December 2009                        |
|                                                       | Policy 34-1 'Code for Tenders and Contracts – amended            | 28 March 2011                          |
| Kim Hudson,<br>Manager Legal & Property               | New Policy Draft – *** 2016                                      | Approved by Council;<br>*****          |
|                                                       |                                                                  |                                        |
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# CODE FOR TENDERS AND CONTRACTS

## 1 INTRODUCTION

This Code for Tenders and Contracts (Code) provides a policy framework on purchasing and tendering requirements for Glenorchy City Council (Council).

## 2 LEGISLATION

In accordance with Part 16, Division 2A, Section 333A and 333B of the *Local Government Act 1993* (Act), Council must comply with this Code when acquiring goods and services.

Detail contained in the Code is consistent with the requirements of the *Local Government (General) Regulations 2015* (Regulations), Regulations 23 – 29 inclusive.

## 3 PURPOSE

The Code aims to:

- (a) ensure compliance with relevant legislation;
- (b) enhance value for money through fair, competitive, non-discriminatory procurement;
- (c) promote the use of resources in an efficient, effective and ethical manner;
- (d) encourage probity, accountability and transparency in decision making;
- (e) provide reasonable opportunity for competitive local businesses to supply to Council;
- (f) minimise the cost to tenderers of participating in the tendering process;
- (g) allow Council to appropriately manage risk; and
- (h) promote Council's economic, social and environmental plans and policies.

## 4 SCOPE

### 4.1 Policy vs Procedures

The Code essentially provides a high level overview of Tender and Contract requirements as they apply to Council. Although some procedural detail associated with Council purchasing, tender and contract management systems and processes is included in this document, additional lower level detail is held in Council's Procurement Policy (the Policy) and Procurement Manual (the Manual).

Consistent with the requirements specified in Regulation 28, Council will establish and maintain local level procedures to:

- (a) ensure all potential service providers are provided with the same information relating to the requirements of an open tender process or contract and are given equal opportunity to meet the requirements;
- (b) ensure that fair and equitable consideration is given to all tenders or quotations received;
- (c) ensure Council deals honestly with and is equitable in the treatment of all potential service providers;
- (d) ensure a prompt and courteous response to all reasonable requests for advice and information from potential or existing service providers;
- (e) minimise costs to tenderers of participating in the tendering process;
- (f) protect commercial in confidence information;
- (g) review each tender process to ensure that each tender is in accordance with the Regulations and this Code;
- (h) specify thresholds for when written quotations are required and how many;
- (i) establish procedures for the use of multiple-use registers for contracts under the prescribed amount; and
- (j) report on the purchase of goods or services in circumstances where a public tender or quotation process is not used.

Council will also establish and maintain procedures for:

- (k) amending or extending a tender once it has been released;
- (l) opening tenders;
- (m) the consideration of tenders that do not fully conform with the tender requirements;
- (n) debriefing of unsuccessful tenderers; and
- (o) handling complaints regarding processes related to the supply of goods or services.

## **4.2 Employees and service providers**

The Code will apply to Council, council employees and agents and any service provider wishing to compete for Council business or provide goods, services or works to Council (including contractors, sub-contractors, consultants and suppliers).



Wherever reasonably possible, service providers engaged by Council will also apply the Code when seeking tenders or quotations from subcontractors and suppliers.

## **5 PROCUREMENT PRINCIPLES**

Council will have regard to the following principles when acquiring goods and services:

### **5.1 Open and Effective Competition**

The Council will ensure that the purchasing process is impartial, open and encourages competitive offers.

In practice this means that Council will:

- (a) use transparent and open purchasing processes so that service providers and the public are able to have confidence in the outcomes;
- (b) adequately test the market through seeking quotations or via tender as appropriate;
- (c) avoid biased specifications;
- (d) treat all service providers consistently and equitably; and
- (e) ensure a prompt and courteous response to all reasonable requests for advice and information from service providers.

### **5.2 Value for Money**

The Council will ensure that it is buying at the most competitive price available, but value for money does not mean buying at the lowest price.

In practice this means that Council will consider:

- (a) the contribution the good or service makes to achieving Council's strategic plans or policies;
- (b) the value of the acquisition and potential benefits against the costs of that purchase;
- (c) an assessment of risks associated with the purchase including the preferred procurement method;
- (d) how well goods or services meet needs;
- (e) maintenance and running costs over the lifetime of a product;
- (f) disposal value;
- (g) time constraints;

- (h) the impact of the procurement decision on the local economy, such as through industry development and employment creation;
- (i) the impact of the procurement decision on the environment, such as through minimising waste and reducing demand for goods and services which have a direct impact on the environment (such as printing, utilities and travel); and
- (j) the impact of the procurement decision on the society, (social value generated) such as through the elimination of discrimination and the promotion of equal opportunity, training, and other identified social objectives.

### **5.3 Enhancement of the capabilities of local business and industry**

The Council will ensure that where local capacity exists, ('local' being Glenorchy based, Southern Tasmanian based or Tasmanian based suppliers as outlined in the Manual) it will seek to engage the local market and encourage participation in tender and quotation processes.

In practice this means that Council will:

- (a) actively seek quotes from local businesses that are able to provide quality goods and or services;
- (b) where local capability exists, ensure that discretionary elements of specifications do not prevent local business from competing; and
- (c) not give preferential treatment to local service providers where it cannot be reasonably justified.

### **5.4 Ethical behaviour and fair dealing**

The Council will promote procurement practice that is legal, ethical, fair and unbiased.

In practice this means that Council will:

- (a) comply with legal requirements;
- (b) conduct all business in the best interests of the Council;
- (c) establish, maintain and document all tender and quotation procedures;
- (d) be as effective and efficient as possible when sourcing, ordering and paying for goods and services;
- (e) expect individuals involved in procurement processes to declare and act upon any conflicts of interest that may be seen to influence impartiality;
- (f) ensure that specifications are clear;

- (g) ensure that any information or clarification that is provided to a service provider is provided equally to all service providers;
- (h) maintain confidentiality at all times in dealing with service providers;
- (i) ensure that conditions of contract are not excessively onerous; and
- (j) decline gifts or benefits offered by those involved in the procurement process, particularly from service providers.

In practice this also means that Council expects service providers to:

- (k) ensure that they are well acquainted with Council requirements identified in this Code;
- (l) are familiar with particulars relating to a specific tender and quotation processes including the relevant specifications;
- (m) not submit a tender or quotation unless they have the financial, technical, physical, management resource or other capabilities to fulfil the tender or quotation requirements;
- (n) not seek to influence a procurement process by improper means or collude with other service providers;
- (o) declare and act upon any conflicts of interest that may be seen to influence impartiality;
- (p) comply with all applicable legislative, regulatory and statutory requirements, including Acts of the Commonwealth and State, regulations, by laws and proclamations made or issued under such Acts and lawful requirements or directions of public and other authorities; and
- (q) not offer gifts or benefits to a Council officer for the discharge of official business.

## **6 PROCUREMENT METHODS**

While open and fair competition may often best achieved by undertaking a tender process, where all interested parties have an opportunity to bid, there are times when this practice will not deliver the most advantageous outcome for the Council. In such instances, other market approaches may be more appropriate.

The Council will, having regard to the procurement principles and any other factors considered relevant by the Council, in its absolute discretion, determine the appropriate method that will be employed to procure goods and services at any particular time.

The current methods employed by the Council to procure are:

| <b>Procurement Value<br/>(Inclusive of GST)</b> | <b>Minimum Requirement</b>                                                                                                   |
|-------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|
| Under \$600                                     | Purchasing Card to be used wherever possible<br>Purchase Order not required                                                  |
| \$600 - \$2,999                                 | Purchase Order required                                                                                                      |
| \$3,000 - \$9,999                               | Purchase Order and one (1) written quote required                                                                            |
| \$10,000 - \$109,999                            | At least three (3) written quotes required (at least one being from a local business if possible)<br>Purchase Order required |
| More than \$110,000                             | Public tender required                                                                                                       |

## 6.1 Planning the purchase

Prior to the purchase of any goods and services, Council must:

- (a) plan the purchase, which includes the development and approval of the appropriate project management documentation;
- (b) determine whether a tender should be used, regardless of the contract value, for example, where the procurement could be regarded as high risk and/or as having high importance to the Council or where the goods and/or services could be applicable to more than one area across Council;
- (c) obtain and be familiar with the relevant purchasing documentation; and
- (d) determine whether the purchase is one which should be reviewed and endorsed by the Committee – see clause 13.

The process and additional information on pre-procurement planning and execution is detailed in the Manual.

## 6.2 Non Tender (processes for acquisition of goods and or services less than \$110,000 inclusive of GST)

### 6.2.1 Purchases under \$3,000 (inclusive of GST)

This is where Council purchases from a single source, without first obtaining competitive bids.

This method will be used only for low value, low risk goods and services where the service provider already has a successful history with the Council.

A Council Purchase Order is required when purchases are over \$600 (inclusive of GST).

### **6.2.2 Purchases between \$3,000 and \$9,999 (inclusive of GST)**

This method may be used for low value, low risk goods and services and will not be used for non routine, high value and high risk goods and services.

This is where Council will only enter into a contract where at least one (1) written (including emails) quotation from a suitable service provider has been sought.

Records must be kept of the quotation received and approved. If written quotations cannot be obtained Council must keep detailed written records of the oral quotation obtained, including details of the commercial terms of the quotation.

A Council Purchase Order is required.

### **6.2.3 Purchases between \$10,000 and \$109,999 (inclusive of GST)**

This is a more formal quotation process. Council will enter into a contract where at least three (3) written (including email) quotations from suitable service providers have been sought. Where available, at least one (1) of the quotations shall be from a local business.

Where less than three (3) suitable service providers are reasonably available, records outlining this circumstance will be kept – see clause 10.

The complexity of the Request for Quotation (RFQ) documentation will depend on the nature and value of the purchase and the appropriate template documentation will be identified during the planning phase. The RFQ documentation will provide for the identified service providers to provide details of their quotation including the commercial terms of their quotation.

A Council Purchase Order is required.

This method may be suitable for simple, largely price based purchases.

Purchasing goods and or services through the LGAT National Procurement Network (NPN) is an option for Councils. Purchasing through this mechanism involves an RFQ process. Items with a financial value above the prescribed amount may be legitimately purchased through the NPN RFQ process. Use of the NPN as a purchasing option for Councils is justified under the Regulations - see clause 10.

## **6.3 Tender (processes for acquisition of goods and or services greater than \$110,000 inclusive of GST)**

The Act and Regulations require that Council invite Tenders for any Contract it intends to enter into for the supply or provision of goods or services valued at or above a prescribed amount. This prescribed amount is currently \$250,000 (GST exclusive).

That said, Council has determined that the process for an open tender applies to any purchase greater than \$100,000 (inclusive of GST). Council may also determine that tenders should be called in certain circumstances as appropriate which includes, regardless of the contract value, where the procurement could be regarded as high risk and/or as having high importance to the Council, where the goods and/or services could be applicable to more than one area across Council.

### **6.3.1 Open Tenders**

An open tender process is an invitation to tender by public advertisement. There are generally no restrictions regarding who can submit a tender, however, service providers are required to submit all required information and will be evaluated against stated selection criteria.

### **General Manager - Responsibilities**

Consistent with Regulation 24, Council will ensure that when open tenders are used as a method of procurement, the General Manager will invite tenders.

The General Manager will advertise the tender locally via the daily newspaper circulating in the municipal area and on via Tenderlink– making the tender available to all qualified and interested bidders.

The public notice will identify:

- (a) clearly the nature of the goods and or services the Council requires;
- (b) the period within which the tender must be lodged (must be at least 14 days after the date on which the notice is published);
- (c) where the tender must be lodged;
- (d) details of a person from whom more detailed information relating to the tender may be obtained; and
- (e) any identification details allocated to the contract.

The General Manager will ensure that prospective tenderers are provided with details regarding:

- (a) the specifications of the goods and or services required;
- (b) the duration of the contract, including any extensions that are specified in the contract;
- (c) any mandatory tender specifications and contract conditions;

- (d) the criteria for evaluating tenders;
- (e) the method of evaluating tenders against the evaluation criteria; and
- (f) the Council Code for Tenders and Contracts.

### **Service Provider – Responsibilities**

A person submitting a response in relation to a Council public tender must do so in writing.

The service provider must specify the goods and or services tendered for, provide details of the goods and or services being offered and must lodge the tender within the period specified in the public notice.

#### **6.3.2 Multiple-Stage Tender**

There are occasions – although usually limited (because the process can be resource intensive), where Council may use a multi stage tender process. Reference is made to this process in the Regulations at Regulation 26.

This tender method will be used by Council to gain knowledge about the market, obtain industry input – where it is unclear what goods and services are available or to shortlist appropriate suppliers before seeking offers.

At each stage in this process, service providers may be selected, according to those who are most suited to the specific contract requirements. Service providers will be evaluated against criteria determined by Council.

Once a short list of potential service providers is developed, these service providers may be invited to participate in an open tender process.

### **General Manager - Responsibilities**

As a first stage in this process, the General Manager will request Expressions of Interest (EOI's) from prospective tenderers.

The General Manager will advertise the EOI locally via the daily newspaper circulating in the municipal area and via Councils website.

The public notice will identify:

- (a) clearly the nature of the goods and or services the Council requires;
- (b) contract identification details;
- (c) the period within which the EOI must be lodged;

- (d) where the EOI must be lodged; and
- (e) details of a person from whom more detailed information relating to the expression of interest may be obtained.

The General Manager will ensure that prospective tenderers are provided with details regarding:

- (a) the specifications of the goods and or services required;
- (b) the criteria for evaluating the EOI;
- (c) the method of evaluating EOI's against the criteria;
- (d) details of any further stages in the tender process; and
- (e) the Council Code for Tenders and Contracts.

At the final stage of a Multiple-Stage Tender process, the General Manager will invite all service providers who have met the criteria determined by the Council, to tender for the supply of goods and or services.

If only one service provider meets the criteria determined by Council, the Council may contract with that supplier after:

- (a) a tender from that service provider; or
- (b) a decision by the absolute majority of the Council to do so.

### **Service Provider – Responsibilities**

A person submitting a response in relation to a Council EOI must do so in writing.

The service provider must specify the goods and or services the EOI relates to, provide details of the goods and or services being offered and must lodge the EOI within the period specified in the public notice.

## **6.4 Ongoing Supply Arrangements - Goods and Services**

### **6.4.1 Standing Contract**

A Council, through an open 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. Reference is made to this process in the Regulations at Regulation 23(3).

Service providers listed on a standing contract panel will be selected following an evaluation process.

Council may legitimately purchase directly from a service provider listed on a standing contract panel.

Council may implement its own standing contract arrangements, or may make use of goods and or



services panels that have been negotiated. For example, for Tasmanian Councils, via the Local Government Association of Tasmania (LGAT) as a member of the NPN, or via similar arrangements through State Government.

#### 6.4.2 Multiple-Use Register

The differences between a Standing Contract and a Multiple-Use Register are as follows:

| Standing Contract                                                                                                                                                                                                                                                                                                                                                       | Multiple Use Register                                                                                                                                                                                                                                                                                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>- Outcome of a procurement process</li> <li>- Can purchase directly from a panelist</li> <li>- Panelist selected following evaluation</li> <li>- Size of panel is set at conclusion of process</li> <li>- Indicative or set price</li> <li>- Operates for a finite period</li> <li>- Re-opens at conclusion of period</li> </ul> | <ul style="list-style-type: none"> <li>- Part of a procurement process</li> <li>- Basis for select tendering</li> <li>- Conditions for participation stated</li> <li>- Size not limited</li> <li>- No pricing</li> <li>- Can operate indefinitely</li> <li>- Open continuously or annually</li> </ul> |

A multiple-use register is a list, intended for use in more than one procurement process, of pre-qualified providers, who have satisfied the conditions for participation or inclusion on the register. Reference is made to the multiple-use register process in the Regulations at Regulation 25.

Council may establish a multiple-use register of service providers who meet criteria established by the Council in respect to the supply of particular categories of goods and services.

Inclusion on a multiple-use register provides certainty for potential service providers that they have been recognised as meeting conditions for participation.

Council will invite tenders for a contract for the supply of goods and or services from all service providers included on a multiple-use register for a particular category of goods and or services.

#### General Manager - Responsibilities

As per Regulation 28(i), Council will establish and maintain procedures for the use of multiple-use registers for contracts valued under the current prescribed amount, including GST.

Essential procedural requirements include that, the Council will invite applications from service providers for inclusion on a multiple-use register by advertising locally via the daily newspaper circulating in the municipal area and via Council's website.

The public notice will identify:

- (a) clearly the nature of the goods and or services the Council requires;
- (b) any identification details associated with the register;
- (c) the period within which the application must be lodged;
- (d) where the application must be lodged; and
- (e) details of a person from whom more detailed information relating to the multiple-use register may be obtained.

The General Manager will ensure that applicants are provided with information regarding:

- (a) the specifications of the goods and or services required;
- (b) the criteria for evaluating the applications;
- (c) the method of evaluating applications against the criteria; and
- (d) the Council Code for Tenders and Contracts.

Council may accept an application for inclusion on the multiple-use register or reject an application.

If Council rejects the application, the General Manager will advise the applicant of the reasons for rejection.

If Council accepts the application the General Manager will advise the applicant of the category under which their application will be included in on the multiple-use register.

The multiple-use register will be reviewed by Council at least every two (2) years.

Council will allow a service provider to apply for inclusion on the multiple use register at any time unless the service provider has made an application in the previous twelve (12) months and the application has not been accepted.

### **6.4.3 Strategic Alliances**

Council may choose to procure goods and or services through contract arrangements already established and administered by other organisations, including:

- (a) LGAT through the NPN;
- (b) State Government Contracts; and
- (c) any other purchasing group of which Council is a member.

## **7 CALCULATING THE VALUE OF A PURCHASE**

### **7.1 Price**

The dollar value of the purchase may be calculated as follows:

- (a) **single one-off purchase** – the total amount, or estimated amount, of the purchase (including GST);
- (b) **multiple purchases** – the gross value, or the estimated gross value, of the purchases (including GST); or
- (c) **ongoing purchases over a period of time** – the annual gross value, or the estimated annual gross value, of the purchases (including GST).

As per Regulation 23(4), Council will not split a single procurement activity into two (2) or more separate contracts for the primary purpose of avoiding the requirement to publicly invite tenders.

## 7.2 Non price considerations

Council will ensure that it is buying at the most competitive price available, but quantifying the value of a purchase does not simply mean buying at the lowest price. Specific issues that will be taken into account by Council that relate to non price related matters are identified in the Principles section at 5.2.

## 8 GOODS AND SERVICES TAX (GST)

All procurement thresholds are GST inclusive.

Tenders and quotations must be sought on a GST inclusive basis.

## 9 EXTENSION OF CONTRACTS ENTERED INTO

Consistent with Regulation 23(5), Council may extend a contract entered into:

- (a) as specified in the contract; or
- (b) if the contract does not specify extensions, by an absolute majority of the Council.

## 10 EXEMPTIONS

### 10.1 Exemption by Regulation from the tender or quotation process

The Regulations identify certain circumstances where Council is not required to issue a public tender process.

The exemption circumstances identified in Regulation 27 are:

- (a) an emergency if, in the opinion of the General Manager, there is insufficient time to invite tenders or quotations for the goods or services required in that emergency;
- (b) a contract for goods or services supplied or provided by, or obtained through, an agency of a State or of the Commonwealth;
- (c) a contract for goods or services supplied or provided by another council, a single authority, a joint authority or LGAT;
- (d) a contract for goods or services obtained as a result of a tender process conducted by another council, a single authority, a joint authority, the Local Government Association of Tasmania or any other local government association in this State or in another State or a Territory;
- (e) a contract for goods or services in respect of which a council is exempted under another Act from the requirement to invite a tender;
- (f) a contract for goods or services that is entered into at public auction;
- (g) a contract for insurance entered into through a broker;
- (h) a contract arising when a council is directed to acquire goods or services due to a claim made under a contract of insurance;
- (i) a contract for goods or services if the Council resolves by absolute majority and states the reasons for the decision, that a satisfactory result would not be achieved by inviting tenders because of:–
  - (i) extenuating circumstances; or
  - (ii) the remoteness of the locality; or
  - (iii) the unavailability of competitive or reliable tenderers; and
- (j) a contract of employment with a person as an employee of the council.

## 10.2 Other Exemptions

In addition, Council can approve an exemption to the requirement to obtain three (3) written quotes for procurement or issue a public tender where it can be established to the satisfaction of the approving delegate that:

- (a) there is immediate threat to life, property or substantial adverse effect to the environment;
- (b) there is only one supplier of the required goods and services in Australia;
- (c) the Consultant sought to be retained has historical knowledge of a project;

- (d) the original product or service was selected through a procurement process and the proposed purchase is an upgrade or addition to this original purchase;
- (e) the product or service is being trialled to evaluate performance prior to a large purchase for which a quotation or tender process will be followed; or
- (f) there is a specific exemption approved by the General Manager for this class of purchase and/or this supplier.

## **11 ENGAGING A THIRD PARTY TO MANAGE A PROCUREMENT PROCESS**

Council may engage third parties to manage the procurement process for individual projects. The use of a third party as an agent or consultant to advise on, arrange or manage a procurement process does not exempt Council from complying with Council procurement policy and procedures.

Should Council engage a third party to manage a procurement process, it will be ensured that material is included in the contractual arrangements with the third party requiring the third party to comply with Council procurement policy and procedures.

## **12 REPORTING PROCEDURES**

Council is obliged to report at a minimum on a series of procurement matters.

### **12.1 Procurement at or above the prescribed amount**

As per Regulation 29, Council will report in its Annual Report details of any contract for the supply or provision of goods and or services valued at, or above, the currently legislated prescribed amount.

Council may also, at its absolute discretion, report detail of instances of procurement below the prescribed amount identified in the Regulations.

### **12.2 Contract Extension**

As per Regulation 23(5), Council will also report in its Annual Report the details of any extension of a contract, where Council agreed to extend a contract by an absolute majority and the pre existing contract did not specify extensions.

Detail that will be reported for 12.1 and 12.2 at a minimum as required under the Regulations is:

- (a) a description of the contract;
- (b) the period of the contract;

- (c) the periods of any options for extending the contract;
- (d) the value of any tender awarded, or if a tender was not required, the value of the contract excluding GST;
- (e) the business name of the successful contractor; and
- (f) the business address of the successful contractor.

### **12.3 Non application of the tender process (see clauses 10.1(a) and 10.1(i))**

As per Regulation 27, Council will report in its Annual Report the details of all instances where non application of the public tender process has been applied as a result of an emergency, where in the opinion of the General Manager, there was insufficient time to invite tenders for the goods and services required in that emergency.

Also per Regulation 27, Council will report in its Annual Report the details of all instances where non application of the public tender process has been applied because Council agreed by absolute majority, that a satisfactory result would not have been achieved if tenders were invited because of:

- (a) extenuating circumstances;
- (b) the remoteness of the locality; and
- (c) the unavailability of competitive or reliable tenderers.

Detail that will be reported for clause 12.3 at a minimum as required under the Regulations is:

- (a) a description of the reason for not inviting public tenders;
- (b) a description of the goods and or services acquired;
- (c) the value of the goods and or services acquired; and
- (d) the name of the supplier.

### **12.4 Other required reporting**

As per Regulation 28(j), the General Manager will establish and maintain procedures for reporting to Council circumstances where a public tender or quotation process was not used and reasonably should have been (see clause 10.2).

## **13 REVIEW OF TENDER PROCESS**

As per Regulation 28(k) the General Manager will establish and maintain procedures for the review of each tender process to ensure that each tender is in accordance with the Regulations and this Code.

A Committee has been established by Council to review each tender process, prior to advertising and again

prior to awarding. The Committee will also review selected procurement processes which the Council considers to be of moderate to high risk to the Council and/or complex in nature, where the goods and/or services could be applicable to more than one area across Council, or where it is intended that the contract term be more than two (2) years.

## **14 WORK HEALTH AND SAFETY**

As a condition of contracts, Council requires that any contractors or subcontractors who may be engaged to perform a service on its behalf, will at all times identify and exercise all necessary precautions for the health and safety of all persons, including contractor employees, sub-contractors, Council employees and members of the public who may be affected by the services.

Contractors must comply with and ensure that its employees, subcontractors and agents comply with any Acts, regulations, local laws and by-laws, Codes of Practice, Australian Standards and Council Work Health and Safety policies and procedures which are in any way applicable to the services under the contract.

A WHS component is included in all tenders to obtain from tenderers their applicable WHS policies and procedures and the relevant control measures proposed for the particular contract.

As part of the planning for a tender and in the preparation of the project management plan, Council will be assessed as being at either, low, moderate or high risk and then the relevant standard clauses and WHS Management Questionnaires for that level of risk will be included in the tender documentation as an appendix to be completed by the tenderer.

## **15 DELEGATION**

The power to enter into contracts binding the Council for the purchase of goods and services is delegated to the General Manager, specifying monetary limits or other conditions.

If the delegation includes a power to sub-delegate, subject to the monetary limit and other conditions authorised, the General Manager can appoint an officer or officers to be responsible for purchases of goods and services, leases or rentals of equipment, and disposals of property made by the Council.

These delegations and sub-delegations must be in writing, specifying any monetary limits or other conditions.

A copy of all delegations and sub-delegations must be kept in the Delegations Register. The Register must also list the officer(s) delegated to by General Manager, their position(s), and details of any monetary limits or other conditions imposed, together with the details of subsequent revocation or variation of any appointment.

## **16 REVIEW OF THE CODE**

Consistent with the requirements identified in Section 333B of the Act, Council will formally review this Code at least every four (4) years.

The Code may be modified on an as needs basis from time to time, by Council, to reflect changed operational requirements.

## **17 BREACH OF THE CODE**

Council will take all reasonable steps to comply with this Code.

Council will not be liable in any way to a service provider or any person for a breach of this Code.

If any employee of the Council, or a body controlled by the Council breaches this Code, Council may take disciplinary action, if in its absolute discretion it considers it desirable to do so.

If a service provider commits a breach of this Code, Council may, in its absolute discretion, take action against that service provider.

## **18 ACCOUNTABILITY**

Consistent with Section 333B of the Act, as a measure of accountability and transparency, the General Manger will:

- 18.1 make a copy of this Code and any amendments, available for public inspection at the Council's offices during ordinary office hours; and
- 18.2 make copies of this Code available for purchase at reasonable charge; and
- 18.3 publish a copy of the Code on the Council's internet site – free of charge.





# **Glenorchy City Council**

## **Corporate Performance Indicators**

### **February 2016**



### Profit & Loss

|                                              |    |
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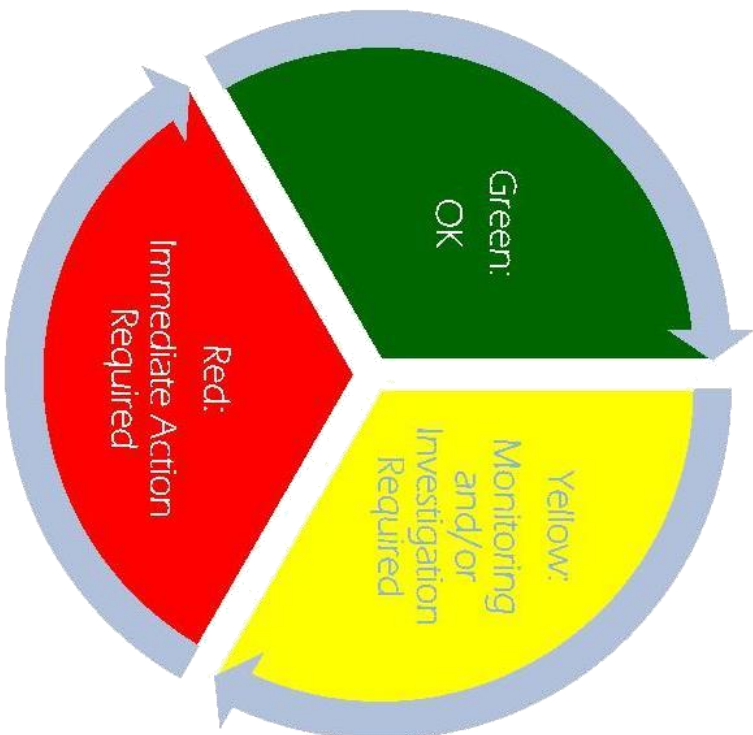
### OH & S

|                                                          |    |
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# Corporate Performance Indicator Legend



Considerations when reviewing performance statistics:

- » Indicators for previous months may change in the future as adjustments are made to the accounting system after that month's reporting period.
- » Scales on the charts vary within indicator groups



# **Profit and Loss**

## **Corporate Performance Indicators**

### **February 2016**

| Monthly Profit and Loss Summary |              |              |                |               |               |              |            |  |
|---------------------------------|--------------|--------------|----------------|---------------|---------------|--------------|------------|--|
| Revenue \$'000                  | Actual Month | Budget Month | Variance Month | Actual YTD    | Budget YTD    | Variance YTD | % Variance |  |
| Rates Income (Includes SFL)     | 100          | 125          | (25)           | 32,620        | 32,468        | 152          | 0%         |  |
| Statutory Charges               | 110          | 137          | (27)           | 1,491         | 1,499         | (8)          | -1%        |  |
| User Charges                    | 480          | 368          | 112            | 6,980         | 6,674         | 306          | 5%         |  |
| Grants Subsidies                | 968          | 841          | 127            | 2,667         | 3,121         | (454)        | -15%       |  |
| Investment Income               | 55           | 63           | (8)            | 2,369         | 2,450         | (81)         | -3%        |  |
| Water Wastewater Charges        | 14           | 74           | (60)           | 175           | 465           | (289)        | -62%       |  |
| Reimbursements                  | 13           | 13           |                | 379           | 349           | 30           | 9%         |  |
| Other Income                    | 87           | 40           | 46             | 601           | 423           | 178          | 42%        |  |
| <b>Total Revenue</b>            | <b>1,825</b> | <b>1,661</b> | <b>164</b>     | <b>47,282</b> | <b>47,448</b> | <b>(166)</b> | <b>0%</b>  |  |

**REVENUE - COMMENTS FOR MONTHLY VARIANCE:**  
 (\$'000)

**Rates - \$25 under budget**

Primarily due to a reduction in penalty charges due to improved rates collections.

**Statutory Charges - \$27 under budget**

Primarily due to lower planning fees \$15, parking fines \$8 and animal charges \$7.

**User Charges – \$112 over budget**

Primarily due to above budget income from the Derwent Entertainment Centre from the Mrs Browns tour.

**Grants Subsidies - \$127 over budget**

Primarily due to higher payments received from the Federal Government Roads to Recovery program \$421 partially offset by reduced amounts received for the State Grants Commission (which was partially paid in the previous year).

**Investment Income - \$8 under budget**

Due to lower than forecast interest rates than when the budget was formulated.

**Water Wastewater Charges - \$60 under budget**

Primarily due to lower than budgeted water sales during the month due to low rainfall.

**Reimbursements - \$ on budget**

Consistent with budget this month.

**Other Income - \$46 over budget**

Primarily due to the receipt of Fuel Tax Credits from the Federal Government which had been previously delayed due to staff leave.



(\$'000)

**Rates Income – \$152 over budget**

Due to a higher than budgeted number of rateable properties since the budget was developed and the coming on line of the Bunnings development.

**Statutory Charges – \$8 under budget**

Primarily due to lower than budgeted parking fines partially offset by above budget building application fees from increased development applications.

**User Charges – \$306 over budget**

Primarily due to higher than budgeted Landfill fees \$251, Derwent Entertainment Centre hire \$150 and Food and Beverage Sales \$67, partially offset by lower than budget Childcare Fees \$182 due to lower than budget equivalent full time places.

**Grants Subsidies – \$454 under budget**

Primarily due to the State Financial Assistance Grants Commission making a part year advance payment of \$1.2M which was received on 30 June 2015, the 2014-15 financial year, but budgeted to be received in the 2015-16 financial year, partially offset by increased Federal Government funding for the Roads to Recovery program \$421.

**Investment Income – \$81 under budget.**

Due to lower than budgeted bank interest as a result of lower than budgeted interest rates.

**Water Wastewater Charges – \$289 under budget**

Due to generally lower than budgeted sales as a result of lower rainfall.

**Reimbursements – \$30 over budget**

Primarily due to higher than budgeted DEC wages cost recoveries \$64 due to increased event activities.

**Other Income – \$178 over budget**

Primarily due to the proceeds of asset sales \$47 and the AGL Royalty payment \$36 for access to tip methane.

| Monthly Profit and Loss Summary |              |              |                |            |            |              |            |  |
|---------------------------------|--------------|--------------|----------------|------------|------------|--------------|------------|--|
| Expenditure \$'000              | Actual Month | Budget Month | Variance Month | Actual YTD | Budget YTD | Variance YTD | % Variance |  |
| Finance Charges                 | 34           | 35           | 1              | 262        | 280        | 18           | 6%         |  |
| Employee Costs                  | 1,452        | 1,527        | 75             | 12,513     | 12,556     | 44           | 0%         |  |
| Admin Office Costs              | 334          | 352          | 18             | 3,646      | 3,835      | 188          | 5%         |  |
| Materials, Contractors & Other  | 876          | 820          | (56)           | 6,466      | 7,499      | 1,034        | 14%        |  |
| Depreciation                    | 1,124        | 1,172        | 48             | 9,393      | 9,756      | 363          | 4%         |  |
| Rates Expenses                  | -            | -            | -              | 2,359      | 2,344      | (16)         | -1%        |  |
| Total Expenditure               | 3,820        | 3,907        | 87             | 34,639     | 36,270     | 1,631        | 4%         |  |
| Total Surplus (Deficit)         | (1,995)      | (2,246)      | 251            | 12,643     | 11,179     | 1,465        | -13%       |  |



(\$'000)

**Finance Charges – \$1 under budget**

Primarily due to slightly lower levels of electronic (BPay) payment for both rates and animal charges.

**Employee Costs – \$75 under budget**

Primarily due to an increasing number of vacant positions that are yet to be filled.

**Admin Office Costs – \$18 under budget.**

Primarily due to lower electricity costs \$15 partially offset by increased postage costs related to the rates instalment notices.

**Materials, Contractors & Other – \$56 over budget**

Primarily due to street lighting \$50 (budgeted quarterly but invoiced monthly), and contract labour charges \$32.

**Depreciation / Asset Write Off – \$48 under budget**

Primarily due to lower than budget depreciation on IT Systems \$38 due to delays in project implementation.

**Rates Expenses – on budget**

**EXPENDITURE - COMMITMENTS FOR YTD VARIANCE:  
(\$'000)**

**Finance Charges – \$18 under budget**

Due to slightly lower levels of electronic (BPay) payment for both rates and animal charges.

**Employee Costs – \$44 under budget**

Primarily consistent with budget.

**Admin Office Costs – \$188 under budget**

Primarily due to IT software maintenance costs under budget \$156 due to project delays.

**Materials, Contractors & Other – \$1,034 under budget**

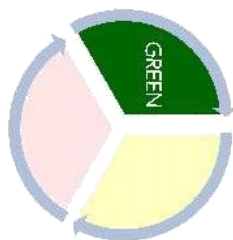
Primarily due to savings derived from the Street Lighting project \$399, savings in vehicle leases \$202 and underspends in contractors \$89 and materials \$140.

**Depreciation / Asset Write Off - \$363 under budget**

Primarily due to lower than budget depreciation on IT Systems \$307 due to delays in project implementation partially offset by written down value of 6 Gavitt Street.

**Rates Expenses – \$16 over budget**

Primarily due to the a higher payment of the fire services levy to the State Government from an unbudgeted increase in the number of rateable properties.



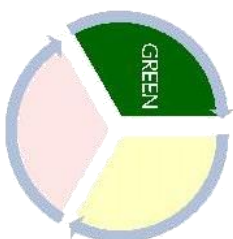
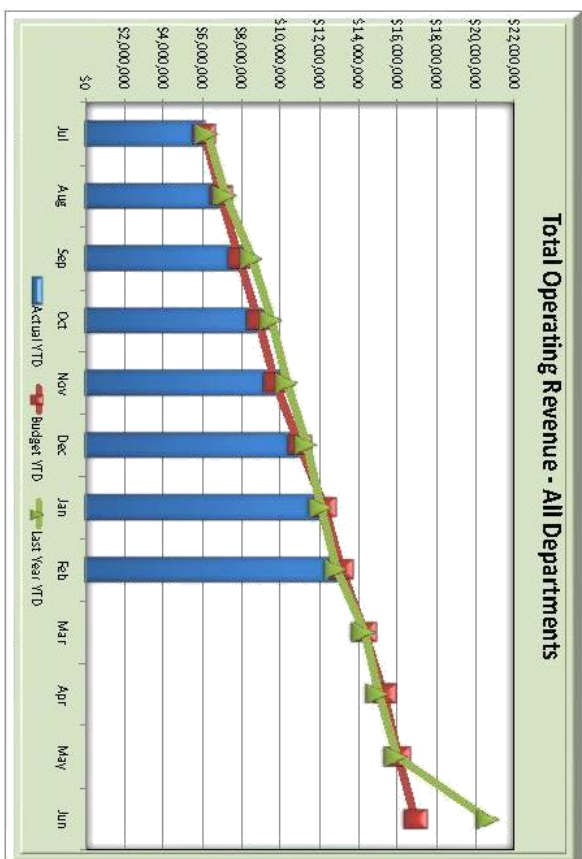
#### Grants Revenue for All Departments – Graph 1

The total of grants revenue received from Government bodies.

*Responsible: Executive Leadership Team*

|               |         |
|---------------|---------|
| - Actual YTD: | \$2,667 |
| - Budget YTD: | \$3,121 |
| Under Budget: | \$ 454  |

Refer to comments on pages 6-7



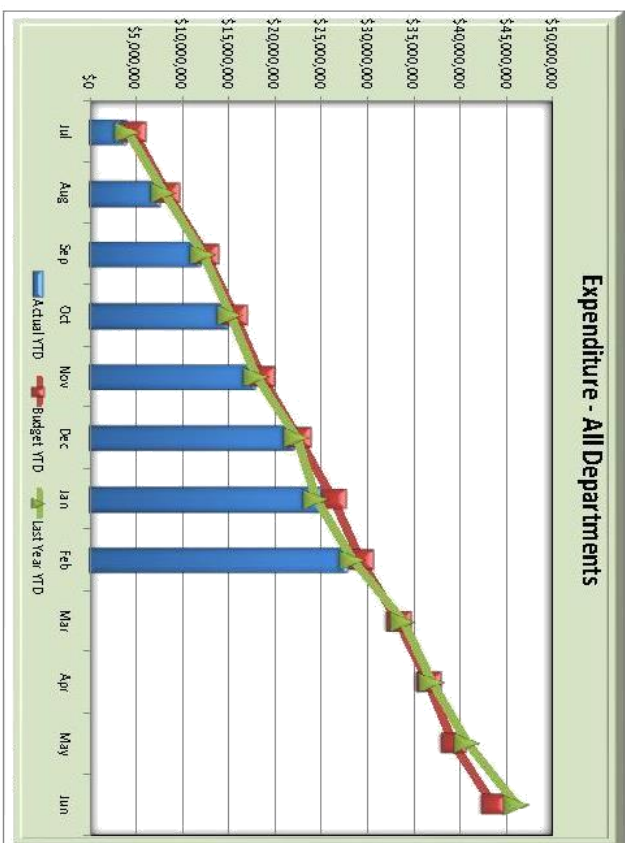
#### Total Operating Revenue (excluding rates, grants, Tas/Water income) – Graph 2

Total revenue earned by all areas of the council through fees, charges and fines compared to budget

*Responsible: Executive Leadership Team*

|              |          |
|--------------|----------|
| - Actual YTD | \$13,178 |
| - Budget YTD | \$13,130 |
| Over Budget  | \$ 48    |

Refer to comments on pages 6-7



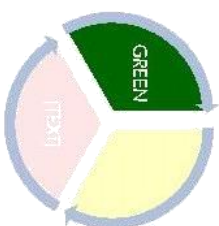
### Total Operating Expenditure (excludes depreciation) – Graph 3

Total op. expenditure for all areas of the council compared to budget.

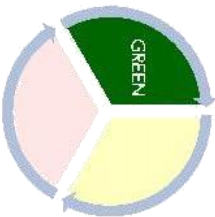
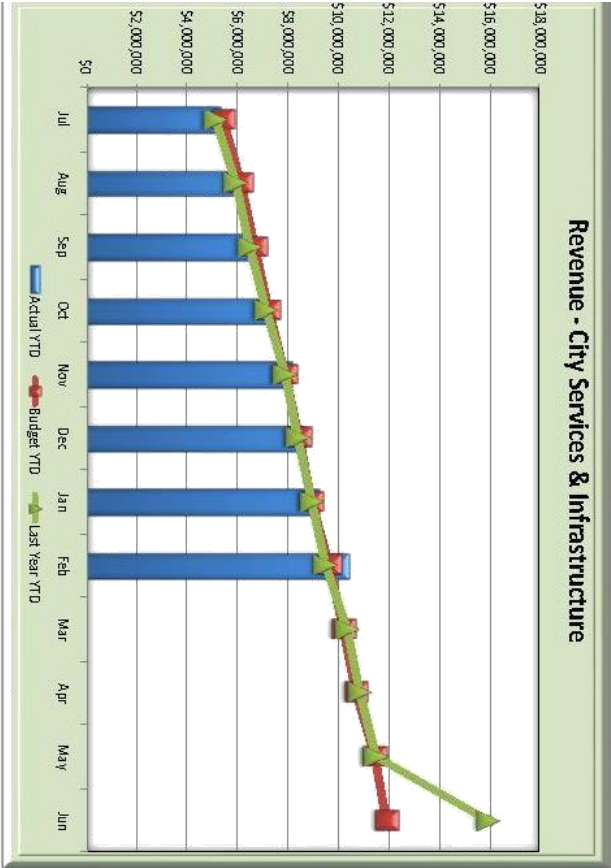
Responsible: *Executive Leadership Team*

|   |              |          |
|---|--------------|----------|
| - | Actual YTD   | \$27,989 |
| - | Budget YTD   | \$29,234 |
| - | Under Budget | \$ 1,245 |

Refer to comments on pages 6-10



Note: Variance to Consolidated Profit & Loss is result of removing Internal Income and Internal Expenditure



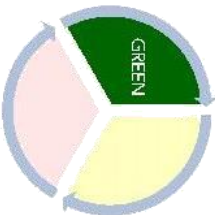
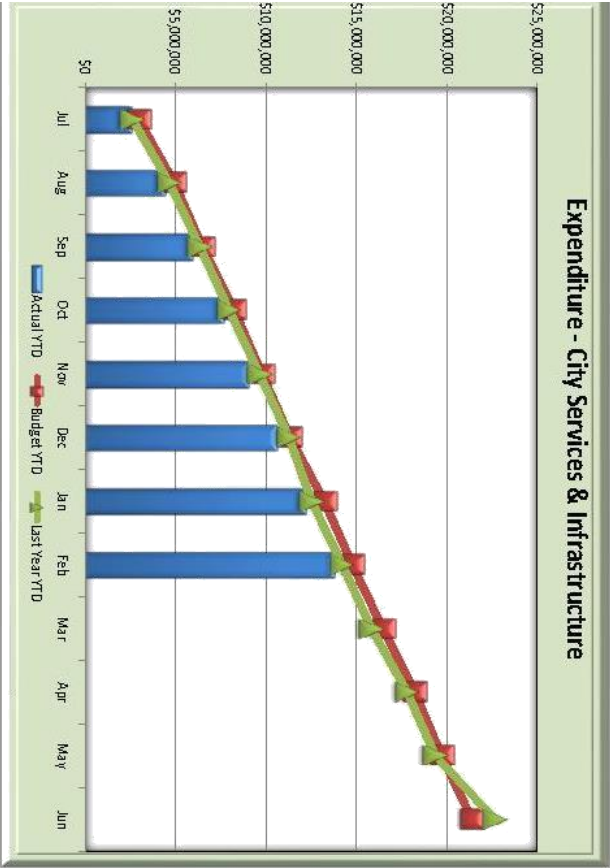
**City Services and Infrastructure Revenue - Graph 4**

Total revenue for City Services and Infrastructure for fees, charges and grants compared to budget.

Responsible: *Director City Services and Infrastructure*

|   |             |          |
|---|-------------|----------|
| - | Actual YTD  | \$10,439 |
| - | Budget YTD  | \$9,657  |
|   | Over Budget | \$ 782   |

Landfill revenue is \$269 ahead of budget.



**City Services and Infrastructure Expenditure - Graph 5**

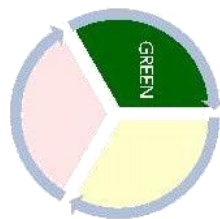
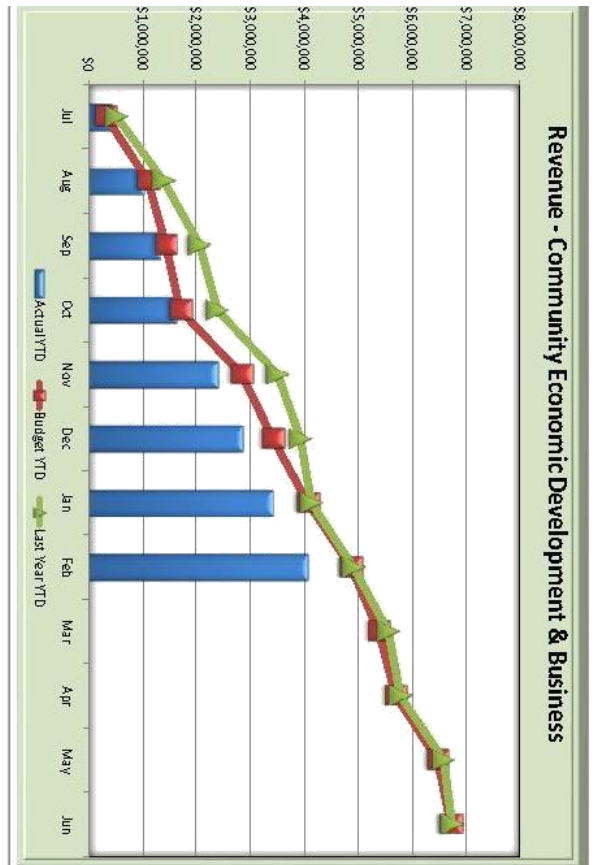
Total expense for City Services and Infrastructure compare to Budget, less depreciation.

Responsible: *Director City Services and Infrastructure*

|   |              |          |
|---|--------------|----------|
| - | Actual YTD   | \$13,805 |
| - | Budget YTD   | \$14,808 |
|   | Under Budget | \$ 1,003 |

Major savings have been generated from the Street Lighting project \$449.





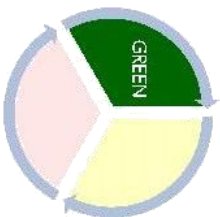
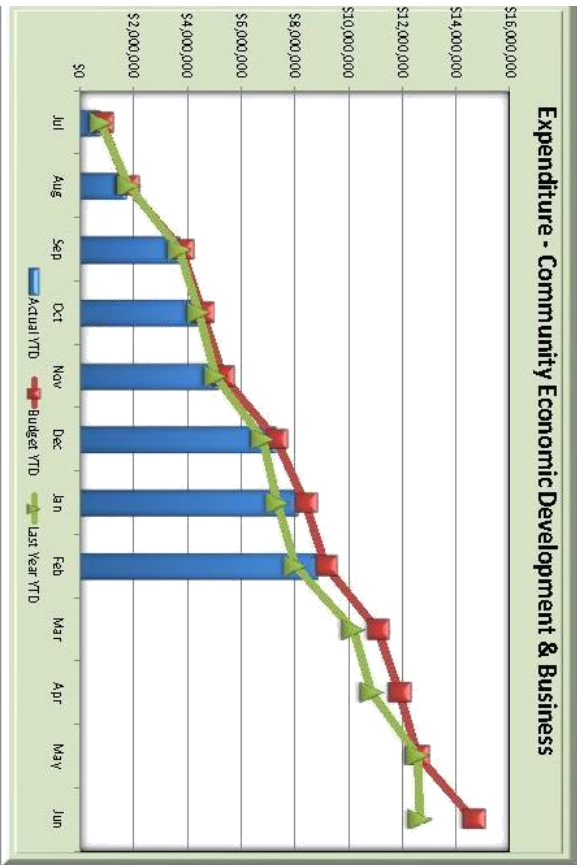
### Community Economic Development and Business Revenue – Graph 6

Total revenue of *Community Economic Development and Business* for fees, charges and grants

Responsible: *Director Community Economic Development and Business*

|        |              |         |  |
|--------|--------------|---------|--|
| \$'000 |              |         |  |
| -      | Actual YTD   | \$4,078 |  |
| -      | Budget YTD   | \$4,860 |  |
| -      | Under Budget | \$ 782  |  |

The Financial Assistance Grant expected this year was partly paid (in advance) in June 2015..



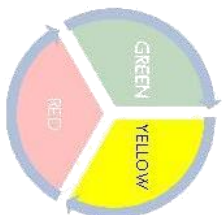
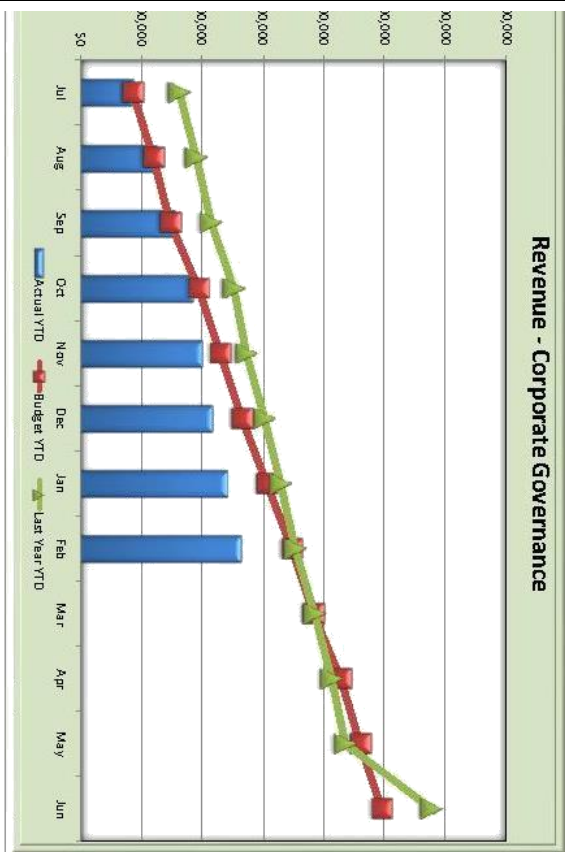
### Community Economic Development and Business Expenditure – Graph 7

Total expense for *Community Economic Development and Business*

Responsible: *Director Community Economic Development and Business*

|        |              |         |  |
|--------|--------------|---------|--|
| \$'000 |              |         |  |
| -      | Actual YTD   | \$8,878 |  |
| -      | Budget YTD   | \$9,127 |  |
| -      | Under Budget | \$ 249  |  |

IT software support costs are lower than budget due to delays in implementing new projects.



### Corporate Governance Revenue - Graph 7

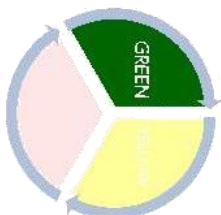
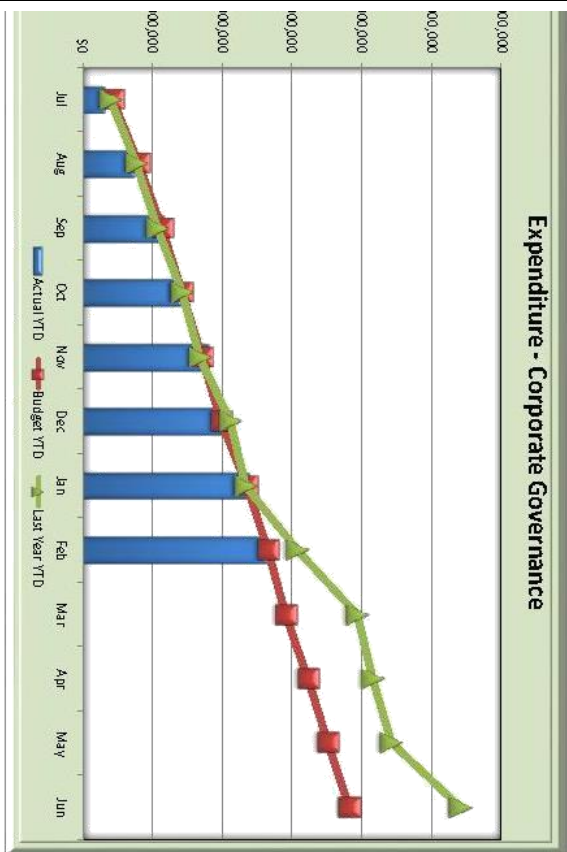
Total revenue for:

Responsible: *Director Corporate Governance*

\$'000

|                |         |
|----------------|---------|
| - Actual YTD   | \$1,328 |
| - Budget YTD   | \$1,734 |
| = Under Budget | \$ 406  |

Sales of water from the Denwernt Reuse scheme have been below budget.



### Corporate Governance Expenditure - Graph 8

Total expense for EID compared to budget (exc. depreciation).

Responsible: *Director Corporate Governance*

\$'000

|              |         |
|--------------|---------|
| - Actual YTD | \$5,306 |
| - Budget YTD | \$5,299 |
| Over Budget  | \$ 7    |

Wages and salaries are above budget.

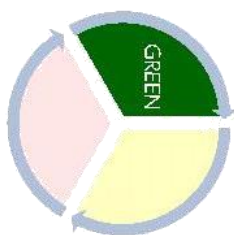
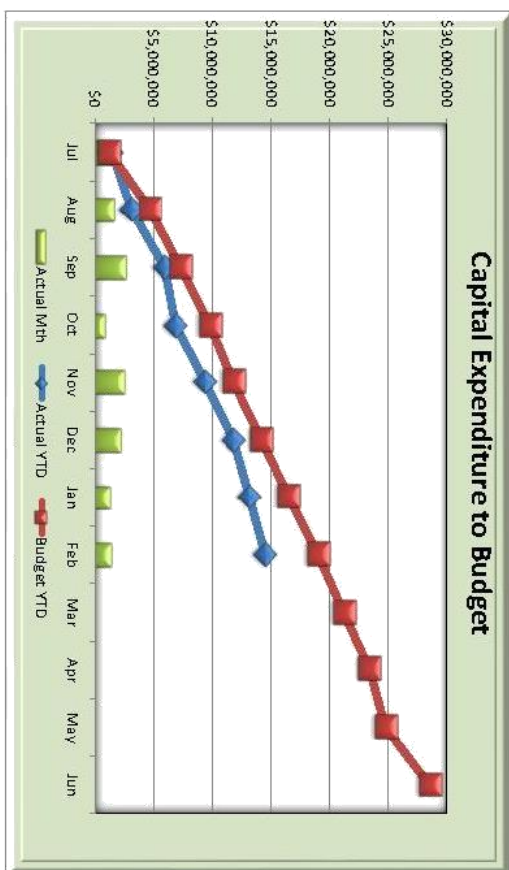


# **Balance Sheet**

## **Corporate Performance Indicators**

### **February 2016**





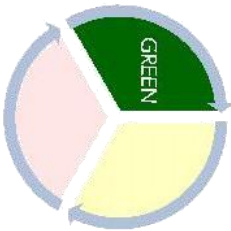
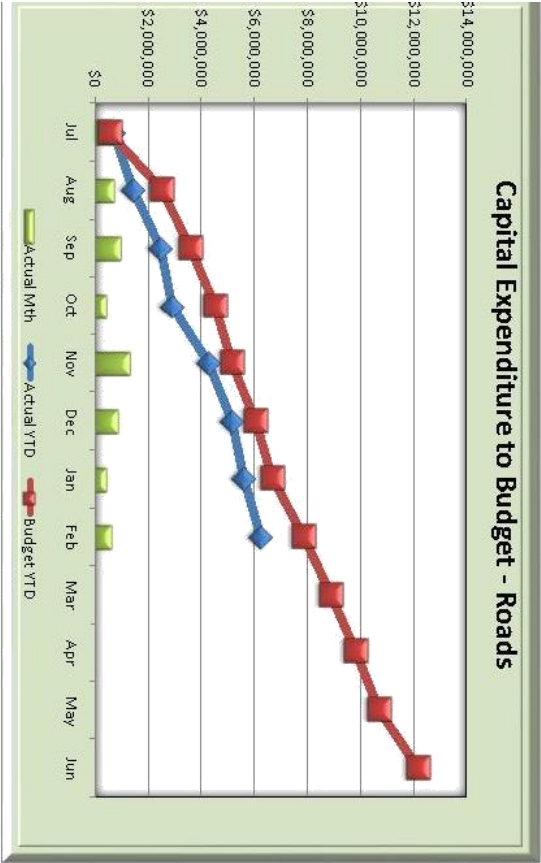
### Total Capital Expenditure – Graph 14

Total Capital expenditure compared to budget.

Responsible: *Executive Leadership Team*

|              |          |
|--------------|----------|
|              | \$'000   |
| - Actual YTD | \$14,543 |
| - Budget YTD | \$19,001 |
| Under Budget | \$4,458  |

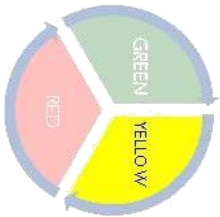
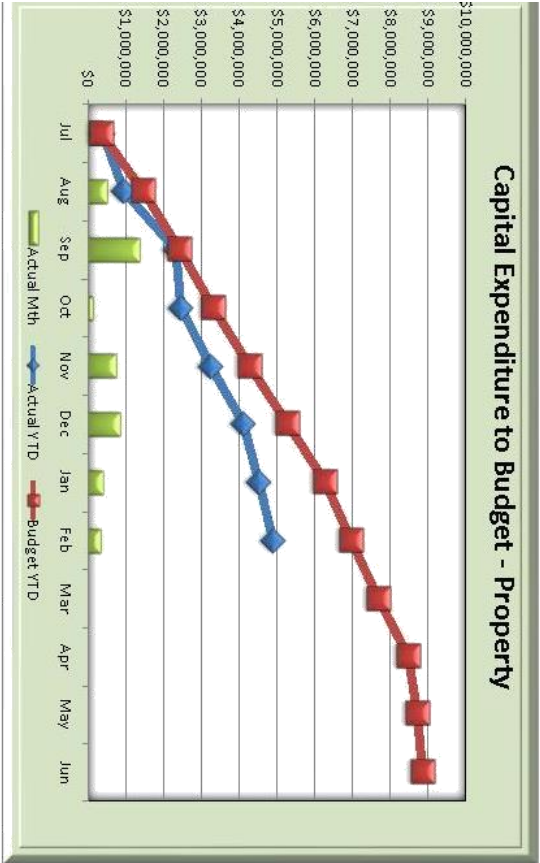
Refer pages 18-19. Additional information regarding capital variances is contained in Appendix B.



**Capital Expenditure - Roads – Graph 15**  
Total expenditure for roads compared to budget.  
*Responsible: Director City Services and Infrastructure*

|   |              |         |
|---|--------------|---------|
| - | Actual YTD   | \$6,228 |
| - | Budget YTD   | \$7,835 |
|   | Under Budget | \$1,607 |

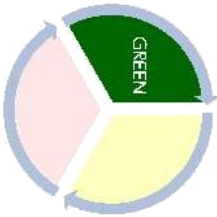
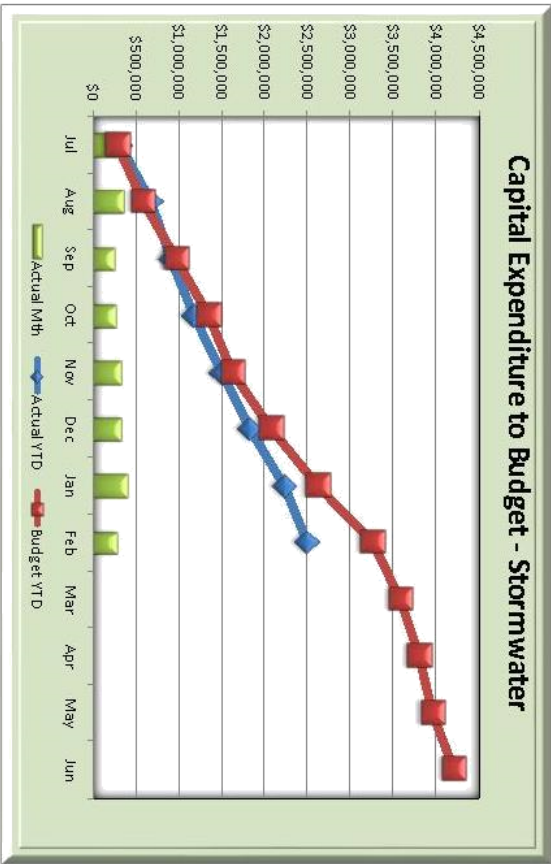
Additional information regarding capital variances is contained in Appendix B.



**Capital Expenditure – Property – Graph 16**  
Total expenditure for property compared to budget.  
*Responsible: Director Community Economic Development and Business*

|   |              |         |
|---|--------------|---------|
| - | Actual YTD   | \$4,902 |
| - | Budget YTD   | \$6,954 |
|   | Under Budget | \$2,052 |

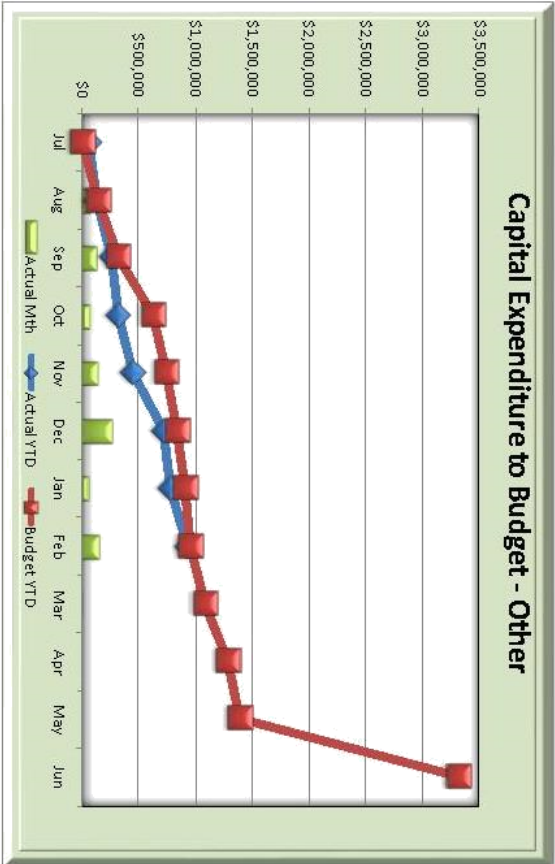
Additional information regarding capital variances is contained in Appendix B.



Capital Expenditure – Stormwater (excluding stormwater property connections) – Graph 17  
Total expenditure for stormwater compared to budget  
Responsible: Director City Services and Infrastructure

|   |              |         |
|---|--------------|---------|
| - | Actual YTD   | \$2,488 |
| - | Budget YTD   | \$3,258 |
| - | Under Budget | \$ 770  |

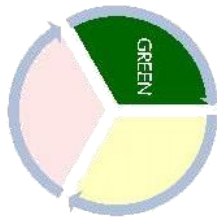
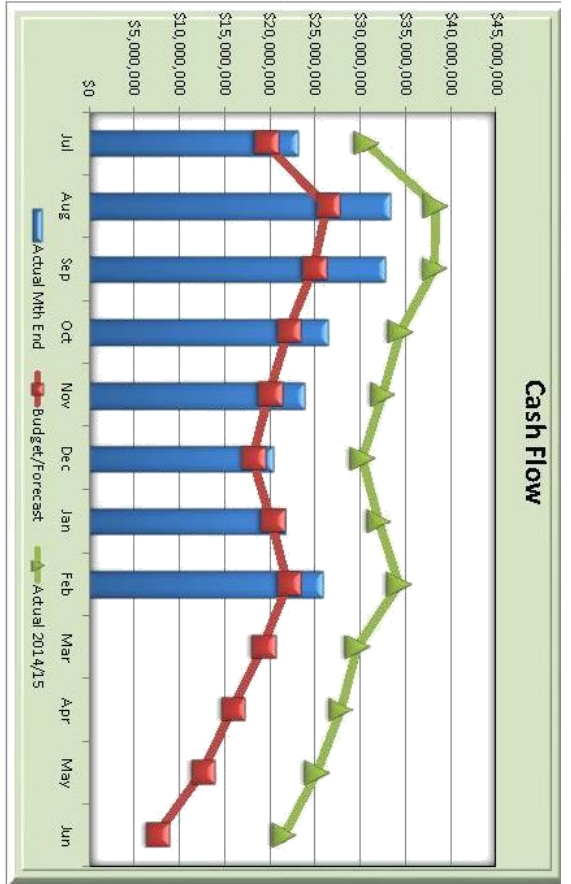
Additional information regarding capital variances is contained in Appendix B.



Capital Expenditure – Other (e.g. capital grants, technology, plant and equipment etc.) – Graph 18  
Total expenditure for other capital compared to budget  
Responsible: Director Community Economic Development and Business

|   |              |        |
|---|--------------|--------|
| - | Actual YTD   | \$ 925 |
| - | Budget YTD   | \$ 953 |
| - | Under Budget | \$ 28  |

Additional information regarding capital variances is contained in Appendix B.



### Cash Flow Movement - Graph 19

Total cash assets available (cheque account, cash floats and short term deposits), compared to budget and last year.

Responsible: *Director Community Economic Development and*

*Business*

|   |             |          |
|---|-------------|----------|
| - | Actual Cash | \$25,877 |
| - | Budget      | \$21,980 |
|   | Variance    | \$ 3,897 |

\$'000

### Interest Earned – Graph 20

Total interest earned (accrued and received) compared to budget

Responsible: *Director Community Economic Development*

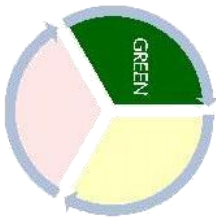
*and Business*

|   |              |        |
|---|--------------|--------|
|   |              | \$'000 |
| - | Actual YTD   | \$ 439 |
| - | Budget YTD   | \$ 520 |
| - | Under Budget | \$ 81  |

Effective Interest Rate: 2.58%

Benchmark:

RBA Cash Rate (currently 2.00%) + 0.50% = 2.50%



| Investment Profile |                      |              |
|--------------------|----------------------|--------------|
| Maturity           | Total Amount         | Average Rate |
| Cash on hand       | \$ 125,575           | 0.00%        |
| At call            | \$ 3,413,871         | 1.78%        |
| 30 - 60 days       | \$ 8,015,760         | 2.47%        |
| 61 - 90 days       | \$ 8,322,054         | 2.75%        |
| 90 - 120 days      | \$ 6,000,000         | 3.00%        |
| 120+ days          | \$ -                 | 0.00%        |
| <b>Total</b>       | <b>\$ 25,877,260</b> | <b>2.58%</b> |



| Loan Profile  |       |                     |
|---------------|-------|---------------------|
| Maturity Date | Rate  | Loan Balance YTD    |
| 15-Jun-21     | 4.84% | \$ 1,004,286        |
| 15-Jun-22     | 6.76% | \$ 884,409          |
| 15-Jun-24     | 3.49% | \$ 301,051          |
| 15-Jun-25     | 4.78% | \$ 509,747          |
| 15-Jun-27     | 4.75% | \$ 289,696          |
| 30-Jun-22     | 5.01% | \$ 3,825,168        |
| <b>Total</b>  |       | <b>\$ 6,814,357</b> |



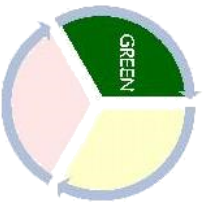
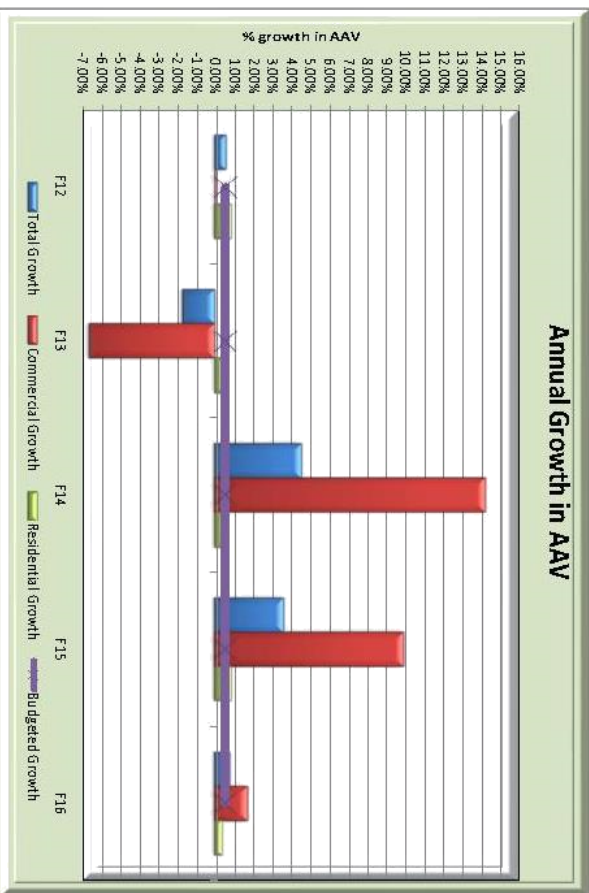
## Interest Expense – Graph 21

Total interest expense (accrued and paid) compared to budget

Responsible: Director Community Economic Development and Business

|              |        |
|--------------|--------|
|              | \$'000 |
| - Actual YTD | \$ 213 |
| - Budget YTD | \$ 229 |
| Variance     | \$ 16  |

Comment: Total loan repayments due during year ending 2015/16 is \$1,145.



## Annual Growth in AAV – Graph 22

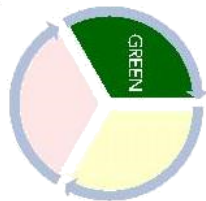
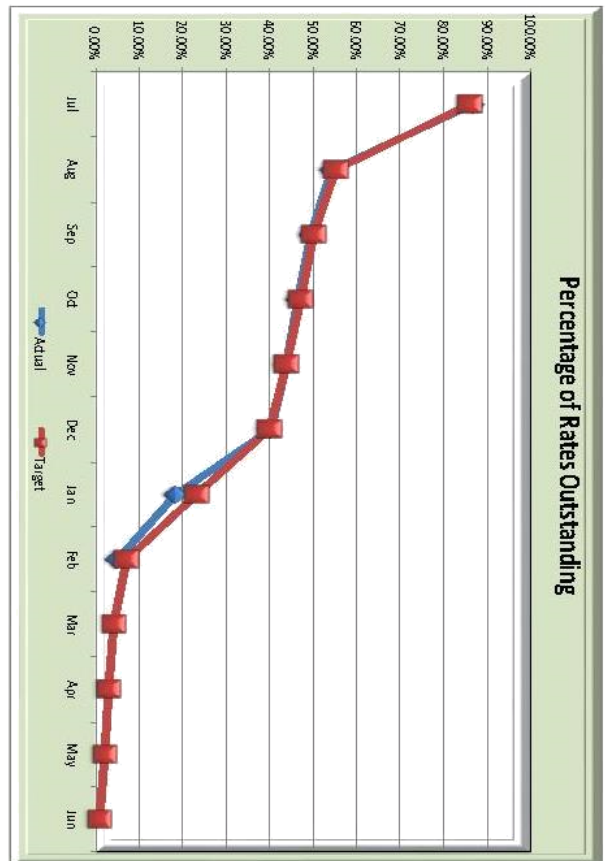
A comparison of the annual growth in the Assessed Annual Value (AAV) for Commercial, Residential and Overall Total.

Responsible: Director Community Economic Development and Business

AAV growth 2015/16 on July 1<sup>st</sup> 2015 Base

- Commercial 1.69% (being 67% of the total AAV growth)
- Residential 0.39% (being 33% of the total AAV growth)
- Total AAV growth 0.81%

Target 0.50% AAV growth compared to previous year



### Percentage of Invoiced Rates Outstanding – Graph 23

Shows the percentage amount of invoiced rates not paid.

*Responsible: Director Community Economic Development and*

*Business*

- Actual 29 Feb 2016: 4.92%
- Target 29 Feb 2016: 7.00%
- Variance: 2.08%

Total outstanding 29 Feb 2016: \$1,712 \$'000

| Arrears as at | this month   | last month   | Movement    |
|---------------|--------------|--------------|-------------|
| 2015:         | \$114        | \$132        | \$18        |
| 2014:         | \$30         | \$37         | \$7         |
| 2013:         | \$11         | \$12         | \$1         |
| 2012:         | \$0          | \$1          | \$1         |
| 2011 +:       | \$3          | \$3          | \$0         |
| <b>TOTAL</b>  | <b>\$158</b> | <b>\$185</b> | <b>\$27</b> |

### Accounts Receivable (AR) – Graph 24

A monthly summary of the level of money owing to council for non rate income.

*Responsible: Director Community Economic Development and Business*

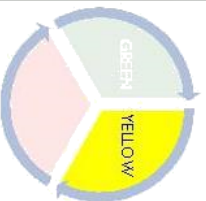
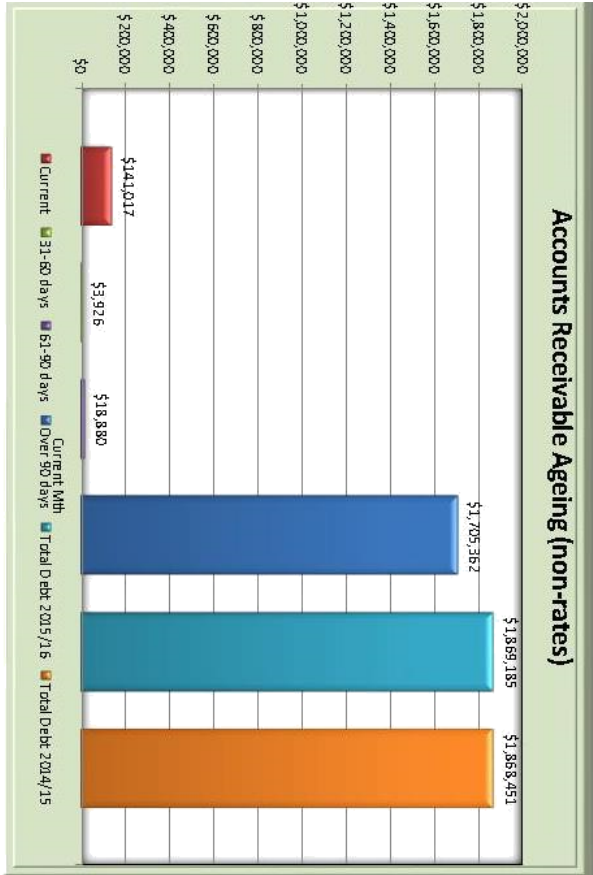
- Total 29 Feb 2016: \$1,868 \$'000
- % of AR 61 days & over: 92.0 %

Target <25% of AR 61 days and over (excluding property debts)

**Comment:**

Major component is \$1.6M contractor debt relating to Derwent Park Re-use scheme in the process of being written off. Other debts are being managed in accord with policy.

77

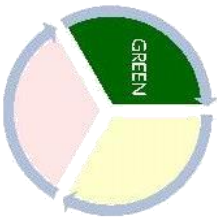
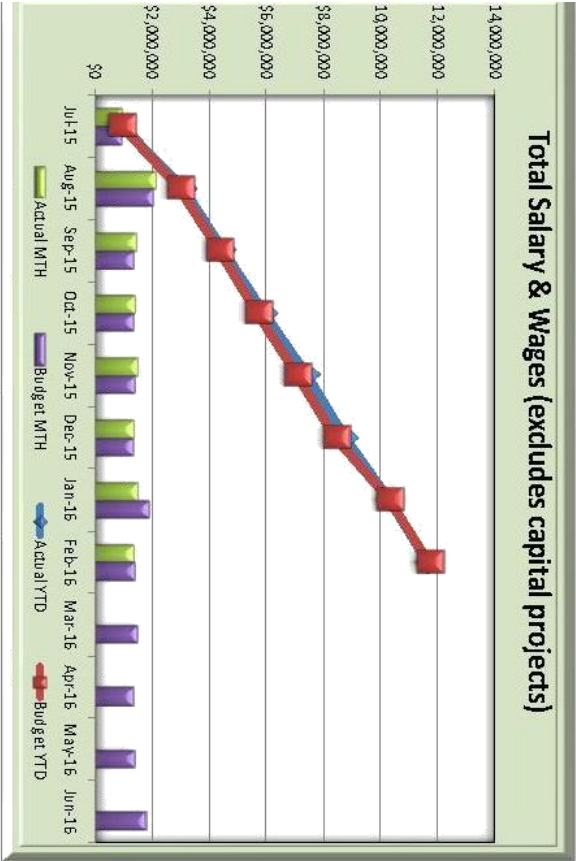




**Glenorchy City Council**

# **HR and OH & S Corporate Performance Indicators**

## **February 2016**

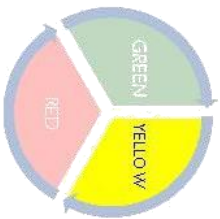
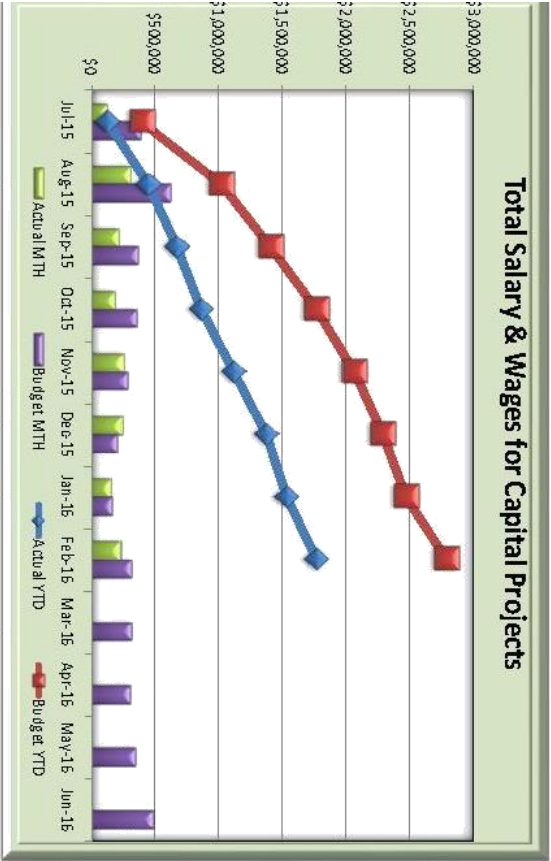


Salaries & Wages including on-costs – Operational (excludes capital projects) – Graph 25

Total operational salary costs compared to budget

Responsible: *Executive Leadership Team*

|              |          |
|--------------|----------|
| - Actual YTD | \$11,624 |
| - Budget YTD | \$11,714 |
| Under Budget | \$ 90    |



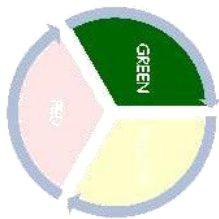
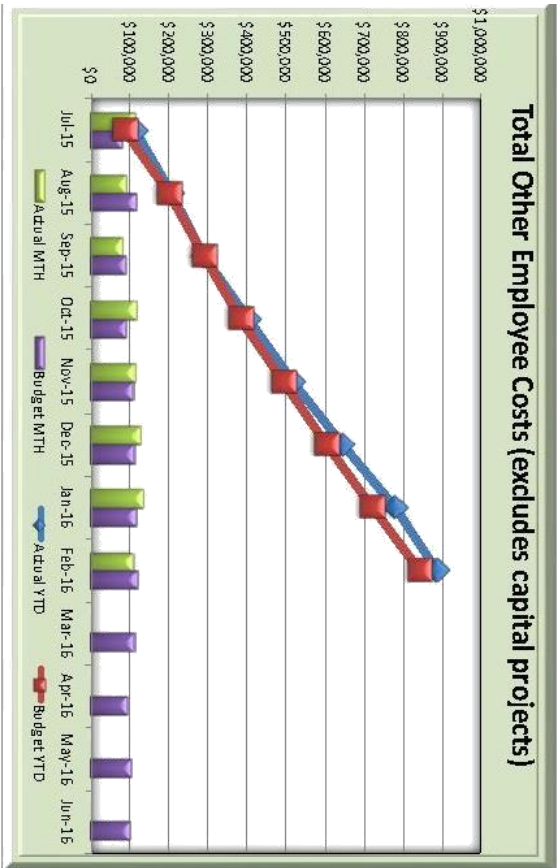
Salaries & Wages including on-costs – Capital Projects – Graph 26

Total salary costs for capital projects compared to budget

Responsible: *Executive Leadership Team*

|              |         |
|--------------|---------|
| - Actual YTD | \$1,777 |
| - Budget YTD | \$2,794 |
| Under Budget | \$1,017 |



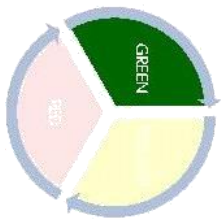
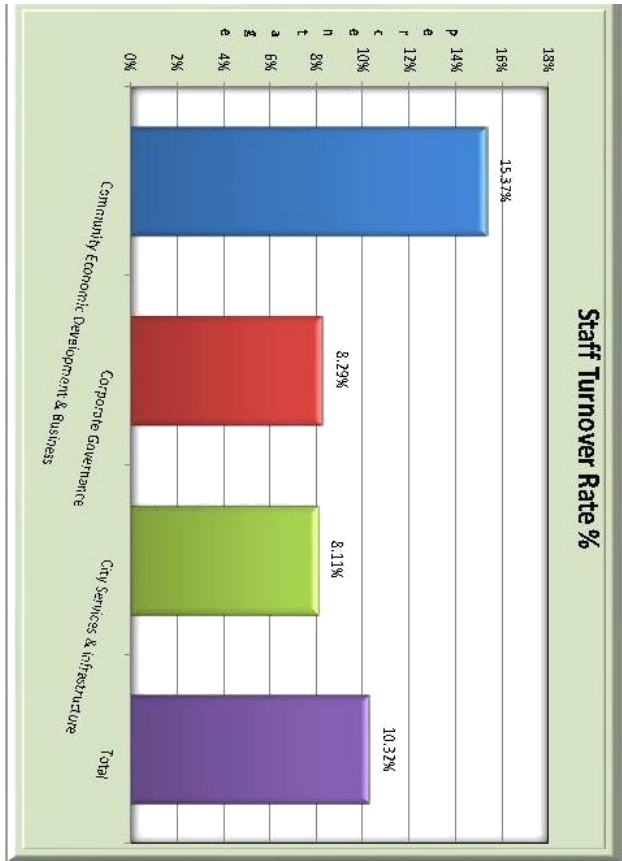


**Other Employment Costs – Operational (excludes capital projects) – Graph 27**

Total operational other employment costs compared to budget (i.e. relief/casuals, overtime, medical expenses, FBT etc).

*Responsible: Executive Leadership Team*

|   |             |        |
|---|-------------|--------|
| - | Actual YTD  | \$ 889 |
| - | Budget YTD  | \$ 842 |
|   | Over Budget | \$ 47  |



**Permanent Staff Turnover Rate – Graph 28**

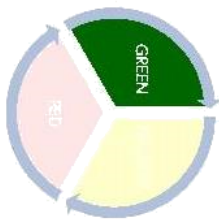
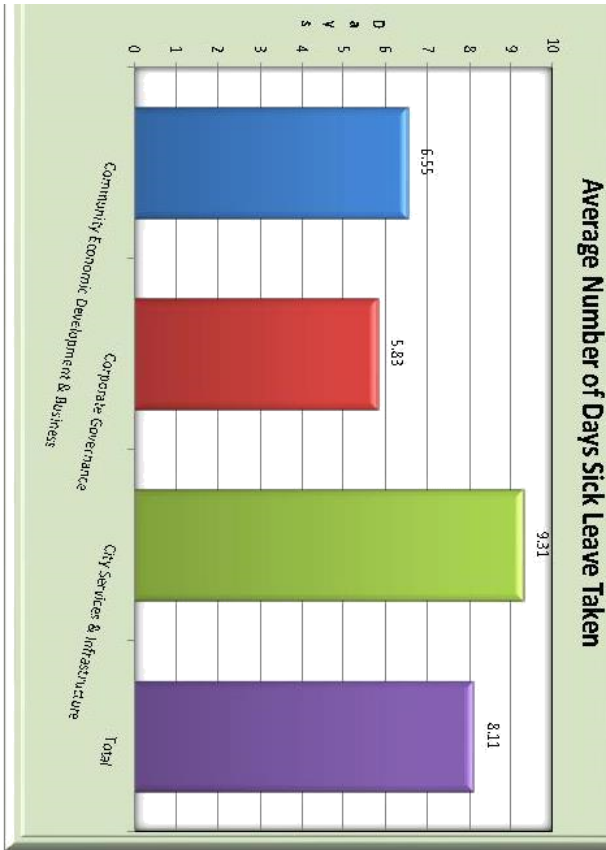
Total staff turnover is the total number of terminations over the last twelve months divided by the number of staff As at the last day of the month. This ratio represents the percentage of our total workforce who leave the council.

*Responsible: Executive Leadership Team*

Rolling 12 month av. turnover rate calculations used

|                                | 2016   | 2015   |
|--------------------------------|--------|--------|
| Rolling 12 month turnover rate | 10.32% | 12.30% |

**Benchmark: LGAT All Tasmanian Councils Group Average (2007/08) recorded: 15.20%**



**Average Number of Days Sick Leave Taken**  
– Graph 29

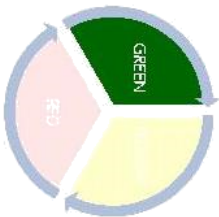
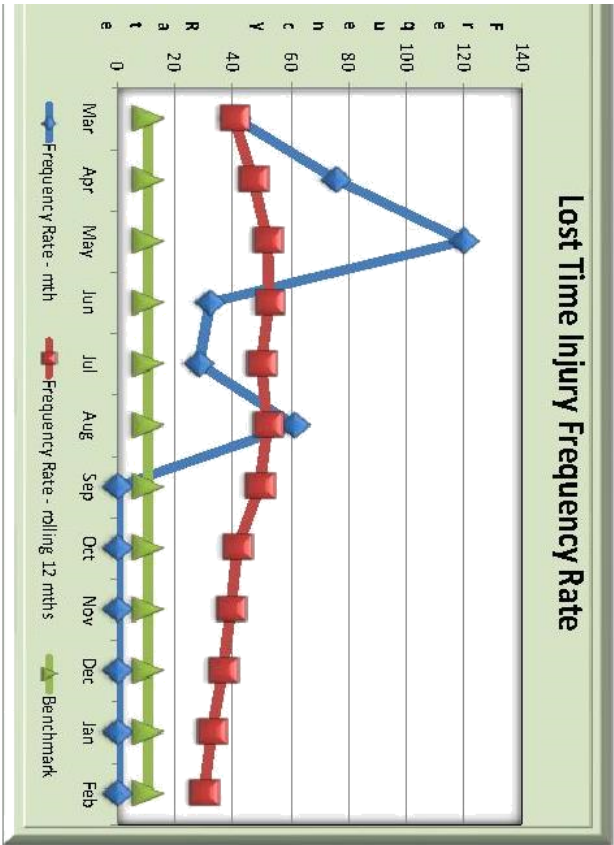
For each department Total number of days sick taken divided by number of staff for previous 12 months. This ratio represents the number of sick days taken per person on average.

Responsible: *Executive Leadership Team*

- Total average sick leave days taken last 12 months:

Last 12 mths: 8.11 Days  
Prev. 12 mths: 6.86 Days

Benchmark: LGAT All Tasmanian Councils Group  
Average (2007/08) recorded: 6.80 days



**Lost Time Injury Frequency Rate - Graph 30**

The Lost Time Injury Frequency Rate is the number of lost time claims per one million hours worked for permanent, casual and overtime staff.

Responsible: *Executive Leadership Team*

- Claims per 1 million hours worked:
  - Rolling 12 month average 29.83
  - Current month 0.

Benchmark: Work Cover Tasmania All Industries  
(2010/11) recorded: 10.80 claims.

| <b>Capital Expenditure Summary</b><br>(\$'000)                                     |  | 29/02/2016 |
|------------------------------------------------------------------------------------|--|------------|
| 2015/16 Capital Budget Year to Date                                                |  | 19,001     |
| 2015/16 Capital Year to Date Expenditure                                           |  | 14,543     |
| Total Over/(Under) Spend                                                           |  | (4,458)    |
| <b>Total Over/(Under) Spend Comments</b>                                           |  |            |
| <b>Roads Capital - Under Budget \$1,607</b>                                        |  |            |
| Primarily under budget due to:                                                     |  |            |
| 11916 - Gepp Pde \$577 - project delayed. Works now commenced.                     |  |            |
| 11922 - Wattle Avenue \$348 - Works commenced and scheduled for completion in May. |  |            |
| 11850 - Sinclair Avenue \$324 - delayed. Works to commence March.                  |  |            |
| 11849 - Tolosa Street \$226 - delayed. Works now commencing April.                 |  |            |
| 11738 - Lawson Street \$163 - Works completed                                      |  |            |
| <b>Property Capital - Under Budget \$2,052</b>                                     |  |            |
| Primarily under budget due to:                                                     |  |            |
| 12005 - Public Space Revitalisation \$500 - project now deferred                   |  |            |
| 3031 - KGV Redevelopment \$729 - project delayed                                   |  |            |
| 11797 - KGV Sports Precinct Toilet \$215 - project delayed                         |  |            |
| 11616 - DEC box Office \$160 spending deferred to other DEC priorities             |  |            |
| <b>Stormwater Capital - Under Budget \$770</b>                                     |  |            |
| Primarily under budget due to:                                                     |  |            |
| 300* - Denwent Park Reuse Scheme \$519 - project delayed against budget timeline   |  |            |
| 11778 - Redfern Place \$82 - costs included in 11745 (roads project)               |  |            |
| 11963 - Pekurn Crescent \$73 - delayed, tender assessment by end February          |  |            |
| <b>Other Capital - Under Budget \$28</b>                                           |  |            |
| Primarily under budget due to:                                                     |  |            |
| Vehicle Purchases \$125 - delays with purchasing                                   |  |            |

| <b>Emergency/Unforeseen Projects Commenced (No budget allocated in 2015/16 Funded from SAMG Reserve \$400,000)</b> |                                |                 |                       |
|--------------------------------------------------------------------------------------------------------------------|--------------------------------|-----------------|-----------------------|
| Project Number                                                                                                     | Description                    | Budget Approved | Comments              |
| 3591                                                                                                               | GASP Pavilion Glazing          | \$18,060        | Approved IMG 20/8/15  |
| 3602                                                                                                               | Glenorchy Pool Flue and Burner | \$9,085         | Approved IMG 15/10/15 |
|                                                                                                                    |                                |                 |                       |
|                                                                                                                    |                                |                 |                       |
|                                                                                                                    |                                |                 |                       |
|                                                                                                                    |                                |                 |                       |
|                                                                                                                    |                                |                 |                       |
|                                                                                                                    |                                |                 |                       |
|                                                                                                                    |                                |                 |                       |
|                                                                                                                    |                                |                 |                       |
| <b>Total</b>                                                                                                       |                                | <b>\$27,145</b> |                       |

| <b>Emergency/Unforeseen Projects Commenced (No budget allocated in 2015/16) Funded from savings within Program</b> |                            |                                |                                                            |
|--------------------------------------------------------------------------------------------------------------------|----------------------------|--------------------------------|------------------------------------------------------------|
| Project Number                                                                                                     | Description                | Estimated Full Cost of Project | Comments                                                   |
| 3587                                                                                                               | DEC oven replacement       | 47,507                         | Funded by deferring part of 11616 (Box Office Replacement) |
| 3595                                                                                                               | DEC Heat Pump (Board Room) | 4,497                          | Funded by deferring part of 11616 (Box Office Replacement) |
|                                                                                                                    |                            |                                |                                                            |
| <b>Total</b>                                                                                                       |                            | <b>52,004</b>                  |                                                            |

| <b>Budgeted 2015/16 projects that will not be undertaken this Financial Year</b> |             |               |          |
|----------------------------------------------------------------------------------|-------------|---------------|----------|
| Project Number                                                                   | Description | Annual Budget | Comments |
|                                                                                  |             |               |          |
|                                                                                  |             |               |          |
|                                                                                  |             |               |          |
| <b>Total</b>                                                                     |             | <b>0</b>      |          |

|                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|--------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Title                    | Planning Appeals and Enforcement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Council Resolution       | Item XX (DD MMM YYYY) as per Council Minutes [this will equate to the date of policy commencement]                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Responsible Directorate  | City, Services and Infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Due for Review           | [Four (4) years from Council Resolution Date]                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Strategic Plan Reference | <p><u>Glenorchy City Council Strategic Plan 2013-18 (Interim)</u></p> <p>Strategic plan intent: Valuing our environment.</p> <p>Objective 3.2: Create liveable built environments and sustainably manage our natural and built environments.</p> <p>Strategy 3.2.2: Deliver services that sustainably manage our natural environments.</p> <p>Strategy 3.2.3: Deliver services that create sustainable and liveable built environments.</p> <p>Strategic plan intent: Leading our community</p> <p>Objective 4.1: Manage our resources to achieve community outcomes.</p> <p>Strategy 4.1.2: Ensure Council is open and transparent in its communication and dealings with our communities.</p> |
| ECM                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

## PURPOSE

This policy provides principles to ensure that when acting as the Glenorchy Planning Authority, Council's procedures for dealing with appeals and enforcement issues are fair, consistent and in the public interest.

## SCOPE

This policy applies to:

- the hearing and determination of appeals against planning decisions made under the *Land Use Planning and Approvals Act 1993* (LUPAA);
- compliance and enforcement matters under Section 63 of LUPAA; and
- the hearing and determination of appeals against enforcement action taken under Section 65C of LUPAA.

## STATUTORY REQUIREMENTS

Schedule 1 of LUPAA contains the objectives of this Act, and related legislation in the suite of those that make up the Resource Management and Planning System of Tasmania.

|                                    |                                                                                                                                                                                                                                     |
|------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Acts                               | <ul style="list-style-type: none"> <li>• <i>Land Use Planning and Approvals Act 1993</i> (LUPAA)</li> <li>• <i>Resource Management Planning Appeal Tribunal Act 1993</i></li> <li>• <i>Right to Information Act 2009</i></li> </ul> |
| Regulations                        | <ul style="list-style-type: none"> <li>• <i>Land Use Planning and Approvals Regulations 2014</i></li> </ul>                                                                                                                         |
| Australian/International Standards | Not Applicable                                                                                                                                                                                                                      |

## DEFINITIONS

|                                     |                                                                                                                                                                                                                                                                                                           |
|-------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Glenorchy Planning Authority (GPA). | A Committee of Council formed pursuant to Section 23 of <i>Local Government Act 1993</i> that has full delegation to determine those land use planning matters listed on the Glenorchy Planning Authority meeting agenda. The GPA is governed by its own Terms of Reference as amended from time to time. |
|-------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## POLICY STATEMENT

1. Council supports the role of the Resource Management and Planning Appeal Tribunal as an independent appeal body and does not seek to discourage appeals against Council decisions in accordance with statutory rights.
2. Council supports the independence and flexibility of the Tribunal provided by the current legislation. Council will not seek to criticise or challenge decisions of the Tribunal unless it is of the opinion that the Tribunal has erred in law.
3. Council will endeavour to achieve a negotiated or mediated settlement of planning disputes or differences prior to determination of planning applications and lodgement of planning appeals. Where possible, negotiation and mediation will also be sought in the planning appeal process to ensure the timely and cost-effective resolution of disputes.
4. Council will take all reasonable steps to ensure that appropriate delegations and procedures are in place to reduce time delays in dealing with matters at planning appeal.
5. In acknowledgment of ethical considerations, Council will not require representation by an officer at a planning appeal where Council's position is contrary to the professional opinion of the officer. Council accepts and supports the ethical responsibility of its officers to state professional opinions without fear or favour.
6. Council will not generally seek to be represented by a legal practitioner at planning appeals, unless in the circumstances the result of the appeal is likely to be determined by legal interpretation or argument.
7. Subject to the *Right to Information Act 2009*, Council will accede to any lawful request by the Tribunal to provide information to the Tribunal or other parties to an appeal.
8. Council will seek appeal costs against another party where, in its opinion, Council's costs have been unreasonably increased by the actions of that party.
9. Any enforcement procedures instituted by Council under section 63(3) of LUPAA will be reported to the Glenorchy Planning Authority. A decision to take such enforcement action will only be made on the following basis:
  - a) all reasonable attempts have been made to achieve compliance by discussion and negotiation;
  - b) the non-compliance is sufficiently serious to justify enforcement proceedings and it is in the public interest to do so;
  - c) enforcement action is equitable and consistent with principles of fairness and natural justice;
  - d) there is sufficient evidence available to provide a reasonable chance of success in enforcement proceedings.
  - e) the cost of enforcement will not, of itself, deter Council from taking enforcement action.
  - f) the potential for liability under section 63A of LUPAA has been considered.
  - g) Council officers will advise any party bringing a complaint to Council that an application for orders may still be made by a party, other than the Tasmanian Planning Commission or the

Glenorchy Planning Authority under section 64 of LUPAA, to the Resource Management and Planning Appeals Tribunal.

## **BACKGROUND**

### Planning Appeals

The Resource Management and Planning Appeal Tribunal is established under the *Resource Management and Planning Appeal Tribunal Act 1993* to:

- hear and determine appeals against planning decisions made under LUPAA; and
- determine enforcement applications brought to it under section 64 of LUPAA; and
- hear and determine appeals against enforcement action taken under section 65C of LUPAA.

Planning Authority appearances before the Tribunal have major implications for the implementation of Glenorchy's Planning Schemes and raise a range of issues relating to ethical considerations, equity, natural justice and accountable and cost-effective decision-making.

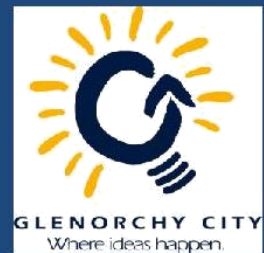
### Enforcement of Planning Scheme provisions

Policy principles need to be established to ensure that Council procedures for dealing with appeals and enforcement issues are fair, consistent and in the public interest.

Changes made to LUPAA came into effect on 1 February 2015 and modifies the manner in which a planning authority and third parties may seek to enforce compliance to a planning scheme, or permit.



# QUARTERLY ANNUAL PLAN PROGRESS REPORT AS AT 31<sup>st</sup> December 2015



7<sup>th</sup> April 2016

## Introduction

This report provides information on Glenorchy City Council's Annual Plan performance for the quarter ending 31<sup>st</sup> December 2015..

## Annual Plan Performance

Council has an Annual Plan that sets out the actions that it intends to take each financial year to give effect to the community outcomes from the Glenorchy Community Plan 2015-2040 and the objectives and strategies from the Council's Strategic Plan. Council's current annual plan is the Glenorchy City Council Annual Plan 2015/16 to 2018/19.

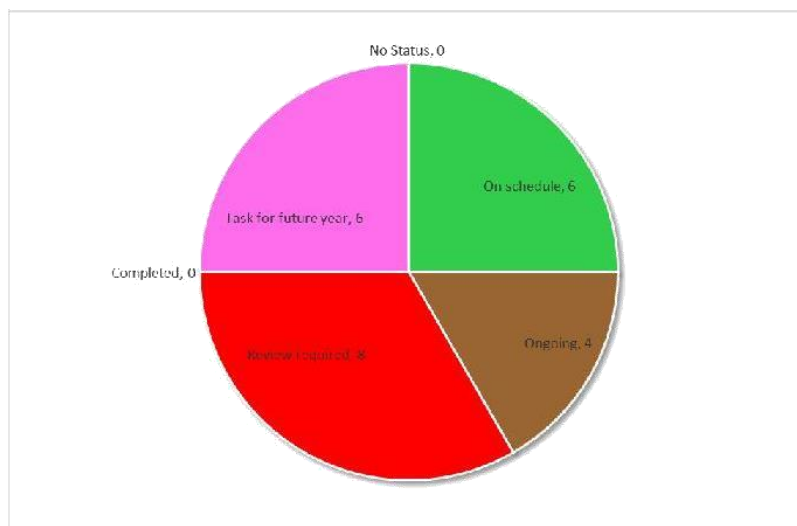
This report shows:

- Performance for each of the "high priority" actions in the Annual Plan at the end of the quarter with "traffic lights" and comments..
- Performance overall for all actions in the Annual Plan at the end of the quarter with traffic lights and comments for "review required" status actions.

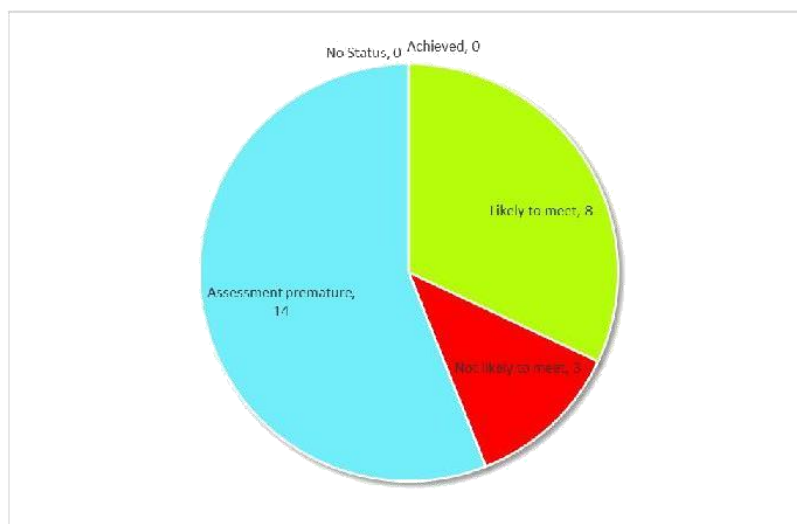


## Status Report for High Priority Annual Plan Actions

### Status Chart of High Priority Actions



### Measure Chart of High Priority Actions



## Dashboard for High Priority Actions

| Code     | Description                                                                                                                                                                                                                                                                                                     | Lead | Target Date | Status                                                                                                  | Comments                                                                                                                                                                                                                                                                                                                          |
|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-------------|---------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.1.3.01 | Utilise the community engagement process implemented for the new Community Plan to review Council's community engagement process including the operation of Precinct Committees and new methods such as social media. Review Council's community engagement strategy and develop a community engagement manual. | CEDB | 30-Jun-2016 | <br>Review required   | A project plan is being developed for implementation in the second half of 2015/16. N.B. Co-ordinator Community Inclusion has resigned and position likely to be relocated to Corporate Governance Directorate. The number of Precincts has been reduced through amalgamation to 3, with AGMs held in November and December 2015. |
| 1.2.1.01 | Redevelop Council's website.                                                                                                                                                                                                                                                                                    | CEDB | 30-Jun-2016 | <br>On schedule     | Project Plan and EOI documents drafted and presented to ICT Governance Steering Committee. Next steps are to prepare EOI documentation and seek 3 quotes. Project to be completed by end of 15/16 Financial Year.                                                                                                                 |
| 1.3.1.04 | Review current infrastructure service levels.                                                                                                                                                                                                                                                                   | CSI  | 30-Jun-2016 | <br>Review required | Infrastructure Service Level Manuals have been reviewed and updated. Testing will be required for a 12 month period through the Assetic/MyData Maintenance Management System to ensure intervention levels are appropriate then a report to council will be presented to set the final Service Levels.                            |

| Code     | Description                                                                                              | Lead    | Target Date | Status                                                                                                  | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|----------|----------------------------------------------------------------------------------------------------------|---------|-------------|---------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.3.1.05 | Undertake an Operational Service Level Review.                                                           | ELT     | 30-Jun-2016 | <br>Review required   | Some work and reviews have been completed in relation to internal service levels and these have preceded restructuring the department.<br><br>Data has been gathered in relation to works centre operations and the current service level manuals have been updated to reflect current operations<br><br>Proposal received from CT Management to conduct high level service level planning review across all the Council departments - Currently prioritising which require areas are highest priority. |
| 4.1.2.01 | Develop a brand strategy for the City.                                                                   | CEDB    | 30-Jun-2016 | <br>Review required | The Co-ordinator Communications & Marketing left Council in September 2015. The position is undergoing a review and is likely to be relocated to Corporate Governance Directorate.                                                                                                                                                                                                                                                                                                                      |
| 4.1.2.03 | Develop a communications strategy including internal, external, community consultation and social media. | CEDB    | 30-Jun-2016 | <br>Review required | The Co-ordinator Communications & Marketing left Council in September 2015. The position is undergoing a review and is likely to be relocated to Corporate Governance Directorate.                                                                                                                                                                                                                                                                                                                      |
| 4.1.2.04 | Implement the communications strategy including internal, external, community                            | CEDB,CG | 31-Dec-2016 | <br>Review required | The Co-ordinator Communications & Marketing left Council in September 2015. The                                                                                                                                                                                                                                                                                                                                                                                                                         |

| Code     | Description                                                                  | Lead | Target Date | Status                                                                                                  | Comments                                                                                                                                                                                                                                                                                                                                                      |
|----------|------------------------------------------------------------------------------|------|-------------|---------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|          | consultation and social media.                                               |      |             |                                                                                                         | position is undergoing a review and is likely to be relocated to Corporate Governance Directorate.                                                                                                                                                                                                                                                            |
| 4.1.3.01 | Coordinate development and production of Council's Annual Plan.              | CEDB | 30-Jun-2016 | <br>On schedule       | Annual Plan adopted and distributed to directors and managers. Annual plan action items being reported quarterly to council from 31/12/2015. A first draft Annual Plan for the period 2016/17 to 2019/20 will be prepared in the near future utilising the new draft Strategic Plan objectives and strategies and the current annual plan actions as a basis. |
| 4.1.3.02 | Implement the performance reporting system for corporate strategic planning. | CEDB | 30-Jun-2016 | <br>On schedule     | A community survey was recently undertaken by EMRS to provide subjective input into performance reporting. Report received 26/8/2015. A new Corporate Performance Indicators report will be brought to a Council workshop at Council in January 2016.                                                                                                         |
| 4.1.3.03 | Develop a 10 year Strategic Plan.                                            | CEDB | 30-Nov-2015 | <br>Review required | Council endorsed the Strategic Planning Framework on 28/9/2015. A first draft Strategy set was developed at a Management Team workshop on 13/10/2015 & a further workshop scheduled for                                                                                                                                                                       |

| Code     | Description                                                                                                                                                                               | Lead | Target Date | Status                                                                                                  | Comments                                                                                                                                                                                                                                                                                                      |
|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-------------|---------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|          |                                                                                                                                                                                           |      |             |                                                                                                         | 14/12/2015 to progress measures was cancelled owing to a special Council meeting.                                                                                                                                                                                                                             |
| 4.1.3.04 | Develop and implement a performance management framework (KPI's) for each department and individual employee(s) linked to achievement of Council Annual Plans and Strategic action plans. | CEDB | 30-Jun-2016 | <br>Review required   | Dependent on progress of HR Strategy                                                                                                                                                                                                                                                                          |
| 4.2.1.02 | Implement the information and communications technology (ICT) strategy.                                                                                                                   | CEDB | 30-Jun-2017 | <br>On schedule       | Project Jerry (Cloud Desktop) has been rolled out through the organisation & a range of major defects are being addressed.<br>Project TOM (One Council Implementation) is proceeding on schedule with Finance business process verification workshops underway and Phase 2 (Property & Rating) has commenced. |
| 4.2.1.13 | Develop an Accommodation Strategy.                                                                                                                                                        | CG   | 31-Dec-2015 | <br>Review required | Consultant chosen December 2015, work commenced on Accommodation Strategy in January 2016. Expected timeframe for completion of Stage 1 (review and reporting with recommendations) is 6 to 9 months.                                                                                                         |
| 4.2.1.18 | Develop a Procurement Strategy, including contract management review.                                                                                                                     | CG   | 31-Dec-2015 | <br>Review required | Position of Procurement Coordinator commenced on 1 February 2016. Review                                                                                                                                                                                                                                      |

| Code     | Description                           | Lead | Target Date | Status                                                                                                     | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----------|---------------------------------------|------|-------------|------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|          |                                       |      |             |                                                                                                            | process currently being finalised for adoption/approval.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 4.2.1.14 | Implement the Accommodation Strategy. | CG   | 30-Jun-2016 | <br>Task for future year | Implementation plan to be developed from Accommodation Strategy which is expected to be completed in the second half of 2016.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 4.2.1.19 | Implement the Procurement Strategy.   | CG   | 30-Jun-2016 | <br>Task for future year | Implementation to be undertaken after the Procurement Strategy is developed and adopted.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 4.2.3.01 | Develop a Human Resources Strategy.   | CG   | 30-Jun-2016 | <br>Ongoing              | <p>As presented by the General Manager in his Projects Update to Council, People and Safety have commenced the development of the HR Strategy.</p> <p>There is a significant amount of work to be undertake in order to develop a HR Strategy for GCC including and it is anticipated that we will require an extension to December 2016 in order complete.</p> <p>The following represents the remaining tasks required to be undertaken:</p> <p>Council profile - collect demographic info &amp; collect workforce data (quantitative)</p> <p>Take workforce data and write up section for Strategy document</p> |

| Code | Description | Lead | Target Date | Status | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------|-------------|------|-------------|--------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|      |             |      |             |        | <p>Confirm Council Values<br/>- what sort of employer do we want to be?</p> <p>Briefing of ELT -<br/>Directors to brief<br/>Managers</p> <p>Communicate HR<br/>Strategy process &amp;<br/>reason for survey of<br/>staff</p> <p>Communicate to Co-<br/>ordinators, Managers &amp;<br/>Directors - HR Strategy<br/>process &amp; forthcoming<br/>survey re skill demand-<br/>supply</p> <p>Workforce - qualitative<br/>(career aspirations;<br/>level of interest in<br/>promotions &amp;<br/>upgrading skills;<br/>retirement plans)</p> <p>Management input re<br/>skill gaps; demand for<br/>different types of<br/>staff/specific specialist<br/>skills, changes in<br/>community profile<br/>which will impact<br/>workforce; projects that<br/>may impact workforce<br/>planning etc.</p> <p>Draft section on<br/>workforce profile<br/>(quantitative &amp;<br/>qualitative)</p> <p>Service Level Reviews<br/>(SLR) Start</p> <p>Compile Data from<br/>SLR's</p> <p>Workshop Consultation<br/>1: Directors &amp;<br/>Managers</p> <p>Compile Data from</p> |

| Code     | Description                                       | Lead | Target Date | Status                                                                                          | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|----------|---------------------------------------------------|------|-------------|-------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|          |                                                   |      |             |                                                                                                 | <p>workshop 1</p> <p>Preparation of draft Improvement Plan</p> <p>Workshop Consultation 2: Directors &amp; Managers</p> <p>Finalise Data Feedback from Management Workshops</p> <p>Improvement Plan - objectives; areas needing improvement (identify targets)</p> <p>Monitoring and reporting - draft section for Strategy document</p> <p>Circulate draft Strategy to management team for feedback</p> <p>Incorporate any additional management feedback into Strategy</p> <p>Develop communication strategy to disseminate plan across GCC</p> <p>Finalise Strategy with ELT</p> <p>Strategy distributed to Aldermen with papers for November Council Meeting</p> <p>Strategy on agenda at Council Meeting</p> |
| 4.2.3.06 | Develop a Work Health and Safety Plan & Strategy. | CG   | 30-Jun-2016 | <br>Ongoing | <p>As presented by the General Manager in his Projects Update to Council, People and Safety have commenced the development of the WH&amp;S Plan and Strategy. There is a significant amount of</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

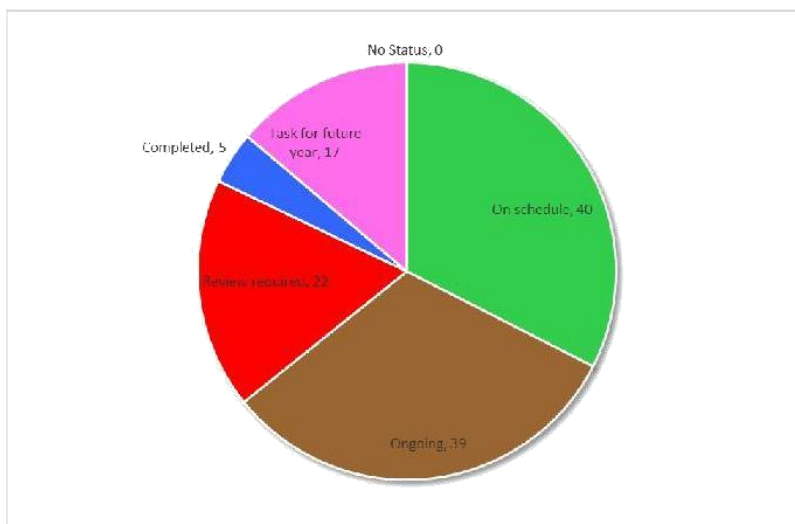


| Code     | Description                             | Lead | Target Date | Status                                                                                                       | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|----------|-----------------------------------------|------|-------------|--------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|          |                                         |      |             |                                                                                                              | work to be undertaken in order to develop both a Plan and Strategy. Consultation and Communication are key aspects of this process and to effectively undertake this it is anticipated that we will require an extension from the current Annual Plan time frames to September 2016.                                                                                                                                                                                                                      |
| 4.2.3.02 | Implement the Human Resources Strategy. | CG   | 30-Jun-2017 | <br>Task for future year   | No comment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 4.2.3.03 | Develop a Well Workforce Plan.          | CG   | 30-Jun-2016 | <br>Task for future year   | The Well Workforce Plan is underpinned by both the HR Strategy and the WH&S Plan. In addition to this the implementation of the Employee Development Model (Tech 1) will provide additional capability to link the full employment lifecycle from recruitment, training and development, succession planning. Implementation of this module is subject to a capital bid through the 16/17 budget process and if successful. It is anticipated that work on the Well Workforce Plan will commence in 2017. |
| 4.2.3.04 | Implement the Well Workforce Plan.      | CG   | 30-Jun-2017 | <br>Task for future year | No comment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

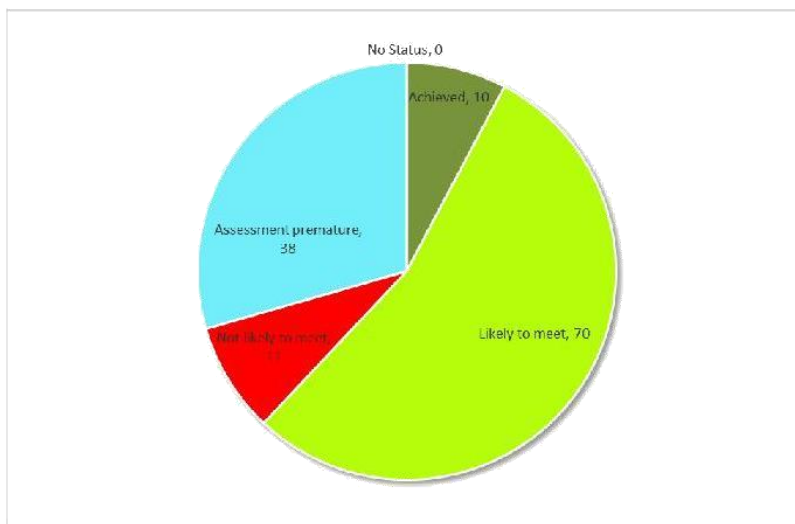
| Code     | Description                                                                                                    | Lead             | Target Date | Status                                                                                                     | Comments                                                                                                                                                                                                                                                                                              |
|----------|----------------------------------------------------------------------------------------------------------------|------------------|-------------|------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4.2.3.07 | Implement the Work Health and Safety Plan & Strategy.                                                          | CG               | 30-Jun-2017 | <br>Task for future year | No comment                                                                                                                                                                                                                                                                                            |
| 4.2.4.02 | Develop a Governance Strategy.                                                                                 | CG               | 30-Jun-2016 | <br>Ongoing              | Elements that underpin whole-of-Council Governance Strategy continue to be developed and adopted by Council (e.g. Council policy project, delegations register review, Council Committees review etc.). Work will continue to develop Governance Framework and Strategy for Council adoption in 2016. |
| 4.3.1.03 | Continue to contribute to the local government reform process in accordance with Council's guiding principles. | Whole of Council | 30-Jun-2016 | <br>Ongoing             | Council is participating in the reform process. An agreement has been achieved with other local government entities. The community has provided feedback about the reform ideals.                                                                                                                     |

## Status Report for All Annual Plan Actions

### Status Chart of All Annual Plan Actions



### Measure Chart of All Annual Plan Actions



## Dashboard for All Annual Plan Actions

### Community Goal: Making Lives Better

| Code     | Description                                                                                                                                                                                                                                                                                                     | Lead | Priority | Target Date | Status                                                                                                |
|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|----------|-------------|-------------------------------------------------------------------------------------------------------|
| 1.1.1.01 | Continue implementation of Council's Positive Ageing Strategy                                                                                                                                                                                                                                                   | CEDB | M        | 30-Jun-2016 |  On schedule       |
| 1.1.3.01 | Utilise the community engagement process implemented for the new Community Plan to review Council's community engagement process including the operation of Precinct Committees and new methods such as social media. Review Council's community engagement strategy and develop a community engagement manual. | CEDB | H        | 30-Jun-2016 |  Review required   |
| 1.1.3.02 | Utilise the Glenorchy Matters Community Panel as a mechanism for representative community input to inform Council decisions.                                                                                                                                                                                    | CEDB | M        | 30-Jun-2016 |  On schedule       |
| 1.2.1.01 | Redevelop Council's website.                                                                                                                                                                                                                                                                                    | CEDB | H        | 30-Jun-2016 |  On schedule     |
| 1.2.2.01 | Develop and implement a whole of community response to building a learning community in Glenorchy.                                                                                                                                                                                                              | CEDB | M        | 30-Jun-2016 |  On schedule     |
| 1.2.2.02 | Continue to support the operation of the Glenorchy Arts and Culture Advisory Committee.                                                                                                                                                                                                                         | CEDB | M        | 30-Jun-2016 |  On schedule     |
| 1.2.2.03 | Plan, promote and present an annual program of exhibitions, workshops, concerts and events at the Moonah Arts Centre in accordance with the MAC Business Plan.                                                                                                                                                  | CEDB | M        | 30-Jun-2016 |  On schedule     |
| 1.2.2.04 | Implement the Children and Families Strategy.                                                                                                                                                                                                                                                                   | CEDB | M        | 30-Jul-2017 |  Review required |
| 1.2.2.05 | Continue to consult and engage with young people and other specific population groups through mechanisms including the Young Women's Multicultural Group, the Glenorchy Youth Task Force, Cultural Diversity Advisory Committee and the Access Advisory Committee.                                              | CEDB | M        | 30-Jun-2016 |  On schedule     |

| Code     | Description                                                                                                                                                                                                                                          | Lead | Priority | Target Date | Status                                                                                                |
|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|----------|-------------|-------------------------------------------------------------------------------------------------------|
| 1.2.2.06 | Promote volunteerism through mechanisms such as the Annual Volunteer Awards.                                                                                                                                                                         | CEDB | M        | 30-Jun-2016 |  On schedule       |
| 1.2.2.07 | Implement the Healthy Communities Plan.                                                                                                                                                                                                              | CEDB | M        | 30-Jun-2016 |  On schedule       |
| 1.2.2.08 | Implement the Lawn Bowls Facilities Plan.                                                                                                                                                                                                            | CG   | M        | 30-Jun-2016 |  On schedule       |
| 1.2.2.09 | Operate Council's Child Care Centres in accordance with the Education and Care Services National Law and Regulations.                                                                                                                                | CEDB | M        | 30-Jun-2016 |  Ongoing           |
| 1.2.3.01 | In consultation with the Glenorchy Arts and Culture Advisory Committee and the community, plan, develop and implement a range of arts and cultural events, activities and projects including the Symphony under the Stars and Carols by Candlelight. | CEDB | M        | 30-Jun-2016 |  On schedule       |
| 1.2.3.02 | Foster and support community cultural events and projects which celebrate Glenorchy's cultural diversity and build identity, inclusion and City pride, including the Moonah Taste of the World Festival.                                             | CEDB | M        | 30-Jun-2016 |  On schedule      |
| 1.2.3.03 | Deliver the externally funded KGV Sports and Community Precinct Project.                                                                                                                                                                             | CG   | M        | 31-Mar-2016 |  Review required |
| 1.2.3.04 | Deliver the externally-funded Goodwood Community Centre upgrade.                                                                                                                                                                                     | CG   | M        | 30-Jun-2016 |  Review required |
| 1.2.3.05 | Implement Council's Youth Strategy.                                                                                                                                                                                                                  | CEDB | M        | 30-Jun-2016 |  On schedule     |
| 1.2.3.06 | Partner with other stakeholders to support initiatives which address social disadvantage such as problem gambling, mental health and alcohol and other drugs.                                                                                        | CEDB | M        | 30-Jun-2016 |  Completed       |
| 1.2.3.07 | Continue to convene inter-agency groups to address gaps in services including Youth Action Network Glenorchy (YANG), Glenorchy Action Interagency Network (GAIN) and Linkages.                                                                       | CEDB | M        | 30-Jun-2016 |  Ongoing         |
| 1.2.3.08 | Implement the Council's Community Safety Framework and Action Plan.                                                                                                                                                                                  | CEDB | M        | 30-Jun-2016 |  On schedule     |

| Code     | Description                                                                                                                            | Lead | Priority | Target Date | Status                                                                                                   |
|----------|----------------------------------------------------------------------------------------------------------------------------------------|------|----------|-------------|----------------------------------------------------------------------------------------------------------|
| 1.3.1.01 | Maintain, renew and replace Council's infrastructure in accordance with Council's asset management framework.                          | CSI  | M        | 30-Jun-2016 |  Ongoing              |
| 1.3.1.02 | Develop a whole of Council Customer Experience.                                                                                        | CEDB | M        | 30-Jun-2016 |  On schedule          |
| 1.3.1.03 | Implement the Customer Experience Strategy.                                                                                            | CEDB | L        | 30-Jun-2017 |  Task for future year |
| 1.3.1.04 | Review current infrastructure service levels.                                                                                          | CSI  | H        | 30-Jun-2016 |  Review required      |
| 1.3.1.05 | Undertake an Operational Service Level Review.                                                                                         | ELT  | H        | 30-Jun-2016 |  Review required      |
| 1.3.2.01 | Identify opportunities for outsourcing services that will create value for money and meet the expectations of the community.           | ELT  | M        | 30-Jun-2016 |  Ongoing              |
| 1.3.3.01 | Provide an effective animal management service.                                                                                        | CG   | M        | 30-Jun-2016 |  Ongoing            |
| 1.3.3.02 | Administer kerbside waste collection services, promote waste minimisation, recycling and environmentally responsible disposal options. | CSI  | M        | 30-Jun-2016 |  Ongoing            |

### Community Outcome: Open for Business

| Code     | Description                                                                                                      | Lead | Priority | Target Date | Status                                                                                            |
|----------|------------------------------------------------------------------------------------------------------------------|------|----------|-------------|---------------------------------------------------------------------------------------------------|
| 2.1.1.01 | Develop an economic development strategy for Glenorchy.                                                          | CEDB | M        | 30-Jun-2016 |  On schedule |
| 2.1.2.01 | Progress the Interim Planning Scheme to a Single State-wide Planning Scheme.                                     | CSI  | M        | 30-Jun-2016 |  On schedule |
| 2.1.2.02 | Advocate, lobby or represent the interests of business with state or federal agencies, organisations and groups. | CEDB | M        | 30-Jun-2016 |  Ongoing     |

| Code     | Description                                                                                 | Lead | Priority | Target Date | Status                                                                                                   |
|----------|---------------------------------------------------------------------------------------------|------|----------|-------------|----------------------------------------------------------------------------------------------------------|
| 2.1.2.03 | Implement the Wilkinsons Point and Elwick Bay Precinct Master Plan.                         | CEDB | M        | 30-Jun-2016 |  Ongoing              |
| 2.1.3.01 | Develop & implement the business & marketing strategy for the Derwent Entertainment Centre. | CEDB | M        | 30-Jun-2016 |  On schedule          |
| 2.1.3.02 | Actively promote events held at the Derwent Entertainment Centre and other city facilities. | CEDB | M        | 30-Jun-2016 |  Ongoing              |
| 2.2.1.01 | Partner with Destination Southern Tasmania to increase local tourism visitation.            | CEDB | M        | 30-Jun-2016 |  Ongoing              |
| 2.2.2.01 | Develop a Property Strategy.                                                                | CG   | M        | 30-Jun-2016 |  On schedule          |
| 2.2.2.02 | Implement the Property Strategy.                                                            | CG   | M        | 31-Dec-2016 |  Task for future year |

### Community Outcome: Valuing our Environment

| Code     | Description                                     | Lead | Priority | Target Date | Status                                                                                                |
|----------|-------------------------------------------------|------|----------|-------------|-------------------------------------------------------------------------------------------------------|
| 3.1.1.01 | Develop a nature strip management plan          | CSI  | M        | 31-Dec-2015 |  Review required |
| 3.1.1.02 | Implement the nature strip management plan.     | CSI  | L        | 30-Jun-2017 |  Review required |
| 3.1.1.03 | Develop a street tree urban master plan.        | CSI  | M        | 31-Dec-2015 |  Review required |
| 3.1.1.04 | Implement the street tree urban master plan.    | CSI  | L        | 30-Jun-2017 |  Review required |
| 3.1.1.05 | Implement the Environment Strategy (2013-2023). | CSI  | M        | 31-Dec-2015 |  Completed       |



| Code     | Description                                                                                                                                         | Lead | Priority | Target Date | Status                                                                                              |
|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------|------|----------|-------------|-----------------------------------------------------------------------------------------------------|
| 3.1.1.06 | Implement the Open Space Strategy.                                                                                                                  | CSI  | M        | 30-Jun-2016 |  Ongoing         |
| 3.1.1.07 | Review the creek management plan.                                                                                                                   | CSI  | M        | 30-Jun-2016 |  Review required |
| 3.1.2.01 | Protect the City's natural values through planning processes, enforcement, on-ground activities and community NRM support.                          | CSI  | M        | 30-Jun-2016 |  Ongoing         |
| 3.1.2.02 | Participate in the Derwent Estuary Program.                                                                                                         | CSI  | M        | 30-Jun-2016 |  Ongoing         |
| 3.1.2.03 | Monitor recreational water quality.                                                                                                                 | CSI  | M        | 30-Sep-2015 |  Completed       |
| 3.1.3.01 | Manage essential building maintenance compliance for Council properties.                                                                            | CG   | M        | 30-Jun-2016 |  Ongoing         |
| 3.1.3.02 | Review Council's Disability Discrimination Act Action Plan.                                                                                         | CEDB | M        | 30-Jun-2016 |  On schedule    |
| 3.1.3.03 | Implement Council's Disability Discrimination Act Action Plan.                                                                                      | CEDB | M        | 30-Jun-2016 |  On schedule   |
| 3.1.3.04 | Identify business and funding opportunities for the further development of the Glenorchy Arts and Sculpture Park (GASPI) including art development. | CEDB | M        | 30-Jun-2017 |  Ongoing       |
| 3.1.3.05 | Ensure the construction and maintenance of safe and healthy buildings through compliance with building and plumbing codes.                          | CSI  | M        | 30-Jun-2016 |  Ongoing       |
| 3.1.3.06 | Plan for the sustainable development of the City, ensuring compliance with the planning scheme and community involvement in the planning process.   | CSI  | M        | 30-Jun-2016 |  Ongoing       |
| 3.1.3.07 | Implement actions from the Greater Hobart Regional Bicycling plan.                                                                                  | CG   | M        | 30-Jun-2016 |  Ongoing       |
| 3.1.3.08 | Manage the City's transport network to promote sustainability, accessibility, choice, safety and amenity.                                           | CSI  | M        | 30-Jun-2016 |  Ongoing       |



| Code     | Description                                                                                       | Lead    | Priority | Target Date | Status                                                                                                     |
|----------|---------------------------------------------------------------------------------------------------|---------|----------|-------------|------------------------------------------------------------------------------------------------------------|
| 3.1.3.09 | Protect the City's heritage through planning scheme listing and assessment processes.             | CSI     | M        | 30-Jun-2016 |  Ongoing                |
| 3.1.3.10 | Implement the revised management plan for the Rosetta and Casuarina Crescent Landslip A Zones.    | CSI     | M        | 30-Jun-2016 |  Ongoing                |
| 3.1.3.11 | Promote, implement and monitor public health standards.                                           | CSI     | M        | 30-Jun-2015 |  Completed              |
| 3.1.3.12 | Develop a Master Plan for Tolosa Park.                                                            | CG      | M        | 30-Jun-2016 |  On schedule            |
| 3.1.3.13 | Implement the Tolosa Park Master Plan.                                                            | CG      | L        | 30-Jun-2017 |  Task for future year   |
| 3.1.3.14 | Continue to implement the Council's Graffiti Action Plan.                                         | CSI     | M        | 30-Jun-2016 |  Ongoing                |
| 3.1.3.15 | Deliver the capital works program for roads, stormwater and Council property, parks and reserves. | CSI, CG | M        | 30-Jun-2016 |  Ongoing               |
| 3.1.3.16 | Develop a Master Plan for the Berriedale Peninsula.                                               | CG      | M        | 30-Jun-2016 |  On schedule          |
| 3.1.3.17 | Implement the Berriedale Peninsula Master Plan.                                                   | CG      | L        | 30-Jun-2017 |  Task for future year |
| 3.1.3.18 | Update the KGV Master Plan.                                                                       | CG      | L        | 30-Jun-2017 |  Task for future year |
| 3.1.3.19 | Create a cycling hub within Tolosa Park.                                                          | CG      | L        | 30-Jun-2017 |  Task for future year |
| 3.1.3.20 | Upgrade parks and reserve signage across the City.                                                | CG      | M        | 30-Jun-2016 |  Ongoing              |
| 3.1.3.21 | Develop the Glenorchy CBD Strategic Framework.                                                    | CEDB    | M        | 30-Jun-2016 |  Review required      |

| Code     | Description                                                      | Lead | Priority | Target Date | Status                                                                                                      |
|----------|------------------------------------------------------------------|------|----------|-------------|-------------------------------------------------------------------------------------------------------------|
| 3.1.3.22 | Implement the Glenorchy CBD Strategic Framework.                 | CSI  | M        | 30-Jun-2017 | <br>On schedule          |
| 3.1.3.24 | Implement the externally-funded Streetscape Improvement Project. | CG   | M        | 30-Jun-2016 | <br>Task for future year |
| 3.1.3.25 | Implement the Waste Management Strategy                          | CSI  | M        | 30-Jun-2018 | <br>Ongoing              |
| 3.1.3.26 | Implement the Heritage Information Update project.               | CSI  | M        | 31-Dec-2015 | <br>Review required      |

### Community Outcome: Leading our Community

| Code     | Description                                                                                                           | Lead    | Priority | Target Date | Status                                                                                                   |
|----------|-----------------------------------------------------------------------------------------------------------------------|---------|----------|-------------|----------------------------------------------------------------------------------------------------------|
| 4.1.1.01 | Ensure preparedness for disaster by maintaining and continually reviewing the City's Emergency Management Strategies. | ELT     | M        | 30-Jun-2016 | <br>Ongoing         |
| 4.1.1.02 | Establish a professional development program for Mayor and Aldermen.                                                  | CG      | M        | 30-Jun-2016 | <br>Ongoing         |
| 4.1.2.01 | Develop a brand strategy for the City.                                                                                | CEDB    | H        | 30-Jun-2016 | <br>Review required |
| 4.1.2.02 | Implement the brand strategy for the City.                                                                            | CEDB    | L        | 30-Jun-2017 | <br>Review required |
| 4.1.2.03 | Develop a communications strategy including internal, external, community consultation and social media.              | CEDB    | H        | 30-Jun-2016 | <br>Review required |
| 4.1.2.04 | Implement the communications strategy including internal, external, community consultation and social media.          | CEDB,CG | H        | 31-Dec-2016 | <br>Review required |

| Code     | Description                                                                                                                                                                              | Lead             | Priority | Target Date | Status                                                                                                      |
|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|----------|-------------|-------------------------------------------------------------------------------------------------------------|
| 4.1.3.01 | Coordinate development and production of Council's Annual Plan.                                                                                                                          | CEDB             | H        | 30-Jun-2016 | <br>On schedule          |
| 4.1.3.02 | Implement the performance reporting system for corporate strategic planning.                                                                                                             | CEDB             | H        | 30-Jun-2016 | <br>On schedule          |
| 4.1.3.03 | Develop a 10 year Strategic Plan.                                                                                                                                                        | CEDB             | H        | 30-Nov-2015 | <br>Review required      |
| 4.1.3.04 | Develop and implement a performance management framework(KPI's) for each department and individual employee(s) linked to achievement of Council Annual Plans and Strategic action plans. | CEDB             | H        | 30-Jun-2016 | <br>Review required      |
| 4.1.3.05 | Develop an Innovation Strategy.                                                                                                                                                          | Whole of Council | M        | 30-Jun-2016 | <br>Task for future year |
| 4.2.1.01 | Implement the 10 year maintenance and capital plan for the DEC.                                                                                                                          | CEDB             | M        | 30-Jun-2016 | <br>On schedule        |
| 4.2.1.02 | Implement the information and communications technology (ICT) strategy.                                                                                                                  | CEDB             | H        | 30-Jun-2017 | <br>On schedule        |
| 4.2.1.03 | Implement the public toilet facilities plan.                                                                                                                                             | CG               | M        | 30-Jun-2016 | <br>Ongoing            |
| 4.2.1.04 | Implement the Improvement Plan including efficiency, savings program, resource utilisation improvements and end of year performance review of key service streams.                       | Whole of Council | M        | 30-Jun-2016 | <br>Review required    |
| 4.2.1.05 | Review & update the corporate risk management plan.                                                                                                                                      | CG               | M        | 30-Jun-2016 | <br>Ongoing            |
| 4.2.1.06 | Review and update the corporate risk register, policies & procedures.                                                                                                                    | CG               | L        | 31-Dec-2016 | <br>Ongoing            |

| Code     | Description                                                                                                                                         | Lead | Priority | Target Date | Status                                                                                                     |
|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------|------|----------|-------------|------------------------------------------------------------------------------------------------------------|
| 4.2.1.07 | Undertake a Community Facility Utilisation Review of maintenance, user & lease requirements.                                                        | CG   | M        | 30-Jun-2016 |  Task for future year   |
| 4.2.1.08 | Implement Asset Management Strategy.                                                                                                                | CSI  | M        | 30-Jun-2016 |  On schedule            |
| 4.2.1.09 | Identify commercial revenue raising opportunities from Council facilities and property portfolio.                                                   | CG   | M        | 30-Jun-2016 |  Task for future year   |
| 4.2.1.10 | Deliver the maintenance program for Council in accordance with agreed service levels.                                                               | CSI  | M        | 30-Jun-2016 |  Ongoing                |
| 4.2.1.11 | Review grant management processes.                                                                                                                  | CEDB | M        | 30-Jun-2016 |  On schedule            |
| 4.2.1.12 | Manage the operation and maintenance and further development of the Derwent Park Stormwater Re-use scheme.                                          | CG   | L        | 30-Jun-2017 |  Ongoing              |
| 4.2.1.13 | Develop an Accommodation Strategy.                                                                                                                  | CG   | H        | 31-Dec-2015 |  Review required      |
| 4.2.1.14 | Implement the Accommodation Strategy.                                                                                                               | CG   | H        | 30-Jun-2016 |  Task for future year |
| 4.2.1.15 | Prepare Management Team Protocols, Roles & Responsibilities.                                                                                        | ELT  | M        | 31-Dec-2015 |  Review required      |
| 4.2.1.16 | Develop a GCC Project Management Methodology.                                                                                                       | CG   | M        | 30-Jun-2016 |  Review required      |
| 4.2.1.17 | Review and improve the processes and systems for the preparation of documents and agendas for Council meetings and Workshops and develop templates. | CG   | M        | 30-Jun-2016 |  Ongoing              |
| 4.2.1.18 | Develop a Procurement Strategy, including contract management review.                                                                               | CG   | H        | 31-Dec-2015 |  Review required      |

| Code     | Description                                                          | Lead | Priority | Target Date | Status                                                                                                        |
|----------|----------------------------------------------------------------------|------|----------|-------------|---------------------------------------------------------------------------------------------------------------|
| 4.2.1.19 | Implement the Procurement Strategy.                                  | CG   | H        | 30-Jun-2016 | <br>Task for future year   |
| 4.2.1.20 | Undertake a Plant and Fleet Review.                                  | CSI  | M        | 31-Dec-2015 | <br>Review required        |
| 4.2.1.21 | Implement the Plant and Fleet Review.                                | CSI  | M        | 30-Jun-2016 | <br>Review required        |
| 4.2.2.01 | Prepare a Financial Processes Improvement Plan.                      | CEDB | M        | 30-Jun-2016 | <br>On schedule            |
| 4.2.3.01 | Develop a Human Resources Strategy.                                  | CG   | H        | 30-Jun-2016 | <br>Ongoing                |
| 4.2.3.02 | Implement the Human Resources Strategy.                              | CG   | H        | 30-Jun-2017 | <br>Task for future year  |
| 4.2.3.03 | Develop a Well Workforce Plan.                                       | CG   | H        | 30-Jun-2016 | <br>Task for future year |
| 4.2.3.04 | Implement the Well Workforce Plan.                                   | CG   | H        | 30-Jun-2017 | <br>Task for future year |
| 4.2.3.05 | Negotiate a new enterprise agreement and implement the Modern Award. | CG   | M        | 30-Jun-2016 | <br>Ongoing              |
| 4.2.3.06 | Develop a Work Health and Safety Plan & Strategy.                    | CG   | H        | 30-Jun-2016 | <br>Ongoing              |
| 4.2.3.07 | Implement the Work Health and Safety Plan & Strategy.                | CG   | H        | 30-Jun-2017 | <br>Task for future year |
| 4.2.3.08 | Complete Business Continuity Plans.                                  | CG   |          | 30-Jun-2016 | <br>Task for future year |

| Code     | Description                                                                                                    | Lead             | Priority | Target Date | Status                                                                                                      |
|----------|----------------------------------------------------------------------------------------------------------------|------------------|----------|-------------|-------------------------------------------------------------------------------------------------------------|
| 4.2.3.09 | Deliver a Management Training & Development Program.                                                           | ELT              | M        | 30-Jun-2016 | <br>Review required      |
| 4.2.4.01 | Ensure community compliance with State legislative requirements on matters of material importance.             | CG, CSI          | M        | 30-Jun-2016 | <br>Ongoing              |
| 4.2.4.02 | Develop a Governance Strategy.                                                                                 | CG               | H        | 30-Jun-2016 | <br>Ongoing              |
| 4.2.4.03 | Implement the Governance Strategy.                                                                             | CG               | M        | 30-Jun-2017 | <br>Task for future year |
| 4.3.1.01 | Liaise with the State Government as appropriate on matters of strategic priority.                              | CEDB             | M        | 30-Jun-2016 | <br>Ongoing              |
| 4.3.1.02 | Participate in the review of the role and functions of local government.                                       | Whole of Council | M        | 30-Jun-2016 | <br>On schedule          |
| 4.3.1.03 | Continue to contribute to the local government reform process in accordance with Council's guiding principles. | Whole of Council | H        | 30-Jun-2016 | <br>Ongoing            |
| 4.3.3.01 | Identify and formalise external council relationships to partner and, where feasible, share resources.         | Whole of Council | M        | 30-Jun-2016 | <br>Ongoing            |
| 4.3.3.02 | Actively participate in peak local government bodies (LGAT & the STCA) to advance community priorities.        | Whole of Council | M        | 30-Jun-2016 | <br>Ongoing            |

### Comments on All Actions with "Review Required" Status

| Code     | Description                                                                                                                                                                                                                                                                                                     | Comment                                                                                                                                                                                                                                                                                                                                                 |
|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.1.3.01 | Utilise the community engagement process implemented for the new Community Plan to review Council's community engagement process including the operation of Precinct Committees and new methods such as social media. Review Council's community engagement strategy and develop a community engagement manual. | A project plan is being developed for implementation in the second half of 2015/16. N.B. Co-ordinator Community Inclusion has resigned and position likely to be relocated to Corporate Governance Directorate. The number of Precincts has been reduced through amalgamation to 3, with AGMs held in November and December 2015.                       |
| 1.2.2.04 | Implement the Children and Families Strategy.                                                                                                                                                                                                                                                                   | Strategy implementation continues including successful delivery of the annual Dads Day Out event. However, there are resource constraints due to the Co-ordinator Community Development's substantive responsibilities. Strong networking with the Glenorchy Inter Agency Network continues to be supported.                                            |
| 1.2.3.03 | Deliver the externally funded KGV Sports and Community Precinct Project.                                                                                                                                                                                                                                        | Construction of the project is progressing. Indicative dates for the completion of the tenancies are:<br>G.D.F.C. Ground Floor Bars 29th March 2016;<br>G.D.F.C. Café and entry 4th May 2016;<br>G.D.F.C. 1st Floor area 29th April 2016;<br>Revive Ground Floor 31st May 2016;<br>M.R.C. Second Floor 1st June 2016<br>Hydrotherapy Pool 9th June 2016 |
| 1.2.3.04 | Deliver the externally-funded Goodwood Community Centre upgrade.                                                                                                                                                                                                                                                | Project documentation completed, building permits obtained and project tendered. Construction work commenced and expected to be completed by 30 June 2016.                                                                                                                                                                                              |
| 1.3.1.04 | Review current infrastructure service levels.                                                                                                                                                                                                                                                                   | Infrastructure Service Level Manuals have been reviewed and updated. Testing will be required for a 12 month period through the Assetic/MyData Maintenance Management System to ensure intervention levels are appropriate then a report to council will be presented to set the final Service Levels.                                                  |



| Code     | Description                                        | Comment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|----------|----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.3.1.05 | Undertake an Operational Service Level Review.     | Some work and reviews have been completed in relation to internal service levels and these have preceded restructuring the department.<br><br>Data has been gathered in relation to works centre operations and the current service level manuals have been updated to reflect current operations<br><br>Proposal received from CT Management to conduct high level service level planning review across all the Council departments - Currently prioritising which require areas are highest priority. |
| 3.1.1.01 | Develop a nature strip management plan             | A draft Nature Strip Management Plan has been completed and is undergoing review. This will be presented to Council February/March for endorsement before implementation.                                                                                                                                                                                                                                                                                                                               |
| 3.1.1.02 | Implement the nature strip management plan.        | A draft Nature Strip Management Plan has been completed and is undergoing review. This will be presented to Council February/March for endorsement before implementation.                                                                                                                                                                                                                                                                                                                               |
| 3.1.1.03 | Develop a street tree urban master plan.           | A draft Street Tree Urban Master Plan has been completed and is undergoing review. This will be presented to Council February/March for endorsement before implementation.                                                                                                                                                                                                                                                                                                                              |
| 3.1.1.04 | Implement the street tree urban master plan.       | A draft Street Tree Urban Master Plan has been completed and is undergoing review. This will be presented to Council February/March for endorsement before implementation.                                                                                                                                                                                                                                                                                                                              |
| 3.1.1.07 | Review the creek management plan.                  | Needs to be reallocated to MW and will be subject of the availability of resources.                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 3.1.3.21 | Develop the Glenorchy CBD Strategic Framework.     | The draft CBD Strategic Framework has been prepared and is yet to be considered by Council prior to public consultation. The necessity to proceed at this stage may be overtaken by more detailed consultancy investigation on urban design associated with the CBD revitalisation project and incorporation of a Specific Area Plan focussed on urban design in the Glenorchy CBD into the Planning Scheme.                                                                                            |
| 3.1.3.26 | Implement the Heritage Information Update project. | Phase 1 (datasets) is almost complete. Likely to be completed in January 2016.                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 4.1.2.01 | Develop a brand strategy for the City.             | The Co-ordinator Communications & Marketing left Council in September 2015. The position is undergoing a review and is likely to be relocated to Corporate Governance Directorate.                                                                                                                                                                                                                                                                                                                      |



| Code     | Description                                                                                                                                                                              | Comment                                                                                                                                                                                                                                                                   |
|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4.1.2.02 | Implement the brand strategy for the City.                                                                                                                                               | The Co-ordinator Communications & Marketing left Council in September 2015. The position is undergoing a review and is likely to be relocated to Corporate Governance Directorate.                                                                                        |
| 4.1.2.03 | Develop a communications strategy including internal, external, community consultation and social media.                                                                                 | The Co-ordinator Communications & Marketing left Council in September 2015. The position is undergoing a review and is likely to be relocated to Corporate Governance Directorate.                                                                                        |
| 4.1.2.04 | Implement the communications strategy including internal, external, community consultation and social media.                                                                             | The Co-ordinator Communications & Marketing left Council in September 2015. The position is undergoing a review and is likely to be relocated to Corporate Governance Directorate.                                                                                        |
| 4.1.3.03 | Develop a 10 year Strategic Plan                                                                                                                                                         | Council endorsed the Strategic Planning Framework on 28/9/2015. A first draft Strategy set was developed at a Management Team workshop on 13/10/2015 & a further workshop scheduled for 14/12/2015 to progress measures was cancelled owing to a special Council meeting. |
| 4.1.3.04 | Develop and implement a performance management framework(KPI's) for each department and individual employee(s) linked to achievement of Council Annual Plans and Strategic action plans. | Dependent on progress of HR Strategy.                                                                                                                                                                                                                                     |
| 4.2.1.04 | Implement the Improvement Plan including efficiency, savings program, resource utilisation improvements and end of year performance review of key service streams.                       | All Improvement Plan Projects transferred to the 4 year Annual Plans as adopted by Council in June 2015<br>Currently reviewing priorities - some of the of the projects may be rolled over into 2016/2017 year.                                                           |
| 4.2.1.13 | Develop an Accommodation Strategy.                                                                                                                                                       | Consultant chosen December 2015, work commenced on Accommodation Strategy in January 2016. Expected timeframe for completion of Stage 1 (review and reporting with recommendations) is 6 to 9 months.                                                                     |

| Code     | Description                                                           | Comment                                                                                                                                                                                                                                                                                                        |
|----------|-----------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4.2.1.15 | Prepare Management Team Protocols, Roles & Responsibilities.          | New management team in place.<br>Protocols, roles and responsibilities stated in the new position descriptions and employment contracts.<br>Non-statutory delegations to be defined in forthcoming management team workshops.<br>Professional development will occur in second half of 2016/17 financial year. |
| 4.2.1.16 | Develop a GCC Project Management Methodology.                         | Project Management Office project to be resourced and developed commencing April 2016.                                                                                                                                                                                                                         |
| 4.2.1.18 | Develop a Procurement Strategy, including contract management review. | Position of Procurement Coordinator commenced on 1 February 2016. Review process currently being finalised for adoption/approval.                                                                                                                                                                              |
| 4.2.1.20 | Undertake a Plant and Fleet Review.                                   | Part of overall review completed. Completion of the next stage will be completed when restructure of Works Department is completed.                                                                                                                                                                            |
| 4.2.1.21 | Implement the Plant and Fleet Review.                                 | Implementation of the results of the Plant and Fleet review will be completed when the restructure of Works Department is completed.                                                                                                                                                                           |
| 4.2.3.09 | Deliver a Management Training & Development Program.                  | Will be started in 2016 calendar year<br>Proposals already received and decision will occur in 2016.                                                                                                                                                                                                           |



## Southern Tasmanian Councils Authority

### Quarterly Report to Members

**December 2015**



Each Joint Authority is required under Section 36 B of the Local Government Act, 1993 to provide to its members a quarterly report that includes a statement of its general performance and a statement of its financial performance.

This report covers the three-month period ending 31<sup>st</sup> December 2015. This report with all previous quarterly reports is published on the Authority's website: [www.stca.tas.gov.au](http://www.stca.tas.gov.au)

The Southern Tasmanian Councils Authority (STCA) commenced on 1st July 2006.

Photo credit: Brenton West

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## QUARTERLY REPORT TO MEMBER COUNCILS DECEMBER 2015

### REPORT SUMMARY

The Authority held Ordinary Board Meetings on 19<sup>th</sup> October and 7<sup>th</sup> December 2015

#### **1. Christine Bell, Southern Waste Solutions**

Christine Bell, CEO of Southern Waste Solutions (SWS) provided an update to the Board on the activities of SWS and the construction of the Copping C Cell

#### **2. Regional Waste Group Update**

The STCA Board received an update on the activities of the Regional Waste Group

#### **3. STCA Special Projects Fund**

The Board resolved to transfer some small project funds into the new consolidated STCA Special Projects Fund

#### **4. STCA Infrastructure Priority List**

The STCA Board endorsed the STCA Infrastructure Priority List

#### **5. China Trade Mission**

The Chair provided a report and update on the recent Tasmanian State Government Chinese Trade Mission

#### **6. Policy Positions**

The Board renewed support for a range of policy positions

#### **7. Regional Mountain Biking**

The Board endorsed support for a regional mountain biking project

#### **8. Rob Miley, General Manager, Marine, Defence and Business Services, Department of State Growth**

The Board received an update on the State Government's plan to secure more defence contracting

#### **9. Campervan and Motorhome Infrastructure**

The Board endorsed a proposal to try and develop more RV Friendly Towns across Southern Tasmania

**10. Economic Development MoU**

The STCA Board received a proposal to develop a joint MoU with the State and Federal Governments

**11. National Park Infrastructure**

The STCA Board resolved to write to the Minister Matthew Groom for an update on the planned works in National Parks across the region

**12. Regional Economic Development Priority Document**

The Board endorsed the development of a Regional Economic Development Priority Document

**13. Governance and Audit Committee**

The STCA Board received a report from the Governance and Audit Committee

**14. 2016 STCA Meeting Dates**

The STCA Board endorsed the 2016 STCA Meeting Dates

**15. CEO Report**

The CEO provided an update to the Board on a range of matters

**16. State Government Budget Submission**

The STCA made a submission for the 2016/17 Tasmanian State Budget

**17. Employees****18. Finances**



## THE REPORT

### 1. Christine Bell, Southern Waste Solutions

Christine Bell the Chief Executive Officer of Southern Waste Solutions (SWS), the regional Authority owned by four southern councils addressed the STCA Board and provided an update on the activities of SWS and the development of the Copping C Cell.

Ms Bell spoke about the details of the C Cell including that it is a secure c class landfill, contains four liners to store the level 3 waste, that the worst type level 4 will not be going to coping and that it won't be accepting liquids.

Christine also pointed out that testing will take place on all waste before it is presented to the Copping C Cell and that there had been a lot of misinformation in the community about the Copping C Cell. She also highlighted that it is 1,750 metres from water, will be built on dolerite that doesn't have a fault line through the area, has been approved by council and the EPA and that the man made liners last for hundreds of years and the clay liners 1,000 years.

Ms Bell informed the Board that financing was nearly in place and that this was likely to mean construction would start in 2016. SWS had potential clients such as the Antarctic division, heavy industries, defence, Macquarie Point and others interested in the use of the C Cell. As well as opportunities to clean up of the significant level of legacy waste that exists around Tasmania.

This is a vital piece of infrastructure for southern Tasmania and will provide opportunities for economic growth by being able to take potential contaminated soils from Macquarie Point, Antarctic waste and other heavy industry waste products.

Tasmania is the only state in Australia without a C Cell waste facility.

The Board again indicated its support for the project and resolved to write the Tasmanian State Government highlighting this support.

### 2. Regional Waste Group Update

At its previous meeting the STCA Board endorsed a process to establish a waste Working Group with a representative from all member councils. This group would come under the auspice of the STCA and is to be chaired by Mayor Vincent.

The Working Group is being charged with determining appropriate governance arrangements for a regional waste group to be contained within the STCA, this

includes the development of Terms of Reference, set of activities and a draft budget ready to take over operations from 1 July 2016.

It is important that this new group has a strong strategic vision for the future and that this was conveyed to member councils. It was recognised that this is a highly passionate issue that a lot of people care deeply about, so it is important to get the strategic vision and structure right.

Member councils have provided responses to the STCA CEO on their nominee for the Waste Working Group and this Group has held its first meeting.

The meeting was well attended by member councils, as expected there was some small discussion at the beginning regarding SWSA and some of the previous issues of the regional waste body. However, the Chair was quick to act and ensure that the meeting was focused on developing a model under the STCA that would allow for a strong regional waste body from 1 July 2016.

The Group considered a number of items including a draft timeline, draft terms of reference and activities for the new regional waste body.

Although reasonably tight in terms of the implementation of a new regional waste group by 1 July 2016, there was general agreement around the proposed timelines.

The Group examined the draft Terms of Reference and provided significant feedback to the CEO. However, none of the issues raised really seemed like "deal breakers". The updated Terms of Reference will be presented to the Group in early February.

Discussions around potential activities were guided by a summary of previous SWSA and other Tasmanian waste group's activities. There was general agreement about the importance of the education program and strong regional collaboration. But the CEO will meet individually with a range of members to formulate an up to date activity program for consideration at the next meeting.

There was significant discussion around the budget for SWSA, in particular how it would be determined the level of funds committed by each Council, as it was recognised the old system wasn't working. The most logical approach to solve this seemed to be a pro-rata arrangement the same as the STCA membership.

A communication from Chair of the Group, Mayor Kerry Vincent will be sent out in the coming days, updating all Alderman, Councilors and GMs on the first meeting of the Waste Management Group as well as highlighting the importance and benefits of a strong united regional waste group operating beyond 1 July 2016.



### 3. STCA Special Projects Fund

Previously the STCA Board has endorsed establishment of the STCA Special Projects Fund.

This Fund was designed to be utilised if the Authority ever need small amounts of funding for consultation work to be undertaken or to provide a small contribution to a specific regional project.

The Governance and Audit Committee were charged with identifying potential accounts where a project has been completed, in some cases a number of years ago, and all of the funding appropriately acquitted, leaving a small amount of funds.

The Governance and Audit Committee has examined this issue and has identified a number of accounts that have been recommended for transferring to the STCA Special Projects Fund.

In consultation with the STCA accountant the following accounts have been identified in fulfilling these criteria, they have been fully acquitted and all statutory obligations have been met. They have had little or no activity in the past 18 – 24 months and it was recommended that they be merged into the STCA Special Projects Fund.

- Water and Sewerage Transition account - \$1,231
- Local Government Structures Review account – \$5,587
- Tourism Projects account - \$10,460
- Regional Visioning account - \$2,505
- Southern Tasmanian Industrial Land Study account - \$1,664
- Southern Planning Project account - \$1,859

The Board resolved to transfer these funds into the STCA Special Projects Account for use by the Authority on regional projects.

It was also determined that appropriate guidelines should be developed to govern the distribution of funds from the account.

### 4. STCA Infrastructure Priority List

Traditionally, the STCA has developed an Infrastructure Priority List to utilise for lobbying State and Federal Government's for increased infrastructure investment in southern Tasmania. Generally these priorities are used in the lead up to State and Federal Elections and Budget cycles.

Over the past 12 months the STCA has been successful with these lobbying efforts and a number of the Authority's key infrastructure priorities have been funded as part of both State and Federal Government Budgets.

With a Federal Election due in the second half of 2016, it seems appropriate to establish a new infrastructure priority list in the lead up to this period.

The STCA Infrastructure Committee has been working on the development of a new Infrastructure Priority List. The Authority has had greater success lobbying governments for funding by establishing a list of around five key project across the region that is supported by the Board.

The CEO of Infrastructure Tasmania, Allan Garcia recently addressed the STCA Board on his role and the development of an infrastructure pipeline for the use in long term infrastructure funding. It is important the STCA has a consolidated priority list to maximise the opportunities for these projects to be included in the Infrastructure Pipeline. It will also allow the Authority to work closely with the Department of State Growth on the funding of these priorities.

It is proposed that the new STCA Infrastructure Priority list comprise the following projects:

- **Construction of new Bridgewater Bridge**
- **Final stage of sealing of the Highland Lakes Road**
- **Hobart Airport Roundabout at Holyman Drive**
- **Re-alignment of the Channel Highway through Huonville**
- **Greater Hobart Transport Plan**

The Board also endorsed a list of Regional Development Projects to be contained as part of the list, these include:

- **Glenora Road**
- **Arthur Highway**
- **Fortescue Bay Road**
- **Channel Highway**
- **Far South Road**

#### **Bridgewater Bridge**

This has been a longstanding STCA infrastructure priority and a new bridge is strongly supported by the State Government and is a major focus of Infrastructure Tasmania. A corridor where land acquisition has already taken place is reserved for construction of the Bridge.

#### **Final stage of sealing of the Highland Lakes Road**

The Highland Lakes Road is a key corridor for tourists and locals to travel from southern Tasmania across to the West Coast. The State Government has previously committed some funding to contribute to the final stage of sealing of the road, but a further \$10 million is required to complete the project.

#### **Hobart Airport Roundabout at Holyman Drive**

The roundabout at Holyman Drive just near the Hobart International Airport is a key part of the road corridor connecting the Tasman Highway to the south

eastern municipalities of Sorell, Tasman and Glamorgan/Spring Bay. The roundabout is already causing an infrastructure bottleneck and this is only going to increase with the Hobart Airport Master Plan identifying a significant increase of the traffic at the roundabout in the coming years. The project to construct flyovers at the roundabout to reduce congestion was identified as a priority as part of the recent South East Infrastructure Study completed by KPMG for the Clarence, Sorell, Tasman and Glamorgan/Spring Bay Councils.

#### **Re-alignment of the Channel Highway through Huonville**

The Channel Highway is a key road corridor running from Huonville to Cygnet and continuing around to Margate and eventually Kingston. The Channel Highway traverses along the northern bank of the Huon River and intersects with the Huon Highway just north of the bridge. A re-alignment of the Channel Highway at Huonville would reduce congestion in the main street and open up the foreshore for greater development, recreational use and pedestrian access.

#### **Greater Hobart Transport Plan**

Increasingly the three main road corridors that flow into greater Hobart, the Brooker Highway, the Tasman Highway from the Eastern Shore and the Southern Outlet from Kingborough and beyond are becoming extremely congested in peak periods. There appears to have been little planning or consideration given by the State Government and the Department of State Growth on how to address this problem in the future as it increases. An integrated approach looking at car transit, freight movement and public transport, including potential for light rail is needed to address this issue in the coming years.

**Glenora Road** - The Glenora Road is a tourist route providing access to major attractions including the popular Mt. Field National Park. Over the coming years it will require further maintenance and upgrades to meet the increasing demand from tourists travelling on the road.

**Arthur Highway** - The Arthur Highway is the key road leading to the Tasman Peninsula. As tourism within the region grows it is vital that more overtaking lanes are added to the Highway to provide a safe driving experience for visitors and locals.

**Fortescue Bay Road** - The Fortescue Bay Road is the main entrance to the iconic Three Capes Track. Currently the road is gravel and in desperate need of an upgrade. With the expected increase in tourists and locals visiting the walk it is imperative that this road is sealed to provide safe and easy access to this new tourist attraction.

**Channel Highway** - The Channel Highway from Huntingfield to Kettering is the major road leading to the ferry for access to Bruny Island. As the tourist and local demand to visit Bruny Island increases this stretch of road needs to be brought up to the same standard as the Hobart to Huntingfield section.



**Far South Road** - An upgrade to the road into the Tasmania's Far South offers the opportunity to unlock further tourism growth and expansion. A number of local attractions and pristine wilderness could drive increased tourism numbers if the road into the area was sealed completely.

### **Lobby and Promotion – Communications Strategy**

As part of the endorsement process with the STCA Board a detailed Communications Strategy has been developed detailing key lobbying and public promotion efforts over the next 12 months in the lead up to next year's State Budget and Federal Election.

This document will outline lobbying and advocacy efforts with State and Federal politicians, key Department of State Growth staff, Infrastructure Tasmania and other peak bodies. Particularly in the lead up to next year's federal election when there are likely to be funding opportunities.

The Communications Strategy will also detail efforts to promote the projects in the public domain. This will include a launch for mainstream and regional media, social media, the website and newsletter. This is a key component for helping to build public support for the projects and increases the likelihood of successful funding.

## **5. China Trade Mission**

The STCA Board received a report from the Chair of the STCA on the recent State Government Trade Mission to China, which was attended by the City of Hobart.

A small delegation from the City of Hobart visited China in September 2015, participating in a number of tours, meetings and MOU signings in the following cities:

Fuzhou, which is the capital of Tasmania's sister State, Fujian Province, a relationship that has been established for 35 years.

Shanghai. Beijing.

Xi'an, Hobart's first Chinese sister City.

The city of Hobart delegation consisted of:

The Lord Mayor.

Group Manager Executive and Economic Development.

The City of Hobart delegation participated with Minister Matthew Groom's trade delegation. The delegation comprised over 50 representatives from both the Government and private sectors. In particular, the core group of the delegation which the Lord Mayor travelled with comprised:

The Hon Matthew Groom MP, Minister for Department of State Growth.

Mr Mark Bowles, Department of State Growth.  
Mr Chunhua Li, Department of State Growth.  
Ms Joanne Freeman, Department of State Growth.  
Mr Michael Connarty, State Government.  
Mr John Perry, the Tasmanian Coordinator General.  
The Chairman of the Tasmanian Polar Network, Mr John Brennan as well as  
Deputy Chairs, Mr Peter Fewkes and Ms Karen Rees.  
Ms Melinda Percival from Hobart International Airport.

The City of Launceston was also represented by the Mayor, Alderman Albert van Zetten, the General Manager, Mr Robert Dobrzanski and the Economic Development Officer, Mr Bruce Williams.

UTAS was represented by the UTAS Provost, Professor Mike Calford, Pro Vice Chancellor of Global Engagement, Professor Peter Frappell and Ms Sara Franz, Manager Global Engagement.

The Education Sector was present through representatives from Hobart College, Scotch Oakburn College, Hutchins and Fahan Schools as well as TAFE and senior staff from the Education Department.

There were senior representatives from Hydro and Entura. There were a number of private sector participants who also took part in the delegation, most notably from tourism, education, Antarctic, hospitality, agriculture and food production.

As documented in the Asian Century White Paper, the rise of Asia offers an unprecedented chance for Tasmania and Hobart to lift its economic prospects, productivity and workforce participation by increasing the scale of production in areas of strength (such as primary production, education, tourism and premium quality goods and services) through improved connections to the Asian markets.

This opportunity will only be strengthened by the recently signed Free Trade Agreement between China and Australia. This will be achieved by strengthening Tasmania's educational base and the capabilities of its workforce; improving infrastructure; attracting Asian capital; migrants and expertise; supporting centres of research and development; and by investing in the capabilities that build effective links to growing Asian markets and centres of innovation.

The trade delegations to China are facilitating these critical connections and are cultivating new opportunities for Tasmanians and the Chinese. In China the role of Mayor is the second highest ranking official in the People's Government (only the Party Secretary is more senior) and occupies the same level in the order of precedence as provincial governors. The position of Mayor to the Chinese is one of great importance and to be shown great respect. A Chinese Mayor is the public face of the City whereas the Party Secretary is much more behind the scenes. However, it is very apparent that in China the levels of Government are

very connected and work together, and when Tasmania sends a delegation there is extremely high level coordination of the visit and our Chinese hosts have researched Tasmania, Hobart, our key institutions and people very thoroughly.

Therefore, when Tasmania and Hobart undertake a visit to China it is important to reciprocate this level of connectedness and knowledge. Thus the Lord Mayor's participation on trade delegations signifies honour, respect and the fact that Hobart and Tasmania are serious about the relationships that are being created and the opportunities sought. Of course, the Tasmanian Government could take a delegation at just State level and Hobart could just send its own delegation, but when the opportunity arises for a joint approach it signifies a much more coordinated intent from Tasmania.

This is important when the scale of China is considered and compared to the scale of Tasmania and what we can offer Chinese markets. If this is not undertaken in a coordinated manner then Tasmania and Tasmanian businesses will miss out in the long run. The momentum created by the visit of President Xi Jinping in November last year still clearly exists in China, but it will not last forever and therefore it is important that the State and Capital City work together to show Tasmania at its best.

## 6. Policy Positions

The Board received a number of policy positions that have previously been endorsed by the Board and a new one on climate change and resolved to endorse these.

### **Policy position: Copping C Cell Waste Management Facility**

Southern Waste Solutions (SWS) are proposing to construct a controlled waste disposal facility at the Copping landfill site.

#### **Background:**

Controlled waste is material that needs levels of storage beyond general waste such as household rubbish. SWS have gained all planning and environmental approvals for the construction of a Category C waste disposal cell at the Copping landfill site.

Need for a C cell waste facility in Tasmania was identified in 1991 and has been consistently referred to in a number of reports since this time, most recently in the 2008 Sustainable Infrastructure Australia report into *Current and Future Waste Practices in Tasmania*. The Report highlights that the state does not currently have a landfill site to deal with controlled waste and that a lack of adequate facilities may result in significant costs to Tasmanian businesses and may impede economic expansion of the State's industries.

Currently, controlled waste is stored on site at numerous locations around Tasmania or shipped interstate. Creating greater environmental risks as well as



increased costs for Tasmanian businesses.

There are a number of sources of potential controlled waste for the facility. The Antarctic sector is worth hundreds of millions of dollars to the Tasmanian economy every year and employs thousands of Tasmanians. To secure our status as the Antarctic gateway it is vital that the State possess a controlled waste facility to accommodate repatriated waste from Antarctica. The Federal Government has announced \$50 million in funding to rehabilitate the old Macquarie Point rail yards site. It is expected that a significant quantity of controlled waste is likely to be generated as part of the remediation of the site, so it is vital that an appropriate waste management facility is available to store this waste. A number of heavy industries from around Tasmania could also utilise the Copping controlled waste facility.

The construction of a Category C Cell facility would be a major step forward in the management of waste in Tasmania. The construction of such a facility is also vitally important to help secure the long-term economic prosperity of southern Tasmania.

**Position:**

The STCA supports the establishment of a controlled waste facility at the Copping landfill site.

**Action:**

1. The STCA actively supports the construction of the Copping C Cell waste management facility.
2. The STCA advocates for Government funding to be provided to help construct the Copping C Cell waste management facility

## **Policy position: Defence Manufacturing**

**Background:**

The Tasmania Maritime Network (TMN) is a group of companies and organisations involved in the construction of innovative maritime products and services. The majority of these companies are based at the Prince of Wales Bay Marine precinct, although other businesses that are based across southern Tasmania form part of the TMN.

Some of the more well known members of the Tasmanian maritime network include Incat, Liferaft Systems Tasmania, Moonraker, CBG Systems and Taylor Brothers.

In the lead up to the 2013 Federal Election the Tasmanian Maritime Network was pushing to have the Prince of Wales Bay Maritime precinct recognised as a Defence Precinct.



Over the coming decades there will be billions of dollars worth of maritime defence procurement opportunities as the Federal Government continues to renew and expand Australia's maritime fleet. This could include opportunities in defence, customs and border protection procurement.

The TMN includes a number of companies that are already supplying specific products to the world defence procurement market.

A number of TMN companies have put in a joint tender under the auspice of TasPac to build the Pacific Patrol Boats.

Any defence contracts would deliver a massive boost to the Tasmanian economy through increased jobs and economic activity right across the region.

**Position and Actions:**

- The STCA support the efforts by the Tasmanian Maritime Network (TMN) to have the Prince of Wales Bay Maritime precinct recognised as a Defence Precinct
- The STCA work with the TMN, TasPac and the State Government by providing support for the bid for the Pacific Patrol Boats to be build in Tasmania

### **Policy position: Willow Court**

**Background:**

Willow Court was established in New Norfolk in the early 1830's. It is a historic precinct that offers the rare opportunity to embrace Tasmania's convict history whilst also providing a fantastic community asset.

The Derwent Valley Council bought the entire site from the State Government when it was decommissioned as a psychiatric facility. Since that time some of the newer buildings have been sold and are currently under private development. But as an extremely old and historic site it is the Council's view that it is important that some of the site, particularly the old Royal Derwent Reserve Buildings, remain in public hands.

There has been significant work undertaken on the site in the past few years. With tourism through attractions, festivals and events playing a bigger role in the State's economy the redeveloped historic Willow Court site provides the opportunity to harness these sectors to deliver economic and cultural benefits.

The site is starting to return to its former glory, but a significant funding injection is still required to finish the project. Recently a number of Mayor's and the STCA CEO visited the Willow Court site and saw first hand the ongoing development works taking place on the site.

Since 2012 the Willow Court Conservation Special Committee has undertaken works totaling over \$2 million. The Committee now has fundraising goals, as well as plans to lobby government for further support to undertake the work on restoration of the heritage precinct. Funding in the order of \$8 million is required to complete the site's restoration.

**Position and Actions:**

- The STCA recognises the significant convict and heritage values of the Willow Court site
- The STCA supports the ongoing maintenance and development of the Willow Court site
- The Board undertakes to actively support the project to redevelop and restore the remainder of the historic Willow Court site

**Policy position: Medicinal Cannabis/Industrial**

**Background:**

With the downturn in the Tasmanian economy, in particular the forest industry, there is a growing push to allow cannabis to be grown for medicinal purposes and a relaxing of restrictions of industrial hemp for fibre and food products.

A number of individual councils including the Huon Valley, Derwent Valley and the Dorset Council have provided in principle support for trials of growing cannabis for use in pharmaceutical products for medicinal purposes.

There have also been calls for a reduction in regulation to allow an expansion of the industrial hemp industry in Tasmania.

The Tasmanian State Government has detailed plans to make the industrial hemp industry a priority industry in Tasmania.

This includes the establishment of a working group to look at reducing regulation.

An expansion of the industry would allow for greater use of industrial hemp in fibre products and food products. This would deliver jobs and economic growth, particularly in rural communities struggling with the downturn in the forestry industry.

The STCA previously provided a submission and appeared at a Tasmanian Parliament Inquiry into medicinal cannabis.

There is a cross party bill currently before federal parliament, which has support from the Prime Minister to make it legal to grow and prescribe medicinal cannabis for specific purposes.

**Position and Actions:**

- The STCA supports opportunities growing and prescribing medicinal cannabis for specific purposes in Tasmania
- The Board supports the industrial hemp industry
- Endorses the plan by the State Government to make industrial hemp a priority industry in Tasmania

**Policy Position: Climate Change**

The STCA and local government across Tasmania have undertaken significant work in the area of climate change mitigation and adaptation.

The STCA has completed corporate climate change adaptation plans for councils across the State as well as a Southern Region Climate Change Adaption Plan.

The STCA has also developed a bushfire action plan to help deal with the threat of extreme weather causing bushfires.

The STCA and a number of member councils completed the *Whatever the Weather, We're Ready* project, which saw the development of innovative video clips highlighting the importance of local communities being prepared and resilient from the impacts of climate change and extreme weather events.

Local councils have also taken action through planning and reporting work as well as practical projects such as the installation of solar panels and other energy efficiency projects on council buildings.

The STCA acknowledges the impacts of climate change, in particular on local communities.

We want to work cooperatively with all tiers of government on local solutions that help communities deal with the impacts of climate change and natural disasters caused by extreme weather events.

The STCA believes climate change action is a shared responsibility between local, state and commonwealth governments, communities and the private sector.

Local government has an important role in leadership and educating

communities at both the municipal and regional level on climate change and adaptation.

Councils must prepare for and manage the impacts of climate change on its assets, services and communities.

Early climate change adaptation action is more cost effective than late action.

## **7. Regional Mountain Biking Strategy**

Southern Tasmania already possesses some world class mountain biking trails and tracks. Over recent years the sport has continued to increase in popularity and represents an opportunity to improve social wellbeing and drive economic growth.

In the north of Tasmania a number of local councils have had great success with the development of the North East Mountain Bike Project. This project consists of three trail networks totalling approximately 90km of world class, purpose built, single track plus infrastructure such as signage and bike wash stations at Hollybank, Derby and Blue Tier.

The length of the trails leveraged existing mountain biking and cycling infrastructure in the Region, and will provide the necessary critical mass to create an internationally recognised mountain bike tourism destination, allowing over two full days of riding for enthusiasts of varying capability.

In southern Tasmania a number of councils have been involved in the construction and support of trails and tracks, as well as developing various cycling and trails and tracks strategies.

Due to the project in northern Tasmania a significant amount of work already exists that could be utilised. It also presents an opportunity to leverage off this project and deliver economic returns for the region. The Board resolved to support the development of more mountain biking trails across the region.

To help capitalise on the growing economic opportunities from mountain bike tourism a Local Area Industry Steering Committee in the South East region led by private mountain bike tour and event operator Duncan Giblin is proposing to develop extra trails in Southern Tasmania.

Through the development of extra trails across Southern Tasmania the local industry group believes this would open up longer mountain bike tour and event opportunities. The extra trails coupled with the northern trails and other pre-existing trails in southern Tasmania would ensure that there was a critical mass to attract groups of mountain bikers to Tasmania.



To help develop the proposal to a level to seek government funding for the construction of the new trails in south east the Tasmania the Local Area Industry Steering committee is seeking funding to undertake a business case through KPMG. It is estimated that this business case would cost between \$25,000 and \$30,000 excluding gst.

As the STCA Board has already adopted support of expanding and growing the mountain biking industry in Southern Tasmania they agreed to provide some funding to assist with the business case development on the proviso that other entities also provide a contribution. The Board also felt it was important any study looked at the joint marketing opportunities of pitching all of the tracks as a package to interstate visitors.

## **8. Rob Miley, General Manager, Marine, Defence and Business Services, Department of State Growth**

Rob Miley, the Assistant General Manager for Marine, Defence and Business Services with the Tasmanian Department of State Growth was welcomed to the Board. Rob is also in charge of engagement with local government across Southern Tasmania.

Rob has extensive knowledge and background in defence manufacturing and procurement. He was recently part of the Tasmanian Pacific Patrol Boat tender process and is working with Elphinstone and Israeli company Elbit Systems on the \$3 billion bid for the armoured reconnaissance vehicles. Which has the potential to create hundreds of jobs in Tasmania. He is also working on the development of a Defence Industries Strategy for the State Government

Rob spoke to the group about the State Government's push to secure more defence contracting work for Tasmania. Mr Miley informed the group that the joint Tasmanian bid for the Pacific Patrol Boat tender had been unsuccessful. As the successful tender had not been announced the Tasmanian bid was still waiting for official feedback from the Department of Defence.

Mr Miley commented that making bids for defence contracting work through the tendering process is an extremely time consuming and resource intensive process, with significant input and work required to complete the tendering documentation. This is an area many Tasmanian businesses do not have as much experience as their mainland and international counterparts, the Department of State Growth is looking at further training opportunities to upskill Tasmanian businesses in this area.

Mr Miley also spoke about a joint Tasmanian bid involving north west manufacturers for the LAN 400 to build heavy armoured vehicles

## 9. Campervan and Motorhome Infrastructure

The STCA Board has shown an interest in trying to develop a greater presence in the campervan and motorhome tourism market.

This was spurred following news of the decision of the National Campervan and Motorhome Club of Australia to hold its National Rally in Brighton in April 2017. This event is expected to attract over 1,000 campervans and motorhomes.

The National Campervan and Motorhome Club of Australia has seven chapters in Tasmania with a combined membership in the hundreds. Tasmania also experiences significant numbers of interstate visitors touring the state in motorhomes and campervans. Tourism research highlights that tourists who travel Tasmania by road stay for longer and spend more money within the state.

To encourage campervan and motorhome travelers to stay in local towns, the National Campervan and Motorhome Club of Australia has introduced an accreditation system known as the RV Friendly Town program.

In southern Tasmania we currently have RV Friendly Towns located at Port Huon, Franklin, Glenorchy, New Norfolk, Brighton/Pontville, Sorell and Oatlands. Given the limited number in southern Tasmania an opportunity exists to expand this network across the region.

To become an RV Friendly Town, the location must meet a set of guidelines to ensure it provides certain amenities and services for travelers.

According to the National Campervan and Motorhome Club of Australia when RV tourists enter a town displaying the RVFT sign, they know they will be welcome, certain services will be provided for them that may not be available in other centres, and they will have access to a safe place to stay overnight, and possibly for a longer period.

To become an RV Friendly Town the following is required.

- Provision of appropriate parking within the town centre, with access to a general shopping area for groceries and fresh produce.
- Provision of short term, low cost overnight parking (24/48 hours) for self-contained RVs, as close as possible to the CBD.
- Access to potable water.
- Access to a free dump point at an appropriate location.

The Tasmanian Branch of the Campervan and Motorhome Club of Australia would welcome the opportunity to work with more local councils' across southern Tasmania to increase the number of RV Friendly Towns in the region.

This is an excellent opportunity to attract more visitors to individual locations across the region. Particularly, in the growing tourism visitor market of campervans and motorhomes.

It also presents significant lead in time for councils to establish RV Friendly towns in the lead up to the National Rally in 2017.

The Board resolved to work with the Motorhome Club of Australia and local councils to try and establish more RV Friendly Towns across Southern Tasmania.

## **10. Economic Development MoU with State and Federal Governments**

In recent years the old Department of Economic Development, now as part of the new Department of State Growth has suffered significant cutbacks to staffing levels. This has reduced the Department's capacity to provide significant on the ground economic development case management services.

This reduction of staff has been coupled with the new State Government's different approach to economic development. The new leaner Department has less staff 'on the ground' across the region working with local communities and identifying economic development projects.

Initial discussions with the Department of State Growth and RDA Tas have highlighted the significant opportunities that could be associated with the successful signing of a MoU with the three tiers of government.

These could include:

- Collaboration on economic development opportunities
- The STCA highlighting project identification
- Access to funding opportunities
- Greater influence within the State Government

To start the process for the development of the MoU the Governance and Audit Committee has recommended to the STCA Board, that in principle support be given to the development of an MoU before it is brought back to the Board for final consideration.

The Department of State Growth and RDA have indicated that it would similarly like to have agreement for MoU's with the other two regional bodies, Northern Tasmanian Development and the Cradle Coast Authority.

## **11. National Park Infrastructure**

As part of the 2014/15 State Budget the State Government announced an additional \$8 million over two years to invest in high priority infrastructure renewal and maintenance in National Parks and reserves.



The funding will be used to enhance the visitor experience by providing for the redevelopment, refurbishment and replacement of infrastructure, including signage and interpretation, fencing, walking and multi-use tracks, fire trails, roads, amenities and car parking.

At the time of the Budget announcement the State Government indicated that it would be consulting with local government and local stakeholders including the tourism industry.

On 17 November 2015, Minister Matthew Groom announced the first round (\$1.66 million) of infrastructure projects, these included:

- Replacing a pedestrian bridge on the popular Enchanted Walk at Cradle Mountain
- Completing the upgrade of the walking tracks on The Nut, Stanley;
- Upgrade of toilet facilities at Nelson Falls (Queenstown);
- Site assessment and planning for a new experience at Heritage Landing (Gordon River);
- Repairs and maintenance to the Eagles Eyrie public facility (Maydena);
- Upgrade of toilet facilities at Mathers Beach, Waterhouse (north east Tasmania);
- Route investigation and planning for a new summit walking track at Ben Lomond;
- Design and construction of a new viewing platform at Sumac Lookout (Tarkine Loop Road);
- Cape Bruny Light tower painting and weather proofing and other heritage maintenance works; and
- Strzelecki walking track upgrades (Flinders Island)

The Minister had already announced some road projects totalling \$1.56 million on projects such as the Wielangta Road, Hartz Mountain access road and the Bruny Island Lighthouse Road.

Some consultation for this funding was undertaken through LGAT and also the Local Tourism Associations and Destination Southern Tasmania.

Based on the current round 1 projects there seems to be limited investment in Southern Tasmania, even though the region has a number of world class National Parks and reserves such as Freycinet National Park, Mount Field National Park, South West National Park and the Tasman National Park.

No doubt these Park's all require significant infrastructure and upgrade works on their ageing facilities. It is therefore important that the STCA advocates for investment in these National Parks and the others across Southern Tasmania.

The Board resolved to write to Minister Matthew Groom requesting an update on proposed works in the National Parks across Southern Tasmania in 2016/17 and highlighting the importance of investing in the region's National Parks.

## **12. Regional Economic Development Priority Document**

Over the past few months the STCA has developed an Infrastructure Priority List to guide its advocacy and lobbying efforts over the next 12 months, in particular, in the lead up to the Federal Election expected in the second half of 2016.

Presently the Board has endorsed a number of Economic/Regional Development priorities, these were highlighted as part of the recent State Government Budget submission. The submission to the State Government Budget also highlighted a number of other opportunities in this area.

It was determined to similarly develop an Economic/Regional Development Priority List to be used in conjunction with the Infrastructure Priority List as the STCA's key priorities over the next 12 months.

The development of the Economic/Regional Development Priority List would allow the consolidation of existing priorities and the inclusion of potential new projects.

This document would be developed in consultation with member councils and then brought through the Economic Development Committee for endorsement by the STCA Board at its first meeting in February 2016.

## **13. Governance and Audit Committee**

The Board received a report from the Governance and Audit Committee on their previous meeting. Many of the items considered by the Committee were presented to the Board as individual items. These included the Economic Development MoU with the State Government and the transfer of funds to the STCA Special Projects fund.

## **14. 2016 STCA Meeting Dates**

The STCA Board endorsed the 2016 STCA meeting dates. There was one matter regarding the timing of the STCA AGM that was sent to the Governance and Audit Committee for advice.

| Month     | STCA Board Meeting              | STCA AGM                    | STCA Governance and Audit Committee | STCA Infrastructure Committee  | STCA Economic Development Committee |
|-----------|---------------------------------|-----------------------------|-------------------------------------|--------------------------------|-------------------------------------|
| January   |                                 |                             |                                     |                                |                                     |
| February  | 11.00 am<br>Monday 22,<br>2016  |                             | 11.00 am<br>Friday 5, 2016          |                                | 2.00 pm<br>Wednesday 10,<br>2016    |
| March     |                                 |                             |                                     | 2.00 pm<br>Tuesday 22,<br>2016 |                                     |
| April     | 11.00 am<br>Monday 11,<br>2016  |                             |                                     |                                |                                     |
| May       |                                 |                             | 11.00 am,<br>Friday 20,<br>2016     |                                | 2.00 pm<br>Wednesday 4,<br>2016     |
| June      | 11.00 am,<br>Monday 27,<br>2016 |                             |                                     | 2.00 pm<br>Tuesday 14,<br>2016 |                                     |
| July      |                                 |                             |                                     |                                |                                     |
| August    | 11.00 am,<br>Monday 8,<br>2016  |                             | 11.00 am<br>Tuesday 2,<br>2016      |                                | 2.00 pm,<br>Wednesday 31,<br>2016   |
| September |                                 |                             |                                     | 2.00 pm<br>Tuesday 20,<br>2016 |                                     |
| October   | 11.00 am,<br>Monday 17,<br>2016 |                             |                                     |                                |                                     |
| November  |                                 | 5 pm,<br>Friday 18,<br>2016 | 11 am, Friday<br>25, 2016           | 2.00 pm<br>Tuesday 29,<br>2016 | 2.00 pm<br>Wednesday 30,<br>2016    |
| December  | 11 am,<br>Monday 12,<br>2016    |                             |                                     |                                |                                     |

## 15. CEO Report

The STCA CEO provided updates to the STCA Board on a range of activities, these included:

### **Taswater Data Sharing**

Following from Board's in principle support, the CEO has held a number of discussions with Taswater on the expansion of the voluntary data sharing arrangement between the two organisations. As Taswater have provided all STCA member councils with their water infrastructure through GIS on the LIST, they are looking for a return of this data sharing arrangement and for councils to provide their stormwater information via the same process.

Taswater also want to try and establish an agreement on the sharing of capital works programs to try and reduce multiple road and footpath replacements in short periods of times. Again, after the Board provided in principle support, the CEO and Taswater are looking at practical ways this may be able to be achieved. The most likely outcome is that Taswater will upload their capital asset plans into the LIST and councils will be able to see when particular works are scheduled to take place in the coming years.

### **Local Government Act 1993 Review**

The Terms of Reference for the *Local Government Act 1993* Review are still being developed. It is hoped this will be concluded in the coming months and released in the new year. As per previous discussions at the STCA Board level the CEO is collecting feedback from member councils on issues with the *The Act* for potential inclusion in a submission.

### **Advocacy**

As usually the CEO continues to meet regularly with a range of Government Departments and Minister's Offices. Of note in the past few weeks was the meeting with Vince Taskunas, Chief of Staff to the Minister for Infrastructure Rene Hidding MP. The State Government are very keen to work closely with the STCA on our infrastructure priorities in the lead up to the Federal Election in 2016.

### **Convention Centre – Macquarie Point**

With the Master Plan for Macquarie Point containing no reference to a new large convention centre. Business Events Tasmania (BET) with other partners has commissioned a study to ascertain whether there is demand to build a large conference centre that could hold the increasing large conferences with 2,000 – 4,000 delegates. Currently, Tasmania does not have a venue that can hold a conference with over 1,500 delegates, this study will determine whether there is sufficient demand for a centre of such size. This issue has been discussed at the DST Board level and the STCA CEO has met with the Chair of BET regarding briefing the STCA Board once the report is completed in the coming months.



**China Training**

The STCA has partnered with the Co-ordinator General's Office, Regional Development Australia, Tasmania, LGAT, Northern Tasmanian Development and the Cradle Coast Authority to offer Chinese Language and Cultural Awareness training. This is in recognition of the growing interest in attending and hosting trade delegations. There are two training days, Friday 9<sup>th</sup> October and Thursday 12 November both at the Silverdome in Prospect. Places are limited to one person per council at this time. The STCA CEO will be attending the session on the 12<sup>th</sup> November and can offer a lift to any council staff.

**LGAT/Regional Authorities**

Recently, LGAT, the STCA, Northern Tasmanian Development and the Cradle Coast Authority met for what is now going to be a regular meeting. The purpose of the meeting was to forge a closer working relationship between LGAT and the regional bodies and identify opportunities for collaboration in the future. The first meeting was productive as an opportunity to update each other on our activities and start to map out contents of our quarterly meetings.

**Code of Conduct Legislation**

At the previous meeting the Board resolved to write to all Legislative Council members encouraging them to support the Code of Conduct Legislation. Following the distribution of these letters the CEO received many positive emails regarding our support and willingness to engage in the process. This support was also strongly welcomed by LGAT. Given the success of these efforts, further opportunities to support the passage of legislation should be undertaken.

**Senate Inquiry**

Last month the STCA Chair, Lord Mayor Sue Hickey, Infrastructure Committee Chair, Mayor Deirdre Flint and STCA CEO Brenton West appeared at the Hobart hearing of the Senate Inquiry into infrastructure financing. This was an excellent opportunity for the STCA to appear before federal Senators to highlight key infrastructure priorities for the region and the difficulties in obtaining funding for their development.

In particular, this was an excellent opportunity for the STCA to highlight the growing infrastructure challenges in Southern Tasmania, particularly as our settlements grow, we have increased freight movements and our tourist numbers continue to rise. The STCA also took the opportunity to highlight the importance of a body such as Infrastructure Tasmania to help independently assess infrastructure projects and make recommendations based on need as opposed to politics playing such a large part in infrastructure spending.

**State Government Infrastructure Pipeline**

As he has spoken about previously, the CEO of Infrastructure Tasmania, Allan Garcia is currently developing an Infrastructure Pipeline of projects in the short, medium and longer term. The STCA CEO has recently met with the CEO of Infrastructure Tasmania to discuss the Pipeline. Allan has indicated that the Pipeline is unlikely to be finished prior to March 2016, so following the

December Board meeting the STCA CEO is again going to meet with Infrastructure Tasmania to highlight our key infrastructure priorities as endorsed by the Board to ensure they are on the Pipeline.

**Working with LGAT**

As flagged in the CEO report at the last STCA Board meeting, LGAT and the Authority are trying to forge a stronger working relationship. This has the potential to be beneficial for member councils as we work together on shared priorities, issues and projects. LGAT and the three regional bodies held a formal meeting and workshop last month to work through opportunities for collaboration. As has been previously mentioned the Budget submission is the first of these opportunities, further projects are likely to follow including in areas of joint advocacy, communication with member councils and planning reform.

**State Road Strategy**

At the recent STCA AGM, Shane Gregory the General Manager of State Roads with the Department of State Growth spoke about the development of the State Government's, State Roads Strategy. This is likely to outline key road corridors across Tasmania and key road projects on these corridors that need addressing. The State Road Strategy is expected to go out to public consultation in the first half of 2016. It is important the STCA provides a submission into the preparation of this Strategy. The CEO will continue to update member councils and seek endorsement before a submission is made.

## 16. State Government Budget Submission

As part of ongoing efforts to work more closely with LGAT the STCA provided a two page budget submission as part of the formal LGAT submission to the Tasmanian State Government. Given the short turnaround required to provide the submission to LGAT and the State Government and the potential difficulty in getting any new issues/priorities endorsed out of session the submission focused on existing endorsed priorities.

It is also worth noting that the submission provided to the State Government through LGAT doesn't represent the only advocacy and lobbying efforts the STCA will undertake in the lead up to the 2016/17 State Government Budget. The CEO will also undertake various meetings with ministerial advisers and departmental staff to further highlight endorsed STCA projects and priorities. The final version of the Budget Submission is attached below.





## **Southern Tasmanian Councils Authority (STCA) – Budget Submission**

### **Introduction**

The Southern Tasmanian Councils Authority (STCA) is the regional Authority representing the 12 southern councils. Together the councils' come together through the STCA to work cooperatively and identify regionally beneficial projects.

### **Planning Reform**

In recent years the STCA has been active and actively participate in the different planning reform processes. We remain committed to working with the State Government to deliver the best planning outcomes for local communities.

- It is important the State Government and the Planning Reform Taskforce continues to closely engage with local government through the development of the Single Statewide Planning Scheme.
- There needs to be appropriate resourcing and assistance to local government for the implementation of the Single Statewide Planning Scheme
- Local Government input into the development and implementation of the state planning policies
- We want to play an active role working with the State Government on the resources and the review of the Southern Tasmanian Regional Land Use Strategy

The Single Statewide Planning Scheme is due to begin in 2017. The STCA believes the success of this piece of planning reform is dependent upon the full rollout and implementation of IPlan. A fully resourced and implemented IPlan is critical in making the Single Statewide Planning Scheme user friendly as well as delivering efficiency benefits through the online DA lodgement and tracking process and the enquiry search function

- The STCA strongly supports the resourcing of the full rollout and implementation of IPlan

### **Transport/Infrastructure**

The STCA has long been a strong advocate for increased funding and improved transport infrastructure in Southern Tasmania. This is vitally important as our population and economy continue to grow. We look forward to continuing to work cooperatively and in collaboration with all tiers of government to improve our region's transport system. In particular, we need an integrated transport network that supports the mobility of people and freight across the region. We have a number of key regional priorities, these include:

- **New Bridgewater Bridge** – This is a longstanding key project for the Authority and represents a key transit route for passengers and freight on the national highway
- **Sealing of the Highland Lakes Road** – This project will seal the final stage of the road allowing it to act as a key tourist route connecting the Highland Lakes to the West Coast

- **Upgrade of the Airport Roundabout** – With the large increase in vehicles expected on the roundabout in the coming years this is a critical infrastructure upgrade to alleviate a potential bottleneck and ensure efficient traffic flows in and out of the airport
- **Channel Highway re-direction at Huonville** – A re-routing of the Channel Highway at Huonville would create better traffic flows in the main street and also open up the foreshore for economic development and recreation opportunities. It would also improve road safety for motorists and pedestrians
- **Development of a greater Hobart Transport Plan** – This is a critical piece of infrastructure planning work to understand the traffic flows and movements across the three major road corridors into and around greater Hobart

### **Regional and Economic Development**

Increasingly the STCA is looking to play an active role in facilitating regional and economic development in Southern Tasmania. By investing in regional development projects we help build vibrant and strong local communities. Projects that support this goal also help drive economic development which delivers growth and employment opportunities, benefitting the whole community. Some crucial regional and economic development priorities include:

- **Promoting regional dispersal of tourists** – With the increasing number of tourists visiting Tasmania it is important strategies and programs are put in place to encourage the dispersal of these visitors to regional Tasmania. It is also vital that appropriate investment is made in tourism infrastructure to support this visitor growth.
- **Construction of the Copping C Cell** – Tasmania is the only State in Australia without a C Cell facility, its construction would open up economic development opportunities in the Antarctic sector, the heavy industries and with the remediation of Macquarie Point. It would also deliver better environmental outcomes through the disposal of legacy waste
- **Securing more defence manufacturing contracts** – Despite our strong capabilities Tasmania's maritime industries still struggle to obtain defence contracting work, it is vital we are recognised as a defence manufacturing precinct to give us a better opportunity to tender and secure this work
- **Continued upgrade and restoration of Willow Court** – This is a key heritage icon of Tasmania, it is important that heritage restoration works continue on site. A redeveloped Willow Court presents strong regional and economic development opportunities to take place on site through retail space, food and beverage offerings, special events and functions

## 17. Employees

Mr Brenton West, took up the role of full time Chief Executive Officer of the Authority on 1 July 2013. The Authority has previously employed other staff as government grant funding is obtained. It is intended that this process will continue. Currently Katrena Graham and Graham Green are employed to work on the Climate Change Adaption Project for the Northern and North West Councils.

## 18. Finance

A summary of financial performance for the second quarter of the 2015/16 financial year follows:

### **SOUTHERN TASMANIAN COUNCILS AUTHORITY** **Financial Report as at 31<sup>st</sup> December 2015**

|                                           | Actual at<br>31/12/15 | Budget Year<br>to Date | Budget<br>2015/16 |
|-------------------------------------------|-----------------------|------------------------|-------------------|
|                                           | \$                    | \$                     | \$                |
| <b>Revenue plus opening balances</b>      |                       |                        |                   |
| STCA Consolidated Account                 | 304,386               | 152,193                | 304,386           |
| Regional GIS Project                      | 24,664                | 12,332                 | 24,664            |
| Regional Planning                         | 1,859                 | 929.5                  | 1,859             |
| Water and Sewerage Owners Representatives | 1,231                 | 615.5                  | 1,231             |
| Climate Change adaptation project         | 37,464                | 18,732                 | 37,464            |
| Climate Change communication project      | 9,090                 | 4,545                  | 9,090             |
| Regional Visioning                        | 2,505                 | 1,252.5                | 2,505             |
| Local Government Structures Project       | 5,587                 | 2,793.5                | 5,587             |
| Tourism                                   | 10,460                | 5,230                  | 10,460            |
| Industrial Land use Study                 | 1,664                 | 832                    | 1,664             |
| SMART form                                | 2,909                 | 1,454.5                | 2,909             |
| <b>TOTAL REVENUE</b>                      | <b>401,819</b>        | <b>200,909.5</b>       | <b>401,819</b>    |
| <b>Expenditure</b>                        |                       |                        |                   |
| STCA Consolidated Account                 | (66,000)              | (96,605)               | (193,210)         |
| Regional GIS Project                      | (0)                   | (0)                    | (0)               |
| Regional Planning                         | (0)                   | (0)                    | (0)               |
| Water and Sewerage Owners Representatives | 0                     | 0                      | 0                 |
| Climate Change adaptation project         | (0)                   | (18,250)               | (36,500)          |
| Climate Change communication project      | (0)                   | (0)                    | (0)               |
| Regional Visioning                        | 0                     | 0                      | 0                 |

|                                     |                 |                  |                  |
|-------------------------------------|-----------------|------------------|------------------|
| Local Government Structures Project | 0               | 0                | 0                |
| Tourism                             | 0               | (0)              | (0)              |
| Industrial Land use Study           | (0)             | (0)              | (0)              |
| SMART form                          | 0               | (0)              | (0)              |
| <b>TOTAL EXPENDITURE</b>            | <b>(66,000)</b> | <b>(114,855)</b> | <b>(229,710)</b> |

### **Closing Balances**

|                                           |                |                 |                |
|-------------------------------------------|----------------|-----------------|----------------|
| STCA Consolidated Account                 | 238,386        | 57,077          | 114,154        |
| Regional GIS Project                      | 24,664         | 12,332          | 24,664         |
| Regional Planning                         | 1,859          | 929.5           | 1,859          |
| Water and Sewerage Owners Representatives | 1,231          | 615.5           | 1,231          |
| Climate Change adaptation project         | 37,464         | 450             | 900            |
| Climate Change communication project      | 9,090          | 4,545           | 9,090          |
| Regional Visioning                        | 2,505          | 1,252.5         | 2,505          |
| Local Government Structures Project       | 5,587          | 2,793.5         | 5,587          |
| Tourism                                   | 10,460         | 5,230           | 10,460         |
| Industrial Land use Study                 | 1,664          | 832             | 1,664          |
| SMART form                                | 2,909          | 1,454.5         | 2,909          |
|                                           | <b>335,818</b> | <b>87,511.5</b> | <b>175,023</b> |

It is to be noted that there are eleven separate accounts.

The STCA Board is currently looking at whether some of these unused funds in dormant project accounts can be transferred to a new STCA Special Projects Fund for use on regional projects.

#### 1. STCA consolidated account.

The operating account of the Authority currently the account has a balance of \$238,386.

#### 2. Regional GIS Project.

NRM South made a financial contribution towards achievement of the Regional GIS initiative up to 30th June 2009.

In addition, member Councils agreed to contribute \$7,000 each in 2008/09 and \$10,000 each in 2009/10. There was a carryover of \$224,790 at the commencement of the year, which included a contribution of \$67,500 made in 2010/11 by Southern Water to cover 50% of the cost of aerial photography. The first round of aerial photography was completed during 2010/11 in spite of unfavourable flying conditions.

The aerial photography has now been paid for which has reduced the balance in the account to \$77,614. The Board set aside \$50,000 from this account for further LiDAR mapping of southern Tasmania. This has been completed and paid for leaving a balance of \$24,664

#### 3. Regional Planning.

The Regional Planning Project is currently on hold whilst the State Government undertakes the Single Statewide Planning Scheme. Leaving a current balance of \$1,859.



4. Water and Sewerage Owners Representatives.

An allocation of \$1,231 was brought forward for the 2015/16 year.

5. Climate Change Adaptation Project.

This project is ongoing with the STCA receiving funding from the state government to complete a regional adaption plan and individual adaption plans for all northern councils.

6. Climate Change Communication Project.

Contributions of \$35,000 in total (Clarence, \$10,000, Hobart \$20,000 and Kingborough \$5,000) have been carried over to undertake the project now that the Regional Climate Change Adaptation Plan has been completed. This project is progressing with extra funding from the State Government and will be completed this year.

7. Regional visioning.

This project is funded by a contribution by Hobart City Council of \$5,000 carried over from 2009/10 and an allocation from the STCA Consolidated Account. This work has been undertaken and completed.

8. Local Government Structures Project.

Approval for a project under the Local Government Reform fund was given in December 2010. The total Australian Government grant of \$150,000, has been received and an independent evaluation study has been completed.

9. Tourism.

A total of \$10,460 has been brought forward for this financial year.

10. Industrial Land Use Study.

The Industrial Land Use study is an adjunct to the Regional Strategic Land Use Plan and has been jointly funded by a number of member councils and the Department of economic Development. The project has been finalised and endorsed by the Board with some residual funding brought forward.

11. SMART Forms

The STCA Board has endorsed a variation to the grant deed for this project to allow for the funds to be used to further develop the online planning system. Those funds have been used to pay for a contribution for this software.

## Outstanding Actions List - Open Council Meeting

| Council Meeting Date | Clause Number | Subject/Issue                                                                                | Council Adopted Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Department Responsible                     | Comments/Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Estimated Completion Date           |
|----------------------|---------------|----------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|
| 9/06/2015            | 13.3          | Notice of Motion<br>Alderman M. Stevenson                                                    | That a brief projects and major operational items summary be provided at each Council meeting.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Corporate Governance                       | GM presented comprehensive project update to Council at its 29 February 2016 Council Workshop.<br><br>Council recommendations to management with respect to reporting framework remains outstanding.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 29/02/2016<br><br>June 2016         |
| 3/08/2015            | 8             | Community Garden - Kenbrae Avenue and Pileaim Street                                         | That Council acknowledges that the Legal and Property Department will negotiate a lease under section 179 of the Local Government Act with the Glenorchy Precinct Group for the portion of land between Kenbrae Avenue and Pileaim Street on either side of the footpath to develop a community garden for the benefit of our community.                                                                                                                                                                                                                                                     | Corporate Governance                       | Council Officers have met 4 times in the past 4 months with a Precinct Working Group to develop the Community Garden proposal. The group has discussed management and operation of the space, stages to the development, local community consultation and placement of physical features e.g.: shredding. Specifically trained Council staff completed a CPED review in early December and this was presented to the Working Party on 7 Dec 2015 for consideration. Council staff and The Greater Glenorchy Community Precinct now await an agreed layout plan and management/ operation documentation from the working party to be able to progress with the project to the community consultation phase. There has been no agreed layout plan presented. Thus the Glenorchy Community Precinct have written to the working party requesting specific agreement on progress or the Community Precinct will withdraw support for the project. | No Estimate available at this time. |
| 3/08/2015            | 15.1          | Notice of Motion - Alderman D. Pearce                                                        | That Council re-examines its consultation processes and methods.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Community, Economic Development & Business | This is an action in the Glenorchy City Council Annual Plan 2015/16 to 2018/19 which was adopted by Council on 1 June 2015: 11.3.01 Utilise the community engagement process implemented for the new Community Plan to review Council's community engagement process including the operation of Precinct Committees and new methods such as social media. Review Council's community engagement strategy and develop a community engagement manual. The target date for completion of the Action is 30 June 2016.<br><br>The Coordinator communications and Marketing resigned in September 2015 and the position was reviewed and for relocation to Corporate Governance Directorate.                                                                                                                                                                                                                                                        | 30-Jun-16                           |
| 3/08/2015            | 15.2          | Notice of Motion - Alderman J. Branch-Allen                                                  | 1. Glenorchy City Council plan to facilitate a community forum in 2016 to talk about community food security.<br>2. We invite Professor David Adams (leader in this area) to talk at the forum.                                                                                                                                                                                                                                                                                                                                                                                              | Community, Economic Development & Business | Resources to be allocated as part of 2016/17 to 2019/20 Annual Plan development.<br><br>Subject to budgetary consideration.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 31-Dec-16                           |
| 10/06/2014           | 22.3          | Notice of Motion - Alderman C. Lucas - 2<br>Car Parking Strategy                             | Council provide a report on current Car parking strategy in the City commercial precincts including:<br>1. The present parking strategy for the future of the city, and any proposed changes.<br>2. Details Cash-in-Lieu payments in Commercial areas, Glenorchy precinct, Moonah and Claremont – including total fees collected and numbers of spaces-filled by year since the year 2000.<br>3. Any feedback received from developers.<br>4. How application of this policy and fee levels relate to the Regional Planning scheme.<br>5. A schedule of fee rates for all Southern councils. | City Services & Infrastructure             | Parking Strategy Working Group has been re-established. The Terms of reference have been endorsed by Council. There has been one meeting so far.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 31-Dec-16                           |
| 29/09/2014           | 18            | Notice of Motion 2 - Alderman J. Branch-Allen<br>Pop-up Activities in Glenorchy Municipality | 1. The General Manager looks at the <i>Frankston Space Innovators</i> model at Frankston City Council and brings a report back to Council within three months advising if there are possibilities to do a similar project or a specific designed project based on the principles of Frankston City Council for Moonah.<br>2. That costing of such a project accompanies the report.                                                                                                                                                                                                          | Community, Economic Development & Business | Officer's report on the Agenda for the 13 April 2016 Council meeting.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 31-Dec-16                           |



| Council Meeting Date | Clause Number | Subject/Issue                                                                                                                                                             | Council Adopted Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Department Responsible                     | Comments/Update                                                                                                                                                                                                                              | Estimated Completion Date                                          |
|----------------------|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|
| 13/10/2014           | 7.1           | Notice of Motion 7 - Alderman M. Stevenson Develop an expression of interest process                                                                                      | That Council develop an 'expression of interest' process that could be implemented to help find a naming rights sponsor for the Darwent Entertainment Centre and other Council facilities.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Community, Economic Development & Business | EOI process to be developed in conjunction with Manager Legal & Property. To be implemented, in respect of the DEC, as an action item in the DEC Business Plan. Initially to be pursued as 'naming rights' until the DEC brand consolidates. | Dec 2016                                                           |
| 1/09/2014            | 13.4          | Question on Notice - Alderman K. Johnston (Relates to Notice of Motion - Alderman K. Johnston - CCTV Evaluation (12 February 2013))                                       | That a report be prepared by the Director, Community, Economic Development & Business following consultation with Tasmania Police with respect to the Closed Circuit TV system. That the CCTV system be evaluated every six months and a report produced with a range of identified KPIs. That Council as a priority develop and adopt CCTV system operating procedures and protocols. (refer to Question On Notice for specific details)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Community, Economic Development & Business | Reply received from Tas Police 23 March 2016. Advising difficulties with provision of CCTV statistics.                                                                                                                                       | On-going                                                           |
| 31/08/2015           | 10            | Community and Multi-Cultural Feasibility Study - Election Commitment Grant Deal                                                                                           | a) Council call for expressions of interest in developing a feasibility plan to meet the needs of the community for a Multi-Cultural Centre/ Community Spaces Plan.<br>b) Confirm with the Department of Premier and Cabinet that the proposed grant timelines are acceptable - expenditure within the 2015/16 financial year.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Community, Economic Development & Business | Consultation with Aldermen to be undertaken on 13 April 2016. Consultant is currently speaking with specific community groups.                                                                                                               | June 2016                                                          |
| 26/10/2015           | 17            | Audio Recording of Meetings of Council                                                                                                                                    | That Council APPROVE for the General Manager to negotiate and enter into an agreement with the preferred EOI applicant a suitable audio recording solution for Council.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Corporate Governance                       | Contract for services is in the process of being negotiated by Council's legal team.                                                                                                                                                         | end May 2016                                                       |
| 23/11/2015           | 9             | Notice of Motion - Proposing the replacement of all speed limit signs and 'No Stopping' signs with pavement marking and the change of road markings from white to yellow. | (d) That Council ENDORSES a database associated with all traffic signs and road markings within Glenorchy municipality be developed.<br>(e) That Council ENDORSES a review of existing speed limit signs within the Glenorchy municipality so that the number of speed limit signs is minimised following the development of the proposed street sign database.<br>(f) That Council ENDORSES a procedure for the 'No Stopping' restrictions be developed to determine where to use signage and/or line marking in terms of full-time 'No Stopping' parking restrictions with the consideration of minimising installation and maintenance costs.<br>(g) That Council ENDORSES that the existing 'No Stopping' signs also be reviewed subsequent to the development of the proposed database.<br>(h) That Council ENDORSES a long term plan for line marking maintenance to be developed subsequent to the development of the proposed database. | City Services & Infrastructure             | Transport Engineer has commenced work on the development of the traffic signs and line marking database.                                                                                                                                     | 30-Dec-16                                                          |
| 23/11/2015           | 10            | Busfire Management                                                                                                                                                        | 2. That Council APPROVES the implementation of an improved, on-going busfire management program (stages 1-3) to meet statutory responsibilities that is expected to cost, on average, \$343,000 per year over the first 10 years and thereafter have an ongoing cost of \$273,000.<br>3. That Council APPROVES a budget variation of \$45,000 for the 15/16 financial year to commence stage 1 of the busfire management program for policy and strategy development.                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | City Services & Infrastructure             | 2. Council Policy, Strategy and Busfire Management Plan to be developed by new position holder.<br>3. New Position Description has been developed for approval and advertising.                                                              | 2. 30 Dec 2016<br>3. Expect position to be advertised in May 2016. |
| 21/12/2015           | 9             | Main Road Transit (Public Transport) Corridor, Bus Priority and Bus Stop Optimisation Measures                                                                            | 3. Requires a further report be provided to Council on completion of detailed design and prior to the implementation of bus priority measures at the intersection of Main Road and Darwent Park Road/Springfield Avenue                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | City Services & Infrastructure             | Officers from the Department of State Growth have been made aware of the resolution and will provide Council with detailed design drawings for further review before final approval is agreed.                                               | Subject to progressing by State Growth.                            |

## Actions List

| Council Meeting Date | Clause Number | Subject/Issue                                                         | Council Adopted Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Department Responsible                                | Comments/Update                                                                                                                                                                              | Estimated Completion Date |
|----------------------|---------------|-----------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|
| 25/01/2016           | 9             | Development Opportunities along the Potential Public Transit Corridor | <p>That Council</p> <p>(b) subject to the matched support of Hobart City Council:</p> <p>(i) INITIATE a Public Transit Corridor Urban Utilisation and Economic Benefit project for the current rail corridor, based on that Project Proposal, in partnership with Hobart City Council;</p> <p>(ii) EXCHANGE Memoranda of Agreement to proceed with the project on terms and conditions agreed by the General Managers of the respective Councils;</p> <p>(iii) PREPARE a brief requesting expressions of interest from suitably qualified and experienced public transport and urban development consultants demonstrating their capacity to fully develop a report and recommendations satisfying the combined requirements of the two Councils;</p> <p>(iv) AGREE to requesting submissions from consultants that have demonstrated through their expressions of interest submissions that they have the capacity to provide a report capable of satisfying the requirements of the brief;</p> <p>(v) ALLOCATE up to \$75,000 as Glenorchy City Council's contribution to the cost of engaging a consultant, subject to Hobart City Council agreeing to allocate \$75,000 with the total fee for the consultancy not exceeding \$150,000.</p> | Community, Economic Development & Business Governance | A Consultancy Brief has been prepared and request for quotations process is underway, closing 20 April 2016.                                                                                 | 30-Jun-16                 |
| 25/01/2016           | 11            | Actions list - Update Report                                          | <p><b>Corporate Performance Reporting</b></p> <ul style="list-style-type: none"> <li>• Management to provide a framework at February workshop.</li> <li>• Clarification as to reporting requirements of the Council.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Community, Economic Development & Business Governance | A second Council Workshop is scheduled for 26 April 2016. In the interim, an Annual Plan Progress Report is on the 13 April 2016 Council Agenda.                                             | 13-Apr-16                 |
| 25/01/2016           | 19.1          | Notice of Motion - Alderman M. Stevenson                              | <p>That Council investigates its jurisdiction to ban smoking along the Intercity Cyclway and;</p> <p>Returns a report to Council advising if it does have jurisdiction to do so; and;</p> <p>If possible, provide an appropriate schedule for implementing such a ban, and</p> <p><b>Council to consult with HCC e.g. Salamanca markets compliance.</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | City Services & Infrastructure                        | A report has been finalised for the 13th April 2016                                                                                                                                          | 13-Apr-16                 |
| 15/02/2016           | 10            | GSV Skate Park                                                        | <p>That Council: RECEIVES and notes the update on the relocation and construction of the Skate Park and that there be extended community consultation about the location of the Skate Park and further report come back to Council, giving consideration to Council's strategic plan and projects, before the final location is determined by Council.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Corporate Governance                                  | <p>Consultation Plan to go to ELT for endorsement on 5 April 2016 which includes public information sessions and a process for submissions to inform a Council Report in July or August.</p> | 30-Aug-16                 |
| 15/03/2016           | 9             | Intercity Cyclway Proposed Chicane Gate Changes at Road Intersections | <p>That Council remove one of the existing 'paired' chicane gates, to replicate what the Hobart City Council has completed, at all road crossings along the intercity cycleway.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | City Services & Infrastructure                        | Project planning has commenced.                                                                                                                                                              | Dec 2016                  |
| 15/03/2016           | 11            | Feasibility Study into Local Government Reform                        | <p>That Council formally APPOINT the Mayor and General Manager to represent Glenorchy City Council on the Voluntary Amalgamations Steering Committee noting that the terms of reference allow any Aldermen to attend as observers.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Corporate Governance                                  | This has been actioned at the Council meeting on 15 March 2016                                                                                                                               | Completed                 |
| 15/03/2016           | 15            | Notices of Motions – Questions on Notice / Without Notice             | <p>On behalf of Glenorchy City Council Aldermen we request that the General Manager send an email to Managers and staff congratulating them on the last 6 months of cultural change and awareness of public safety and support of each other in these difficult and challenging times of change.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Corporate Governance                                  | The General Manager sent an All Staff e-mail on 29 March 2016.                                                                                                                               | Completed                 |

## Notice of Motion to GCC      4<sup>th</sup> April, 2016

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Alderman Jenny Branch-Allen

I ask Council to consider the following motion:

### Motion:

Council holds in the first week of June, 2016 a community forum to outline the upcoming budget considerations and likely scenarios for rate setting for 2016-17 based on current information that will inform the Council when making its decisions in the Council meeting on the 6<sup>th</sup> of June.

### Reasoning:

Council can provide an opportunity to openly discuss the budget preparation work.

Community can question council on the process.

Alderman can hear the communities thoughts and ideas.