

GLENORCHY CITY COUNCIL
ATTACHMENTS
MONDAY, 15 MAY 2017



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Our Commitment to You ...



At Glenorchy City Council we are committed to our community and to giving our customers outstanding service.

This Customer Service Charter outlines how we will endeavour to serve you and what you can do if you believe we have not delivered to those standards.

We look forward to serving you well!

Council's Vision, Mission and Values

Our Vision

We are a proud city, a city of arts; of opportunity; of partnerships; a city that makes exciting things happen.

Our Mission

Glenorchy City Council will be a leader in local government, representing its local community and ensuring best value services.

Our Values

People : We believe that each person is equal and has a positive contribution to make. The rights and opinions of all are heard, valued and respected.

Diversity : We value differences that enrich our community and the positive contributions everyone can make in improving the quality of community life.

Progress : We value innovation, flexibility and imagination in building a better and sustainable community.

Prosperity : We commit ourselves to achieving social and economic prosperity for all.



We value all customers to GCC and we will :

- Greet you in a friendly way
- Treat you with respect, courtesy and professionalism
- Be helpful, sensitive and listen to your needs
- Answer your telephone call on average within a minute
- Provide you a counter service time that is as efficient as possible, with minimal waiting times
- Answer your telephone message before the end of the following working day
- Action or acknowledge your letters or emails within 10 working days

How you can help us to help you :

- Treat our staff with mutual respect
- Respect the privacy and rights of other community members
- Give us accurate and complete information to work with
- Work with us to solve problems
- Give us feedback on how we can continue to improve our service

How do you make a request or suggestion?

A service request is made when you would like action taken on an issue in our municipality. For example a pothole in the road that needs repair, a missed waste bin collection or why that dog keeps barking. We welcome any of your requests or suggestions. Council will track your request and will pass it onto the relevant department for action.



How do you make a complaint?

A complaint is if you are not satisfied with a service you have received. We will treat all complaints seriously, confidentially and in a professional manner. You can make a complaint face to face over the counter, by telephone or in writing (by email or letter).

What does Council do with a complaint?

We will register your complaint and send it to the relevant department for investigation. We will make sure we act on or acknowledge your complaint by phone or in writing within ten working days. While most issues can be fixed quickly, some may take time. We will keep you informed about the progress of your complaint if it is likely to take longer to investigate.

What if you are not happy?

We are confident that most complaints will be fixed quickly. However, if you are not happy with the outcome of a complaint you may write to the General Manager of Glenorchy City Council and ask for the matter to be reviewed.

Reporting of complaints

The General Manager will provide an annual report to Council on the number and nature of complaints received as required under section 339F of the *Local Government Act 1993*.



What do you do if you are still not happy?

If you are still not happy with the result, after the General Manager's review, you have the right to seek an external review from an outside agency. Agencies that may be able to assist are:

- **The Ombudsman**
99 Bathurst Street, Hobart 7000
Ph (03) 62336217
Free call 1800 001 170
- **Equal Opportunity Tasmania - The Office of the Anti-discrimination Commissioner**
Level 1, 54 Victoria Street, Hobart 7000
Ph (03) 6165 7515
Email: office@equalopportunity.tas.gov.au
- **The Director, Local Government Division**
Level 5, 15 Murray Street, Hobart 7000
Ph (03) 6232 7022
Email: lgd@dpac.tas.gov.au

How to talk to us :

- In person at 374 Main Road Glenorchy Mon-Fri 8:15am-5:25pm
- By phone (03) 6216 6800 Mon-Fri 8:15am-5:25pm
- Translating and Interpreting Service (TIS) is available in person or by phone
- By email to gccmail@gcc.tas.gov.au
- By letter to PO Box 103 Glenorchy TAS 7010
- By Council's website at www.gcc.tas.gov.au



Glenorchy City Council
Service Delivery Levels



Animal Management	Response Time
Response to medium priority animal complaints – general animal noise, straying, and other nuisances.	4 business days or earlier
Finalisation of medium priority animal complaints	15 business days
Response to high priority animal complaints – animal attacks	3 business days or earlier
Finalisation of high priority animal complaints	15 business days
Response to animals currently roaming or being contained	2 hours or earlier
Response to scene of dog attack and livestock on highways (24/7)	1.5 hours or earlier
Finalisation of Notice of Complaint Investigation	30 business days

Parking Compliance	Response Time
Response and removal time of non urgent abandoned vehicle – not immediate traffic or safety hazard	10 business days or earlier, subject to Tasmanian Police declaration and towing contractor availability
Response and removal time of urgent abandoned vehicle – causing immediate traffic or safety hazard	As soon as possible, subject to Tasmanian Police declaration and towing contractor availability

Planning	Response Time
Determine a valid 'permitted' planning application	28 days
Determine a valid 'discretionary' planning application	42 days



Building	Response Time
Period in which to grant a Building Permit application	7 Days or agreed period
Process a 337 Certificate	10 Days

Plumbing	Response Time
Period in which to grant or refuse a plumbing permit application	7 days or agreed period
Period in which to grant or refuse a certificate of likely compliance notifiable Plumbing	14 days or agreed period
Period in which to grant or refuse a Certificate of Likely Compliance Permit Plumbing work	21 days
Period in which to inspect plumbing work	1 day after notification

Waste Management	Response Time
Collect household garbage and recycling (standard service)	Fortnightly
Collect household garbage and recycling (shared service for units)	Weekly
Missed Bin Requests	Same day as service was to be provided, or as soon as practical thereafter
Repair, replace damaged bins or allocate new bins	Within 1 week of notification
Public Litter Bin Collections High impact areas (CBD, Moonah, Glenorchy, Claremont)	Daily
Public Litter Bin Collections Low impact areas (Parks, Reserves, Bike track)	Weekly
Public Litter Bins - Repair or Replace damaged bins	12 working days
General Waste Enquiries	Respond within 5 working days or earlier



Corporate services	Response Time
Process 132 Certificate	5 days
Pay accounts	Due date
Acknowledge receipt of job applications	2 days

Council's commitments	Response Time
Answer your phone call	Average less than 1 minute
Return phone calls	By the end of the next working day
Respond to general correspondence	5 working days
Respond to a complaint	10 working days



Education Act 2016
Act No. of

Part 2 – Education Before Compulsory Education

s. 8

**PART 2 – EDUCATION BEFORE COMPULSORY
EDUCATION**

8. Kindergarten

- (1) A child who attains the age of 4 years on or before 30 June in any year is entitled to be enrolled at and attend a State school in that year for kindergarten.
- (2) If a registered school is registered under Part 6 to provide kindergarten, a child who attains the age of 4 years on or before 30 June in any year may be enrolled at and attend that school in that year for kindergarten in accordance with the policy of the school.
- (3) A child –
 - (a) is entitled to attend a State school for kindergarten under this section for a maximum of 4 consecutive school terms; but
 - (b) may not attend kindergarten at a State school for more than those 4 terms.
- (4) On the written application of the parent of a child enrolled at a State school for kindergarten, the Minister may permit the child to attend kindergarten for more than 4 consecutive school terms if the Minister is satisfied that –
 - (a) the special circumstances for extended attendance in kindergarten set out in the Ministerial instructions exist; and

Education Act 2016
Act No. of

s. 9

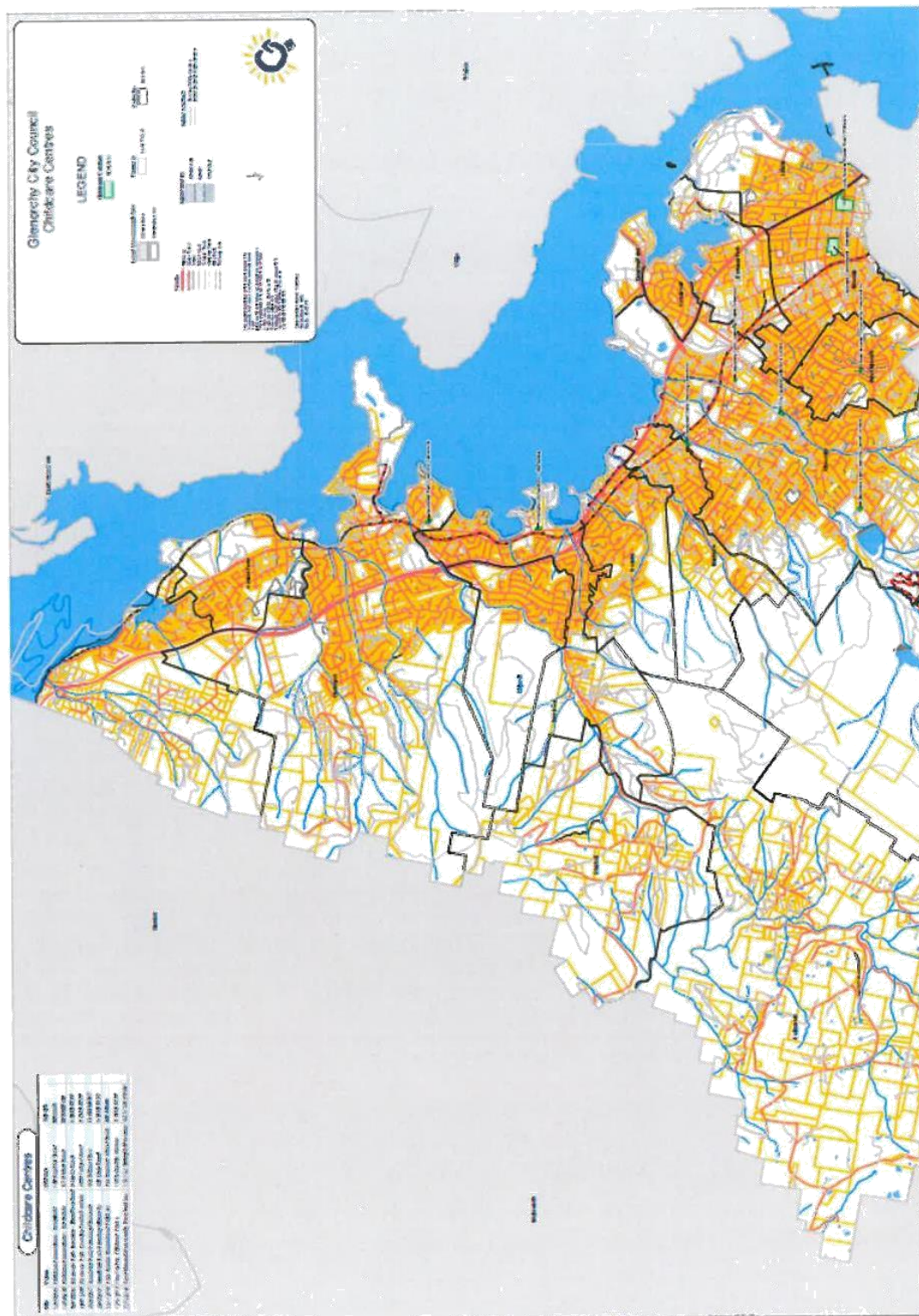
Part 2 – Education Before Compulsory Education

(b) it is in the best interests of the child to do so.

(5) Section 12 applies, with any necessary modification, to the enrolment of a child at a school under this section.

9. Early enrolment in first year of education following kindergarten

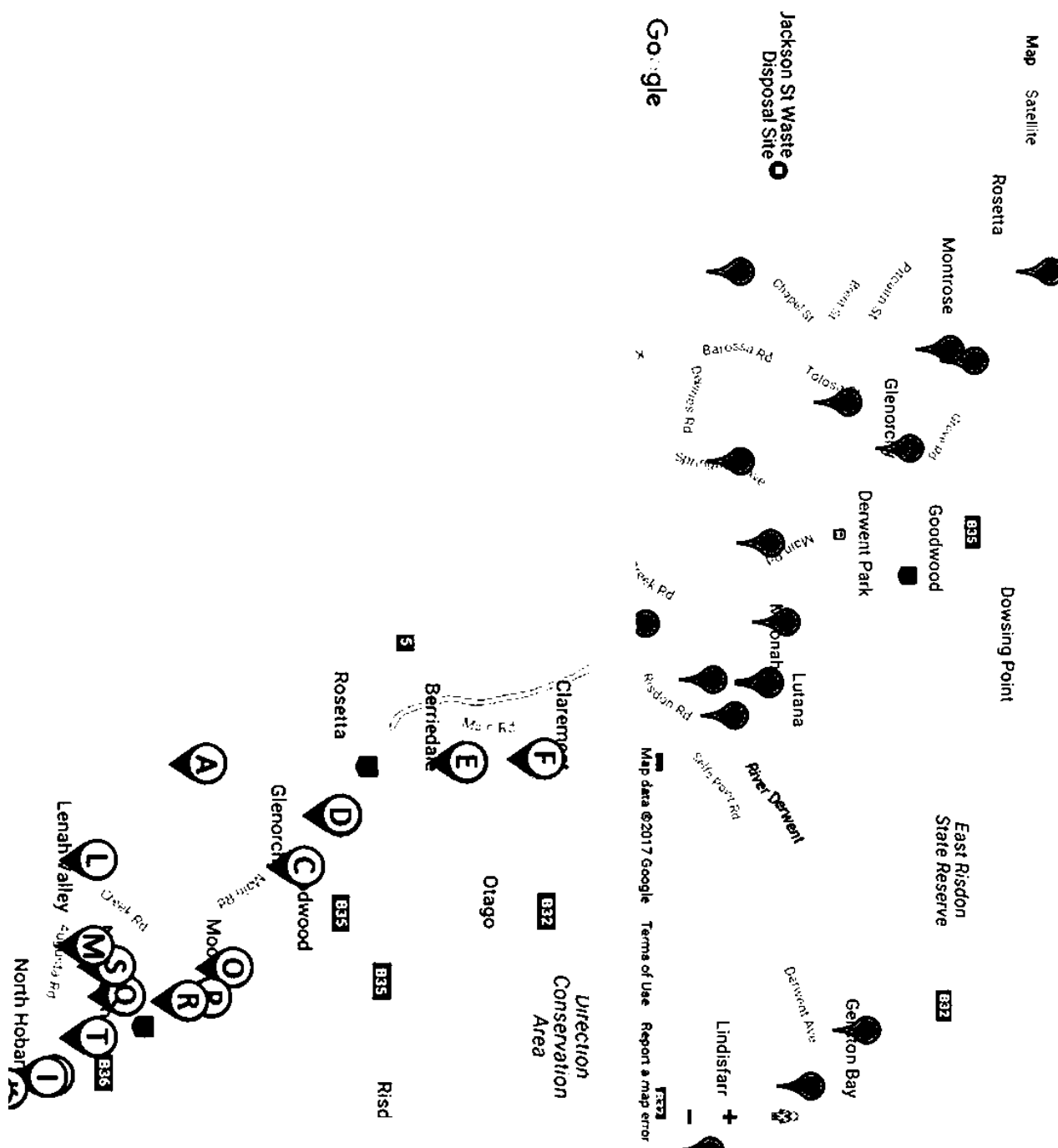
- (1) A child who attains the age of 5 years on or before 30 June in any year is entitled to be enrolled at and attend a State school in that year for the first year of primary education following kindergarten.
- (2) A child who attains the age of 5 years on or before 30 June in any year may be enrolled at and attend a registered school in that year for the first year of primary education following kindergarten in accordance with the policy of the school.
- (3) Section 12 applies, with any necessary modification, to the enrolment of a child at a school under this section.



	Centre	Age Group	Opening Hours	Provisions	Capacity/ Vacancies	Daily Cost
	Childcare Connections - Benjafield 109 Hopkins Street MOONAH	birth – preschool age	7.30am – 6.00pm Mon – Fri		43 Yes	\$91.90
2	Childcare Connections – Berriedale 671 Main Road BERRIEDALE	6 weeks – 7 years	7.30am – 6.00pm Mon – Fri		53 Yes	\$91.90
3	Discovery Early Learning – Illara Preschool 6 Gavitt Street GLENORCHY	Birth – preschool age	6.30am – 6.30pm Mon – Fri		26 Yes	
4	Discovery Early Learning Centre Dominic 204A Tolosa Street GLENORCHY	Birth – 5 years	6.30am – 6.30pm Mon – Fri			
5	Goodstart Early Learning Claremont 8 Pelican Close CLAREMONT	6 weeks – 5 years	7am – 6.30pm Mon – Fri	Nappies Food		\$92.90 0 - 12 months \$91.90 13 – 24 months \$90.80 25 – 35 months \$88.70 36 months – 5 years
6	Goodstart Early Learning Glenorchy 469 Main Road GLENORCHY	6 weeks – 5 years	7am – 6.30pm Mon – Fri	Nappies Food	75 Yes	\$92.90 0 - 12 months \$91.90 13 – 24 months \$90.80 25 – 35 months \$88.70 36 months – 5 years
7	Lady Gowrie Bowen Road Childcare Cnr Bowen & Albert Roads MOONAH	birth – 5 years	7.30am – 6.30pm Mon – Fri	Meals and snacks		\$87.00 0 – 35 months \$85.00 36 months – 5 years
8	Tiny Tackers Children's Centre 19 Clydesdale Avenue GLENORCHY	2 – 6 years	7.30am – 6.30pm		55 Yes	
9	West Moonah Community Preschool Inc. 130 Springfield Avenue	3 – 5 years	9am – 2.30pm Mon – Thurs		15	

Centre	Age Group	Opening Hours	Provisions	Capacity/ Vacancies	Daily Cost
WEST MOONAH					
Goodstart Early Learning Hobart 108 Bathurst Street HOBART	6 weeks – 6 years	7.30am – 6pm Mon – Fri	Meals and snacks	55	\$96.10 0 – 12 months \$95.10 13 – 24 months \$91.00 25 – 35 months \$85.80 36 months – 6 years
Goodstart Early Learning Hobart West 40 Mollie Street HOBART	6 weeks – preschool age	6.30am – 6.30pm Mon – Fri	Meals and snacks	94 Yes	
Scots Childcare Centre – Campbell Street 231 Campbell Street HOBART	3 – 6 years	8am – 6pm Mon – Fri	Morning and afternoon tea	28 Yes	\$83.00 3 – 6 years
Scots Childcare Centre – Melville Street 6 Melville Street HOBART	6 weeks – preschool age	6.45am – 6pm Mon – Fri	Meals and snacks	71 Yes	\$92.00 6 weeks – preschool age
Friends Early Years 395 Argyle Street HOBART	12 weeks – preschool age	7.30am – 6pm Mon - Fri			\$94.00 12 weeks – preschool age
Goodstart Early Learning North Hobart 309 Murray Street HOBART	6 weeks – 6 years	7am – 6pm Mon - Fri	Meals and snacks	113 Yes	\$95.60 0 – 24 months \$92.10 25 – 35 months \$90.00 36 months – 6 years
Lady Gowrie Campbell Street 227 Campbell Street HOBART	6 weeks – preschool age	7.30am – 6.30pm Mon – Fri	Meals and snacks	Yes	\$87.00 0 – 35 months \$85.00 36 months – preschool age
Lady Gowrie Battery Point 17 Runnymede Street BATTERY POINT	6 weeks – 6 years	7.30am – 6.30pm Mon – Fri	Meals and snacks	112 Yes	\$87.00 0 – 35 months \$85.00 36 months – years

	Centre	Age Group	Opening Hours	Provisions	Capacity/ Vacancies	Daily Cost
18	New Horizons Battery Point 5 Battery Square BATTERY POINT	3 – 5 years	8.00am – 5.30pm Mon – Fri		60	\$98.00 3 years – 5 years
19	Child's Play Early Learning 34 Degraives Street SOUTH HOBART	6 weeks – preschool age	6.30am – 6.30pm Mon – Fri	Meals and snacks	Yes	\$90.00 6 weeks – preschool age
20	St Michael's Collegiate Early Learning 467 Macquarie Street HOBART	3 years – preschool age	7.30am – 6pm Mon – Fri	Morning and afternoon tea	74 Yes	\$88.00 3 years – preschool age
21	Lenah Valley Childcare and Early Learning 1 Wilks Road LENAH VALLEY	6 weeks – 6 years	6.30am – 6.30pm Mon – Fri		96 Yes	\$85.00 6 weeks – 6 years
22	New Horizons Lenah Valley 57 Giblin Street LENAH VALLEY	3 years – preschool age	8.00am – 5.30pm Mon – Fri		25 Yes	\$98.00 3 years – preschool age
23	Keiko Newtown Child Care Centre 35 Tower Road NEWTOWN	6 weeks – preschool age	8.00am – 5.00pm Mon – Fri		20 Yes	
24	Discovery Early Learning – Sacred Heart 36A Pedder Street NEWTOWN	36 months – preschool age	6.30am – 6.30pm Mon – Fri		Yes	
25	Rainbow Child Care and Early Learning 35 Carlton Street NEWTOWN	birth – preschool age	8.00am – 5.30pm Mon – Fri	Morning and afternoon tea	41	\$90.00 birth – preschool age





Title	Community Engagement Policy
Council Resolution	Item XX (15 May 2017) as per Council Minutes
Responsible Directorate	Community Economic Development and Business
Due for Review	Three (3) years from Council Resolution Date
Strategic Plan Reference	Making Lives Better: Objective 1.1 - Knowing our communities and what they value. Strategy 1.1.1 - Guide decision making through continued community engagement based on the Community Plan.
ECM	Council Policies

PURPOSE

This policy provides direction for how Glenorchy City Council ('Council') will engage with the community and stakeholders when making decision, delivering services or representing the community.

SCOPE

This policy applies to all Council Aldermen, employees and external consultants who undertake or are expected to undertake community engagement projects or activities as part of their responsibilities.

STATUTORY REQUIREMENTS

The *Local Government Act 1993* sets out the functions and powers of Tasmanian councils in section 20. Those functions include, '*to represent and promote the interests of the community*' (section 20(1)). In performing its functions, Council is to '*consult, involve and be accountable to the community*' (section 20(2)).

Acts	• <i>Local Government Act 1993</i> • <i>Land Use Planning and Approvals Act 1993</i> • <i>Environmental Management and Pollution Control Act 1994</i> • <i>Public Health Act 1997</i> • <i>Dog Control Act 2000</i>
Regulations	• <i>Local Government (General) Regulations 2015</i>
Australian/International Standards	• IAP2 Quality Assurance Standard 2015 • AS/NZS ISO 9001:2015 Quality Management Systems

DEFINITIONS

Community or Communities	Broadly refers to any specific group of people who share similar location, interest or affiliation with the Glenorchy Local Government Area. These include but are not limited to residents, ratepayers, business owners and operators, workers, students, visitors, including tourists and shoppers, government establishments, community organisations, including clubs, churches and charity groups.
Stakeholder	This refers to a person, group of persons or organisations that have or feel they have an interest, or can affect/be affected by an issue or decision.
Community Engagement	Community engagement broadly refers to a planned process whereby Council and the community exchange information through different methods and take actions to solve common problems or make decisions. This process exists on a spectrum from <i>inform, consult, involve, collaborate, to empower</i> , as defined by the International Association for Public Participation (IAP2).
IAP2	International Association for Public Participation



POLICY STATEMENT

1. Glenorchy City Council is committed to engaging with its communities on issues that affect them.
2. Council's Community Engagement Framework will guide the delivery of community engagement projects and activities.
3. We will take into account the opinions, ideas and feedback of our community when making decisions or delivering services.
4. We will engage with our communities when in the opinion of Council officers or the elected Council:
 - i. the views of individuals or groups within our community will provide further information valuable to the planning, solution or decision
 - ii. the issue will significantly affect existing levels of service
 - iii. the issue is complex or controversial
 - iv. the issue will have long term impact on the community, or when
 - v. it is a legislative requirement.
5. There may be circumstances under which community engagement is impracticable, such as where emergency response is required or a statutory process may be compromised.
6. The level of community participation in the decision making and the engagement method used will be determined by factors including the level of impact of the issue, time and resources available or any legal requirements.
7. As much as possible, appropriate level of resourcing will be committed to community engagement.
8. Council officers whose position description involves delivering projects, programs and activities directly with the community will be required to undergo community engagement training as part of their induction and ongoing support provided on the job as needed.
9. Council's community engagement framework shall be guided by the International Association for Public Participation (IAP2) Core Values and Public Participation Spectrum.
10. Council shall maintain a register of community engagement activities for the purpose of planning and reporting.

GUIDING PRINCIPLES

The following eight (8) principles are to guide Council's community engagement processes:

- Inclusiveness – We will engage broadly and ensure participants are representative of the concerned communities and stakeholders.
- Timeliness – We will engage early or as soon as practicable in the process and allow sufficient time for the community and stakeholders to participate in the process.
- Partnership – We will seek to build relationships and promote mutual understanding. We will discourage activities that risk dividing the community into conflict or opposing extremes.
- Respect – We will listen to and value the ideas, feelings and opinions expressed. While we cannot satisfy all views expressed, we will take them into account.
- Access to Information – We will provide information to participants to help them form sound opinions and judgements. We will promote the use of plain English in community engagement.
- Transparency – We will be honest and open-minded, and not seek pre-determined outcomes. As stakeholders too, we will communicate our views and consider expert opinions where available.
- Responsiveness – We will acknowledge feedback, provide updates and inform participants of the outcome of the process.
- Continuous Improvement – We will evaluate and take measures to improve the process. We will endeavour to ensure adequate resourcing is available for better ways and means to engage.



COMMUNITY ENGAGEMENT FRAMEWORK

This Policy is part of a broader Community Engagement Framework developed by Council to progress a culture of meaningful engagement with the communities and stakeholders in the City of Glenorchy. The Community Engagement Framework includes the following four (4) components:

- This *Community Engagement Policy* – this provides direction and outlines the guiding principles for community engagement
- A *Community Engagement Procedure* – this guides Council staff on when and how they should engage with the community and stakeholders under different circumstances (internal document)
- A *Community Engagement Toolkit* – this include staff guidelines and resources on how and when they should use different methods in delivering community engagement activities (internal document), and
- A *Public Participation Brochure* – this contains information for the public on Council's community engagement processes and how they can get involved.

PRIVACY IN COMMUNITY ENGAGEMENT

Council is committed to protecting the personal information of all participants of its community engagement process. In demonstrating this commitment, Council will be guided by the Personal Information Protection Principles listed in Schedule 1 of the *Personal Information Protection Act 2004*.

Personal information collected in public meetings or any engagement activity will only be used for the purpose of ongoing engagement on the issue by Council. Such information will not be made available to the public.

All submissions received as part of a community engagement process will be considered as available for public inspection in its entirety if so requested or necessary, unless confidentiality is requested by the person making the submission.

REPORTING REQUIREMENT

Proposals submitted to Council on policies, programs, projects and activities are to include a section on Community Engagement. If community engagement is required as part of the decision making on the proposal, an Engagement Plan is to be included in the proposal.

Reports submitted to Council on policies, programs, projects and activities where community engagement has taken place as part of the decision making process is to include information on the engagement process and output.

BACKGROUND

Council is committed to working with its local communities and stakeholders to understand the needs and aspirations of our communities. This has been demonstrated in various ways including the processes and outcomes of the City of Glenorchy Community Plan 2015 – 2040. Council is faced with increased community expectations to deliver improved outcomes for our communities whose problems are also increasingly complex and varying. Council recognises that solving these problems will require working with all those who have an interest or are affected in order to ensure effective and efficient solutions. Therefore, Council has developed a Community Engagement Policy to guide its practice of community engagement, improve public participation in decision making and service delivery.



Glenorchy City Council

Community Engagement Procedure

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Introduction

Appropriate planning is a critical success factor for any meaningful engagement process. This *Community Engagement Procedure* has been developed to guide Council staff and consultants in the design, implementation and evaluation of community engagement plans to the required standard. By following the eleven steps outlined in the *Procedure*, Council staff and consultants should be able to manage the community engagement requirements of their specific projects. The *Procedure* is to be used alongside the *Community Engagement Toolkit*. The Community Planning and Inclusion Coordinator will provide advice and support where they are required.

The *Procedure* complements three other community engagement documents of Council, namely the *Community Engagement Policy*, the *Community Engagement Toolkit* and the *Public Participation Manual*. These four documents make up Council's Community Engagement Framework which outlines Council's commitment to engage with the communities and stakeholders of the City of Glenorchy. In addition, Council is developing a *Children's Participation Charter* to facilitate the engagement of children in issues and decisions that affects them. Other related Council documents include the Media Policy 2013, Access Policy 2016, Customer Service Charter 2016 and Code of Conduct 2016.

In preparing this *Community Engagement Procedure*, Council has drawn from past experiences of community engagement, feedback from key stakeholder groups, knowledge and skills of staff, research and best practices in the field of community engagement promoted by the International Association for Public Participation (IAP2) Australasia. Knowledge gleaned from other States and Local Government Councils, Community Organisations and businesses within and beyond Australia have also been useful. Specifically, materials from the following organisations have been referred: IAP2 Australasia, Social Planning and Research Council of British Columbia (SPARC, Canada), North Sydney Council, Blacktown City Council, Pittwater Council, Manly Council, Warringah Council, City of Melbourne, Tasmanian Government, Christchurch City Council and Community Places, UK. Community engagement has become a subject of global interest with local significances.

In Tasmania, the *Local Government Act 1993* prescribes processes and actions Council must take in making certain decisions for the good governance of the City. Other legislative instruments also establish specific procedures for community consultation and decision making by Council, for example, the *Land Use Planning and Approvals Act 1993*. In abiding by the legislative requirements for community consultation for specific assignments, this *Procedure* in conjunction with other components of the *Community Engagement Framework* can serve as a guide for Council staff and should be applied where appropriate.

What is Community Engagement?

Community engagement broadly refers to a planned process whereby council and the community exchange information through different methods and take actions to solve common problems, deliver services or make decisions. The main components of this definition are:

- *Planned process* – defined purpose, clear procedure.
- *Community* – focus on shared roles and responsibilities; collective, not personal interests.
- *Information exchange* – giving and receiving of information by Council and the community.
- *Different methods* – recognises diversity and fosters inclusiveness.
- *Actions and Decisions* – Aims to influence the actions and decisions of Council and the community.

Although community engagement is sometimes used interchangeably with stakeholder or community consultation in some settings, Council considers these two terminologies to be subsets of community engagement. Community includes but are not limited to stakeholders, while consultation is a level of public participation as defined by the IAP2 Spectrum. For example, in developing a dog management policy for the Glenorchy community, the dog owners and veterinary clinics may be groups that have specific interests or concerns on the issue. The City of Glenorchy .id profile gives a guide to the various communities and stakeholders in the City based on factors such as demography, geography, social and economic interests, ethnicity and religion, service user groups, etc.

Stakeholder	This refers to a person, group of persons or organisations that have or feel they have an interest, or can affect/be affected by an issue or decision.
Community	Broadly refers to any specific group of people who share similar location, interest or affiliation with the Glenorchy Local Government Area. These include but are not limited to residents, ratepayers, business owners and operators, workers, students, visitors, including tourists and shoppers, government establishments, community organisations, including clubs, churches and charity groups.

Why Community Engagement?

An essential difference between engagement on one hand, and communication, marketing and advertising on the other hand, is the opportunity for the community to have a say and contribute to the decisions and actions of Council. Community engagement therefore has taken place when the aim and outcome of the process is to make informed decisions and deliver better services.

When effectively delivered, community engagement can lead to better outcomes for all with the following benefits:

To the Community

- Improved community participation in Council's decisions.
- Better informed and resourced community with improved understanding of Council's policies, projects and decisions and actions.
- Enhanced feeling of inclusion and reduced feeling of real or perceived alienation and marginalisation, including the disenchantment associated with it. Even those whose opinions are not accepted have expressed their right to be heard and informed about the basis of the decision.
- Improved levels of satisfaction and ownership of problems and solutions.
- Appreciation of local knowledge systems and expertise.
- Empowerment for social change.

To the Council

- Better quality decisions informed by an understanding of community values, needs and aspirations.
- Help plan and prioritise services to meet community expectation, including efficient use of resources.
- Provides opportunity to help the community understand issues, alternatives, opportunities and solutions.
- Builds positive image and confidence in Council's ability to deliver on services.
- Gains early buy in and strengthen trust and partnership.
- Proactive treatment of unforeseen issues and problems.

Guiding Principles

Council's community engagement practice is values-based and guided by the eight principles listed below. In planning and delivering community engagement activities, Council staff and consultants are required to ensure their actions and decisions are within these standards.

Principle	Description
1. Inclusiveness	• Council will seek to engage with the broadest section of those interested or affected by an issue. Particular strategies will be used to encourage and maximise the ability to participate from communities where barriers to participation exists (e.g. children, young people, Aboriginal people, people with a disability, people from culturally and linguistically diverse communities, older people, etc.). • Council will endeavour to ensure that participants in any engagement process are representative of the concerned communities and considerations are given to the diversity of interests in any issue. No interested or affected individual, group or community will be deliberately excluded from participating in Council's decision-making process.
2. Timeliness	• Council will incorporate community engagement into the decision making process from the start and seek to engage stakeholders at the earliest possible stage. Council will keep stakeholders informed and involved throughout the process. Sufficient time will be allowed for participation by all interested or affected stakeholders in accordance with the appropriate level of community involvement required. • The <i>Local Government Act 1993</i> requires Councils to publish certain notices or allow for public submissions for a minimum 21 days (e.g. section 60A – Public meetings and submissions, and section 157 – Notice of proposed by-law) or 14 days (e.g. section 72B – Annual General Meeting). Other legislations have specific requirements. • Other documents and notices may be published or exhibited for less than prescribed number of days by these legislative requirements, in accordance with the appropriate level of community involvement required.
3. Partnership	• Council will by its actions seek to build relationships and promote mutual understanding through its community engagement processes. Council will discourage activities that risk dividing the community into conflict or opposing extremes.

- Where other government bodies undertake projects or activities that will impact on Council's communities, Council will advocate for the participation of the community in the decision-making process and assist with the processes where necessary and possible.
- Council's departments will collaborate where necessary on engagement activities.

4. Respect

- Council will listen to and value the ideas, feelings and opinions expressed during community engagement processes. Council will promote the choice and rights of the community to engage and encourage those who wish to engage.
- Council will require participants in a community engagement process to respect the diversity of views expressed. Council will give due regard to the ideas, feelings and opinions of participants in an engagement process before taking a decision on the subject of the engagement. While it may not be possible to satisfy all the views expressed, Council will take them all into account, as appropriate.

5. Access to information

- Council will provide appropriate information to participants that will help them form sound opinions and judgments. Council will aim to make the appropriate information available before or during the engagement process. The information we provide will be objective, balanced, current and as much as possible in a manner and format that is suitable to the needs of the users.
- Council will provide information to the public in plain English. Where information is technical in nature, supporting explanatory information will be provided. Where appropriate, information will be provided in languages other than English or in alternative formats (e.g. audio and electronic formats).

6. Transparency

- Council will be honest and open-minded in its engagement processes. Council will **not** engage with hidden-agendas or promote a pre-determined outcome. We will ensure the rationale for engagement is clearly stated, including information on the decision to be made, who will make the decision, how the decision will be made, how community feedback can be provided, what is negotiable and what is not negotiable.
- As stakeholders, Council officers and the elected Council will clearly communicate their views on any issue that is up for community engagement.
- Where available, expert opinions will be presented as part of

the engagement process and considered in the decision-making process.

- | | |
|----------------------------------|---|
| 7. Responsiveness | <ul style="list-style-type: none"> • Council will provide regular updates to participants during the engagement process. At the end of the process, Council will provide information to participants on the outcome of the engagement process and the decision that was taken. At the end of the engagement process, responsible officers will prepare a report to Council providing rationale for any recommendations made as a result of the engagement outcome. |
| 8. Continuous Improvement | <ul style="list-style-type: none"> • Engagement activities carried out by Council will be evaluated where possible and appropriate, and an evaluation summary produced. The evaluation outcome will be used to improve Council's engagement processes. Council will endeavour to ensure that adequate resourcing (staff, skill and financial means) is provided to enable each engagement processes to fulfil its objectives and to entrench a culture of meaningful community engagement within its operations. We will always seek better ways and means to engage with our community. |

Responsibility

For the purpose of this policy, the following responsibilities shall apply:

Responsible Party	Commentary
Elected Council	• The elected Council is responsible for decision making in accordance with the <i>Local Government Act 1993</i>. • Ensuring that wherever possible, matters of such nature as described under the Policy Statement above have been preceded by appropriate community engagement and the opinions expressed given due consideration in the decision to be taken. • Supporting and encouraging community engagement by approving adequate funding and/or resources to the process. • Participating in community engagement activities where appropriate.

General Manager and Directors	• Ensuring that this policy is appropriately implemented and applied across all Directorates of Council. • Oversight of community engagement processes of Council and ensuring the community engagement needs of major issues are considered. • Advising the Elected Council on community engagement processes and outcomes.
Manager, Community and Customer Service	• Overseeing the delivery, reporting and reviewing of this policy as necessary. • Facilitating the Community Engagement Working Group. This working group is made up of representatives from across Council's business units and will act as 'Champions' to assist in promoting and applying the guiding principles of this policy and supporting staff within their business units to use the <i>Community Engagement Protocol</i> and <i>Community Engagement Toolkits</i>.
Department Managers and Coordinators	• Oversight of all projects/plans/activities within their Department/Section by determining the necessity or benefit of community engagement to it. • Supporting Project Coordinators and Contractors to organise community engagement activities in line with this policy and as guided by the <i>Community Engagement Protocol</i> and <i>Community Engagement Toolkit</i>. • Ensuring engagement activities within their Department/Section are communicated to Aldermen through the General Manager and included in the Engagement Register. • Maintaining an appropriate level of involvement in the engagement process.
Coordinator, Community Planning and Inclusion	• Providing ongoing guidance and support to Council employees and contractors in planning and delivering community engagement activities. • Coordinating the management of the Engagement Register and Engagement Database. • Ensuring the <i>Community Engagement Protocol</i>, <i>Community Engagement Toolkit</i> and <i>Public Participation Manual</i> are regularly reviewed to meet best practices and local government standards. • Identifying community engagement training and development needs and opportunities for Council employees, liaising with IAP2 and Council's Learning and Development Office/Department Managers to organise and/or deliver appropriate training.

Project Coordinators and Contractors

- Using the *Community Engagement Protocol and Community Engagement Toolkit* to prepare an engagement plan and deliver engagement activities.
- Analysing opinions expressed during engagement activities and utilising the information gathered to make recommendations and/or inform a course of action.
- Evaluating engagement activities and preparing an evaluation summary.
- Ensuring the community engagement evaluation report is lodged with the Coordinator Community Planning and Inclusion and any other relevant Council official.
- Ensuring adequate feedback is provided to all participants and where necessary the whole municipality.
- Liaising with the Coordinator Community Planning and Inclusion for advice on the planning of engagement activities, including engagement methods, timing, stakeholders and other relevant factors.
- Determining the legislative requirements for community engagement, if any, of their project/program.
- Ensuring the appropriate level of community involvement in the engagement activities and decision-making process based on the engagement needs and any constraints that may apply.

The Glenorchy community and stakeholders has a role in supporting the principles of this policy. *The Public Participation Manual* will be made available to our communities and stakeholders to encourage their participation in Council's decision making.

International Association for Public Participation (IAP2)

Council recognises that Community Engagement is an emerging field of practice that is embraced globally by governments at all levels, institutions and corporations to promote the participation of local communities and stakeholders in decision making. The International Association for Public Participation (IAP2) is an international member association which seeks to promote and improve the practice of public participation or community engagement, incorporating individuals, governments, institutions and other entities that affect the public interest throughout the world. IAP2 Australasia is the leading public participation Association in Australasia.

On 17th June 2015, over 700 councillors, general managers and chief executives from local government across Australia and New Zealand met in Canberra for the National General Assembly of Local Government, and unanimously resolved:

That the National General Assembly acknowledges the seven core values of public participation as leading positive practice for involving citizens in democratic decision making and request the Australian Government demonstrate the use of these principles in the development of public policy.

IAP2 has developed the IAP2 Core Values for Public Participation for use in the development and implementation of public participation processes. When adhered to, these core values help facilitate better decisions that reflects the concerns and interests of stakeholders.

The IAP2 Core Values are:

- Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process
- Public participation includes the promise that the public's contribution will influence the decision
- Public participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision makers
- Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision
- Public participation seeks input from participants in designing how they participate
- Public participation provides participants with the information they need to participate in a meaningful way, and
- Public participation communicates to participants how their input affected the decision.

In addition, IAP2 has developed the IAP2 Public Participation Spectrum to assist with the selection of the level of participation that defines the public's role in any community engagement program. The Spectrum shows that differing levels of public participation are legitimate depending on the goals, time frames, resources and levels of impact of the decision to be made. The five levels of public participation are: *Inform, Consult, Involve, Collaborate and Empower.*

	Inform	Consult	Involve	Collaborate	Empower
Public Participation Goal	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
Council's Promise	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
Role of the Community	Listen	Contribute	Participate	Partner	Decide

Challenges in Community Engagement

Even with the best intentions, community engagement can run into troubled waters at any stage of the process. Organisations with the need to engage the public in decision-making may struggle with issues around staffing, expertise, budget and time constraint. Council staff and consultants need to be aware of and where necessary take steps to mitigate the common challenges with community engagement. Many of these challenges can be controlled with proper planning and delivery. Some of these challenges include but are not limited to:

- Decisions and actions may be slower to reach than planned.
- Controversies, multiplicity of demands or oppositions (the NIMBY – Not in my backyard) phenomenon may arise during the process.
- Participants' representativeness of the wider community.
- Engagement fatigue, i.e. asking too frequently or too much from community members.
- Misinterpretation, i.e. some key stakeholders may perceive that the *"right to be consulted"* implies the *"right to be heeded"*.
- Disillusionment and unrealistic expectations, i.e. feelings of inability to make meaningful contribution or influence the decision-making process. Community members may be disillusioned if previous engagement processes did not lead to actions that reflect their opinion or they were promised.
- Well-resourced or numerically strong stakeholder groups may hijack the process and influence the outcome.
- The minority may make a stronger case during the process and the view of the majority is rejected.
- Inadequate communication of technical information can adversely affect the engagement outcome.
- Engaging hard to reach segments of the community can be challenging.
- Council staff and decision makers may be pressured to defer their action or act contrary to their expert opinion on crucial issues.

Contexts for Community Engagement

Community engagement will take place when in the opinion of Council officers or the elected Council:

- i. the views of individuals or groups within our community will provide further information valuable to the planning, solution or decision
- ii. the issue will significantly affect existing levels of service
- iii. the issue is complex or controversial
- iv. the issue will have long term impact on the community, or when
- v. it is a legislative requirement.

It is generally the responsibility of Project Coordinators to determine if community engagement is essential, desirable or unnecessary for any decision or project, and recommend to Council as may be appropriate. For example, where the community has little or no influence on a decision, community engagement may be unnecessary. Where community engagement is deemed essential or desirable, the level of community participation in the decision making and the engagement method used will be determined by the Project Coordinator based on the level of impact, time and resources available for each engagement process.

Getting it done: Steps to delivering effective community engagement

1. Scope the engagement project

This is a crucial first step that helps you define your engagement purpose and set a clear direction. It is helpful to summarise this in one or two paragraphs. Below are some questions and checklist that may help you scope your engagement project.

Determine the need for community engagement

Question	Response (Yes or No)	Action
Has a decision been made on the issue or project?		If yes, community engagement may be unnecessary. A communication strategy may be useful.
Will community feedback be considered in the decision or project?		If no, community engagement may be unnecessary. A communication strategy may be useful.
Is the issue an internal Council issue?		If yes, community engagement may be unnecessary. An internal engagement or communication strategy may be useful.

Determine the extent of community engagement

Question	Response (Yes or No)	Action
The issue will significantly affect existing levels of service.		If yes, community engagement is desirable.
The issue is complex or controversial.		If yes, community engagement is desirable.
The issue will have long term impact on the community.		If yes, community engagement is desirable.
It is a legislative requirement.		If yes, community engagement is essential.
The views of individuals or groups within our community will provide further information valuable to the planning, solution or decision.		If yes, community engagement is desirable.

Where community engagement is essential or desirable, the following are some general questions that may guide you to scope the community engagement and write a summary:

Questions	Checklist
What is your engagement objective?	• What do you wish to achieve? • What question/s do you want to answer? • What questions have been answered already? • Are there existing assumptions about the issue? What are they?
Why the engagement?	• Is there a legislative or policy requirement to fulfil? • Is there a link with other council/community issues or decision? • What community need or aspiration will be met? • What are the expectations of the community?
Who is involved in the engagement?	• Who will make the decision? Elected Council, Council Management, you or external authority? • Who is/are the sponsors of the issue/project? • Who are the affected or interested group/s?
When is the engagement?	• What milestones and dates are critical to meet? • At what stages of the decision/project will you engage (before, during or after)? • What time, budget and personnel resources do you require? Can you provide them? • What do you already have?
Where is the engagement?	• What location/s will your engagement decision or project impact? City-wide or specific suburb/s. • What location/s or means can your engagement activities take place? Can it be virtual or real?

How will the engagement be measured?

- What tangible deliverables will your engagement produce?
- What quality or quantity will you use to judge fitness for purpose?
- What are the *negotiables* and *non-negotiables*?

Do I need to discuss the engagement proposal with relevant Council Officer/Section?

- Is there already a history of engagement?
- Has another section of Council already completed recent similar engagement?
- Can they provide advice on who and how to engage?

In scoping your community engagement, it is a good idea to be **SMART** (*Specific, Measurable, Achievable, Relevant, and Time-bound*).

2. Assess the level of impact

Impact is here defined as the effect of an action or change on the community. Levels of impact usually occur on a continuum, e.g. low – medium – high. For the purpose of Council's community engagement processes, levels of impact do not imply importance, i.e. level one is not less important than level four. The purpose of assessing the levels of impact is to guide the variety of engagement methods that may be appropriate for particular engagement projects and the resources required. The level of impact grid in appendix 1 is based on location and population affected. Use the grid for your assessment.

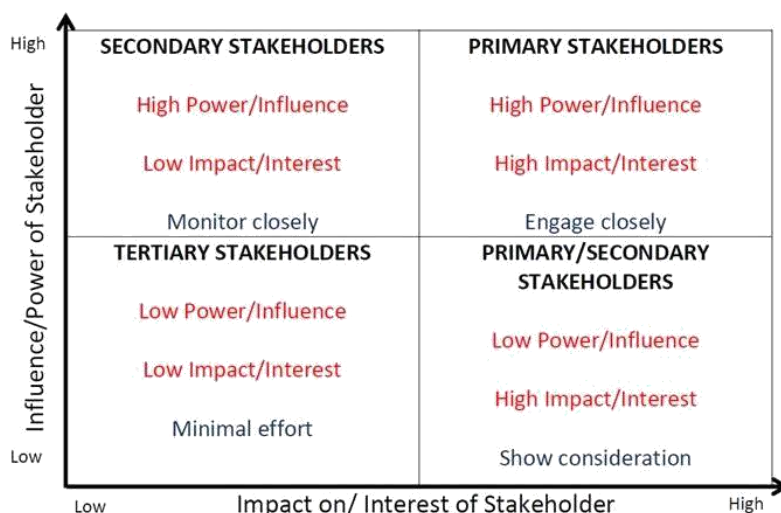
It may be helpful to consult with other relevant Council employees when assessing the level of impact. Be aware that level of impact may change at any time during the life of a project or issue. You will be required to do a reassessment and adjust your engagement plan/activities accordingly.

3. Identify the stakeholders

Stakeholders refer to any person or group of persons who have or feel they have an interest, or can affect/be affected by an issue or decision. If stakeholders are not properly identified, the responses gathered from the community engagement process is likely to be flawed because the information gathered is from people who have little or no connection with the issue. The outcome of the engagement process or decisions based on it may be questionable and in some instances illegitimate.

The City of Glenorchy is made up of diverse stakeholders with varying levels of interest, influence, power or impact relative to any issue. The level of influence/interest of a stakeholder group should be a consideration in shaping their level of participation in the engagement process, timing of engagement and the methodology for the engagement. It is not necessary to engage with groups that

have no interest in the issue. The Stakeholder Influence/Interest Grid below is an example to guide you in analysing your stakeholders.



The following steps may be helpful in identifying the stakeholders for your community engagement process:

- i. Have a general idea of the diverse views held by different stakeholders about the issue/s. Remember that things are not always in black and white – there are often many shades of grey.
- ii. Develop a comprehensive list of stakeholders. You may consider the following checklist (this is not an complete list):

Checklist	Response
Consider the groups that may be affected by the issue.	
Consider the groups that may care or have concerns about the issue.	
Consider the groups that have legitimacy or expertise to make decisions on the issue.	
Consider the advocates for the issue.	
Consider the adversaries of the issue.	

Steps you may consider to develop your list of stakeholders include:

- a) Brainstorm with colleagues across Council whose work may be related to the issue under consideration.
- b) Contact the Community Planning and Inclusion and the Community Development Teams.

- c) Review records for people who have made previous submissions, attended events, etc.
 - d) Use the community engagement register, directories or other relevant databases.
 - e) Ask key members of the community or subject matter specialists on the issue.
 - f) Make a public announcement to call for expression of interest. For example an article in the Glenorchy Gazette could call for interested stakeholders to make contact.
- iii. Identify the stakeholders' levels of interest/influence on the issue (refer to the Influence/Interest Grid above).
- iv. Consider the possible barriers to participation by the identified stakeholders and think about measures to remove or mitigate the barriers. These barriers often include but not limited to accessibility, culture, language, timing, communication, etc.
- v. Generally, the following actions may encourage participation of disadvantaged stakeholders:
- Use engagement locations close to public transport and where parking is available (preferably free parking).
 - Where possible, provide free or subsidised transport for large scale engagement.
 - Provide light refreshments during events.
 - Consider outreach engagement to specific groups if this will be more practical and culturally appropriate, e.g. Aboriginal and multicultural community groups, young children, etc.
 - Community engagement is free and the participation should not impose a financial burden on participants.

Appendix 2 is a stakeholder group suggestion checklist to guide you in removing or mitigating the barriers to participation.

Depending on how complex the issue for the engagement is, you may wish to do a stakeholder analysis to guide you in the management of the key stakeholders. The stakeholder analysis template below may be helpful.

Stakeholder Analysis Template

Stakeholder Group	Level of Impact	Level of Influence	What is important to the stakeholder	Potential value contribution to the issue	Potential threat to the issue	Strategy for engaging the stakeholder	Contact Person

The City of Glenorchy is made up of diverse communities with various interests and stakes on issues as it affects them. The table below is a guide to some of the stakeholder groups in the city you may wish to consider for your community engagement process depending on the issue being considered.

Rate payers

Geographical
communities

Business community

Ethnic communities

Religious groups

Service providers

Sports clubs

Community/social
groups

Environmental groups

Other government
agencies

Elected representatives

Special interest groups

Council's special
committees

User groups

Reference groups

Age based groups

4. Assess the level of engagement

The engagement **purpose**, **level of impact** and degree of **complexity** of the issue under consideration are important factors that will determine the role stakeholders need to play during the community engagement process. The promise Council is making during the engagement process needs to be clear, as this will be a determinant factor in the community's satisfaction with the process, as well as the outcome of the engagement.

IAP2 has developed the IAP2 Spectrum of Public Participation that depicts five levels of increasing influence that the public can have on an outcome or decision, the obligations of the organisation undertaking the consultation and the techniques that can be used in the process.

Spectrum of Public Participation

Increasing Levels of Public Participation	Level of Engagement	Public Participation Goal	Council's Promise	Role of Community
	Inform	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions	We will keep you informed	Listen
	Consult	To obtain public feedback on analysis, alternatives and / or decisions	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals	Contribute
	Involve	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision	Participate
	Collaborate	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution	We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible	Partner
	Empower	To place final decision making in the hands of the public	We will implement what you decide	Decide

Most community engagement activities in Local Government will fall between the *Inform* and *Collaborate* levels, given the various provisions of the *Local Government Act 1993* stipulating the roles and powers of the elected Council as the decision-making body. Other Acts of Parliament stipulate how certain decisions are to be

taken and by who. However, when legislation and circumstances permit, Council may decide to *empower* the community by endorsing the decision of the community and committing financial resources to its implementation.

It is the responsibility of project coordinators to assess the level of engagement needed for the issue being considered and where necessary advise Council. As a further guide, the chart below indicates what level of engagement might be undertaken based on the level of impact of the issue. As indicated by the chart, more than one level of engagement will generally be useful for each level of impact. Project coordinators may use their judgement to determine exceptions. Consideration should also be given to the stage of the decision making, i.e. before, during or after. It may be useful in some circumstances to include stakeholders in adjoining LGAs in engagement activities at impact level one or where the issue impacts a location in close proximity with another LGA.

Level 1					
Level 2					
Level 3					
Level 4					
	Inform	Consult	Involve	Collaborate	Empower

5. Determine the appropriate engagement method

Ensuring the appropriate engagement method is determined and used by the project coordinators is important to make the community engagement inclusive, transparent and fulfil its aim. There is a vast array of engagement methods, some commonly used by Council and others rarely or never used. The important thing is not the particular method used for your engagement activity but that the method is good enough to do the job that needs to be done. It is also important that project coordinators and Council has the capacity to execute the engagement method.

In deciding what method/s to use for your engagement, it may be useful to consider the following factors:

- Legislative requirements.
- Professional skills required.
- Timing and duration.
- Budget.
- Political significance.

The Engagement Method Matrix

The Engagement Matrix (see appendix 3) is designed to guide project coordinators in determining appropriate methods for their community engagement based on the four levels of impact and the five levels of engagement identified in this Protocol.

The Matrix indicates methods that are *essential* (must be done), *desirable* (will be useful) and *optional* (as situations allow). Where there are no symbols, it indicates that the engagement method may not be appropriate for that level of engagement and level of impact. Note that it is not compulsory to carry out all the engagement methods designated as *essential* under each assessment as based on the outcome of correlating levels of impact/levels of engagement. However, at least one *essential* method should be used.

As a general rule, project coordinators are advised to undertake the levels of engagement identified and use one or more of the methods indicated, depending on available resources and the need to be guided by Council's guiding principles for engagement. If a method which is indicated as essential is not used, it may be helpful for the project coordinator to provide justification as to why. This is an important part of engagement evaluation, continuous improvement and capacity building for Council employees.

Council's Community Planning and Inclusion Coordinator can provide assistance with the use of the Matrix in determining suitable engagement methods. The Community Engagement Toolkit provides some guidance on the methods listed in the Matrix.

6. Identify needed resources

To deliver effective community engagement, you will need to consider the following three resources that are necessary:

- i. Time
 - By what date do you need to make a decision?
 - Do you have enough time for the engagement process? Think about the required approvals, level of engagement and the engagement method you will use. Allow time for minor setbacks due to unforeseen circumstances.
 - Are there timeframes stipulated by legislation for the community engagement? E.g. the *Local Government Act 1993* stipulates the number of days within which a public meeting in relation to a petition must be held and the number of days following the first publication of notice of public meeting within which a written submission must be made (Section 60 and 60A).
 - Do you have enough time to promote the engagement, encourage participation, disseminate information and allow the community to make considered response? Except where stipulated by legislation or

when community engagement is urgent, it is recommended that at least 28 days be allowed for community response.

- Consider the dates of other community activities and how they might affect the engagement activity. E.g. school holidays, public holidays, community events, etc. It is recommended that the community is not involved with any engagement activity during the months of December and January. Where possible, time requirements can be negotiated with stakeholders.
- Except where a community engagement project is not part of the annual plan for the year, project coordinators are expected to register their community engagement project with the Community Planning and Inclusion Section of Council in July of each year. Where the community engagement project was not part of the annual plan, project coordinators should register their community engagement project with the Community Planning and Inclusion Section as soon as possible after it is determined to be a requirement.

ii. Finances

- Develop a budget to execute your community engagement.

iii. Human resources

- Consider the number of persons and skill level required to deliver the community engagement.
- Where necessary, use external consultants or facilitator, e.g. if the issue is controversial, an external facilitator may be useful for the purpose of perception management and assurance of fairness, etc.
- Where information contains technical terminologies, arrange for the use of simple explanations. It is recommended that community information be provided in plain English. If you need help with this, contact the Council's Community Planning and Inclusion Coordinator. Refer to Council's intranet home page – I need to... "Prepare readable and accessible documents".
- Where community engagement involves media releases, etc., liaise with Council's Events and Communications Officer to make sure community engagement materials comply with Council standards.

7. Prepare a community engagement plan

The information gathered in steps one to six of this Protocol are what you need to prepare your community engagement plan. Preparing a community engagement plan is *essential* for impact levels 1 and 2, *desirable* for impact level 3 and *optional* for impact level 4. Appendix 4 is a template to guide you in preparing your community engagement plan.

8. Deliver the engagement activities

This is where you put to use all the preparation you have been making and get to *meet* the community directly or indirectly, depending on your engagement method. Not only must you demonstrate the values of fairness, respect and inclusiveness, you must also be seen by the community to do so.

The community is the judge as to whether Council is an engaging organisation. This is the stage where you also pay attention to how representative the engagement is, i.e. are the participant's representative of interested/impacted stakeholders? Who ought to be there that is absent? What additional step/s can be taken to obtain their response if necessary? You may want to consider a targeted follow-up engagement in this case. Always monitor the community engagement process for improvement.

Where any form of public meeting has been assessed to be the appropriate method of engagement, special attention needs to be paid to this. Some important things you may want to consider include:

- Arrange to use a safe and appropriate venue.
- Follow Council's risk assessment procedure where required. Make health and safety a high priority.
- Use accessible venues. During promotion, request for persons living with disabilities to indicate their requirements and make necessary arrangements. Keep them informed.
- Ensure all necessary equipment is booked and working. Consider how those who are interested but can't attend could participate through online technology where possible.
- Advise participants when a decision will be reached, who will be making the decision and when they can expect feedback. If there is opportunity for further questions, provide details of who to contact.
- If engagement activities include a meeting, think about people to help you with the following:
 - Set up and pack up.
 - Monitor attendance sheets and evaluation forms.
 - Chair the meeting.
 - MC.
 - Take notes and record proceedings/decisions.

9. Analyse the responses

Once you have gathered all the feedback at the end of the engagement activity or deadline, it is best not to delay with analysing the responses. For your analysis, keep your thoughts on the engagement purpose. The Glenorchy community is diverse and stakeholders don't all have the same needs, expectations or opinions on the same issue. It is your responsibility to collate all the information you have collected during

the community engagement, make interpretations and draw conclusions on which to base your recommendations or subsequent action/s.

When analysing the responses;

- Look out for responses that may be invalid, e.g. someone filling out more than one survey, response from a non-stakeholder, etc.
- Pay attention to trends, e.g. what/who's response is similar or dissimilar?
- What previously unknown information has been provided?
- If you have collected both qualitative and quantitative information, consider feelings, not just facts and figures.
- Keep accurate records of the processed and unprocessed responses in line with Council's information management procedure, including details of attendees.
- Write a report as may be necessary, e.g. as part of project report or to further engage the community.
- Adhere to the privacy policy of Council. Personal information of participants must be appropriately managed.
- Always remember, you are a master of the process, not the outcome.

10. Evaluate the process

Evaluation is necessary to assess the performance of the community engagement against its desired objectives. It also serves the purpose of continuous improvement of Council's community engagement practice. Most of the information you need to do the evaluation needs to be collected during the community engagement. This information is not actually about the engagement issue, but the engagement process.

It is a good idea to debrief with colleagues and other staff that participated in the process as they can provide additional insight into the process and what might be done better next time. Evaluation is about learning what worked well, what didn't work so well and what can be done better next time. The biggest room in the world is the room for improvement.

Issues to consider for your community engagement evaluation include but not limited to:

- Timing.
- Access issues.
- Inclusiveness and reach of the process.
- Facilitator's skills.
- Expert's knowledge or presentation.
- Adequacy/clarity of information provided by Council.
- Advertisement.
- Engagement method.
- Feeling of satisfaction.

11. Feedback to participants

Unless you have provided feedback to participants in the engagement process, you have not concluded, i.e. close the loop. Sometimes, feedback needs to be provided not only to participating stakeholders, but the whole community, depending on the issue. Providing feedback is one way to build/maintain relationships with the community. It is important to note that depending on the type of project or engagement being undertaken, providing feedback to participants or the community can take place at various stages during the engagement process. This helps to ensure participants are not disengaged for whatever reason. Always be ready to use the ongoing feedback to improve the current process.

When providing feedback:

- Thank the participants.
- Provide information on the process.
- Provide information on the decision reached, including when and by whom.
- Let the participants know how their views were considered and/or influenced the decision.
- Where necessary, give opportunity for further comments.
- Where necessary, use more direct engagement methods, e.g. personal email, letter.

Appendix 1 Level of Impact Grid

Level of Impact	Category	Description	Criteria (one or more may apply)	Example
Level 1	High Impact LGA	Issue has higher level of real or perceived impact on the whole or large parts of Glenorchy LGA. A community engagement plan is essential.	- Existing or potential for conflict or controversy. - High level of interest from the community. - Potential to impact on regional or state strategies or direction. - Significant impact on attributes that are valued by the City of Glenorchy, e.g. art, culture, multiculturalism. - Any impact on health, safety and wellbeing of the broader community.	- Community, strategic and annual plans. - Significant Council Policies/Strategies/Plans or By-laws, e.g. Access Plan, Multicultural Strategy, Capital Works Program, Environmental Management Strategy, etc. - Major changes to City-wide services, e.g. waste management, child care, etc. - Provision, removal or major changes to a regional facility or infrastructure, e.g. MAC, DEC, etc.
Level 2	High Impact Local	Issue has higher level of real or perceived impact on a specific suburb, local areas, community or user group. A community engagement plan is essential.	- Removal or significant changes to a facility or service to a local community/user group. - Existing or potential for conflict or controversy at a local level. - High level of community or sectional interest.	- Removal or relocation of local playground. - Changes to valued youth activities. - Major street work or road closure. - Significant changes to car parking arrangement in local shopping centre. - Development changes to sports grounds, parks or local facilities.

Level of Impact	Category	Description	Criteria (one or more may apply)	Example
Level 3	Lower Impact LGA	Issue has lower level of real or perceived impact on the whole or large parts of Glenorchy LGA. A community engagement plan is desirable.	- Potential for some controversy of conflict. - Potential for some, although not significant impact on regional or state strategies or direction. - Minor changes to recurring large scale programs.	- Minor changes in customer service processes, e.g. rates payment, hours of operations, etc. - Minor changes to city-wide activities and services, e.g. Moonah Taste of the World, NAIDOC Week, Youth Week, etc. - Review of community needs and plans, e.g. Capital Works Program review, community satisfaction survey, etc. - Non-contentious changes to fees and charges.
Level 4	Lower Impact Local	Issue has lower level of real or perceived impact on a specific suburb, local areas, community or user group. A community engagement plan is not required. Follow standard protocols.	- Minor changes to a facility or services at a local level. - Low potential for controversy or conflict at local level.	- Minor changes to local playground - Normal street works. - Changes in time and venue to a local community activity. - Development of a localised program, e.g. community garden, leisure program, etc.

Appendix 2 Stakeholder Groups Checklist

Aboriginal and Torres Strait Islander (ATSI) People	Suggestion
- According to the 2011 Census, 1,894 Tasmanians living in the City of Glenorchy identify as Aboriginal and Torres Strait Islanders (892 males, 1,002 females). This is 4.2% of the City of Glenorchy population. - The Muwina (mou-wee-nee-nar) people are the traditional and original owners of the City of Glenorchy land area. - Like all communities, there is diversity of views within the Aboriginal community of Glenorchy. - Be aware of the history of local Aboriginal issues and the current issues of importance to Aboriginal community in Glenorchy. - It is essential to engage with Aboriginal and Torres Strait Islander people on issues that impact them and their communities directly or significantly. Some of these issues are: - Aboriginal culture and heritage - Funding and business opportunities - Health, housing and education - Land return - Law and justice - Service delivery	- Work on building partnership with Aboriginal communities, organisations and elders. Their guidance on the local protocols within their communities will be useful. - Make personal contact – take time to establish strong connections and build rapport. - Involve Aboriginal community members in the design and delivery of the engagement. - Be adaptable to change, actively listen and be respectful of traditions and cultures. - Understand the local issues. - Be sensitive to the personal and historical experiences of the people being consulted. - Important information might be shared informally, outside rather than in the meeting room. - Communicate effectively by ensuring that jargon, acronyms, technical speak or words that may have alternative meanings are not used. Use plain English. - Be mindful that Aboriginal people may be reluctant to attend formal, structured engagement events, so be flexible when setting dates, times and venues. - Consider arranging a Welcome to Country or Acknowledgement at significant community events or meetings. - For further information, read The Tasmanian Aboriginal Community: A Guide to Engagement, by the Department of Premier and Cabinet.
Business Community	Suggestion
According to the National Institute of Economic and Industry Research (NIEIR), Glenorchy City's Gross Regional Product (GRP) is estimated at \$2.00 billion in	- The Moonah Glenorchy Business Association is a good channel to link up with local businesses. - Networking is valued in the community, thus engagement methods that bring

June 2015, which represents about 8.1% of the Tasmania's Gross State Product (GSP). - There are small, medium and large scale businesses in Businesses in the City of Glenorchy, all playing vital roles. - Industries are broad ranging and include manufacturing, retail trades, construction, hospitality, tourism, etc. - Businesses owners and workers of businesses operating in Glenorchy City are stakeholders too.	businesses together can be considered. - Social media and web-based information utilised by many businesses. - Be mindful about information that might be 'Commercial in Confidence'. - Use plain English.
Culturally and Linguistically Diverse (CALD) Communities - According to ABS, 4,918 people who were living in Glenorchy City in 2011 were born overseas, and 22% arrived in Australia within 5 years prior to 2011. - Furthermore, between 2006 and 2011, the number of people who spoke a language other than English at home increased by 1,015 or 44.4%, and the number of people who spoke English only increased by 734 or 1.9%. - There is growing religious diversity.	Suggestion - Translation and interpretation is essential. - Give consideration to those not literate in their own language – verbal engagement may be preferable in this situation. - Be sensitive to cultural and religious understandings, e.g. gender roles, food requirements, etc. - Work with agencies involved in settlement and multicultural services. - Participate in community events and use venues multicultural communities are familiar with. - Build relationship with community contact persons or key leaders. They can provide insight and help gain credibility. - Tailored information sessions are useful, with bilingual workers in attendance to provide support. - Use visuals as much as possible. - Use plain English.
Families with children and their carers - According to ABS, 24% of households in Glenorchy city were made up of couples with children in 2011. - Other family situations are represented in the city, e.g. couples without children, one parent families, working	Suggestion - Consider providing information through schools, child care services, maternal and child health centres, libraries, shopping centres and other community spaces/venues. - Provide child care to enable parent(s)/carers to attend, where appropriate. Only

• parents, etc. • Children (under 12 years of age) require parents/carers consent	persons with a valid Working with Children Check can work with children unsupervised. • Make consultations child-friendly e.g. provide toys/child activity space. • Use plain English. • Consider having meetings after hours to enable working parents attend after dinner with their family. Don't stay late into the night. • Where decisions affect children, they should be incorporated into the community engagement process. A specific, age-appropriate engagement plan should be developed (the Children's Participation Charter will provide support for this).
Older people • According to ABS, 22.2% of Glenorchy residents were aged 60 years and over in 2011. • The age group is made up of empty nesters and retirees (60-69), seniors (70-84) and older aged (84 and above). • Frailty, disabilities, failing eyesight and mobility are common challenges.	Suggestion • Make engagement clear and simple. • Written material needs to be in plain, large print (font 18) on sandy coloured paper. • Hearing loops and portable microphones may be necessary. • Consider using support services and care workers to assist them participate in interviews, surveys, group sessions, etc. • Allow adequate time for communication. • Use plain English. • Provide assisted transport where possible. • Availability of respite care for carers where possible. • Use assessable venues, e.g. avoid venues with stairs. • Conduct engagement at specific organisations, services or community groups frequently utilised by older persons.
People with disabilities and their carers • According to ABS, 3,095 people or 6.9% of the population in Glenorchy City in 2011 reported needing help in their day-to-day lives due to disability. • Range of disabilities, including intellectual, sensory,	Suggestion • Allow adequate time for communication. • Provide assisted transport where possible. • Availability of respite care for carers where possible. • Use assessable venues with assessable toilets.

physical, etc. require different forms of assistance to enable participation.	• Special assistance required may include Braille, sign language, audio cassettes, etc. • Use plain English. • Use locations suitable for guide dogs. • Written material needs to be in plain large print (font 14) on sandy coloured paper. • Emails and phone-in are quite useful methods. • Advocates and support workers are vital to have around. • Work with agencies working in the disability sector.
Young people (12 to 24 years) • According to ABS, 7,639 people or 17.2% of Glenorchy City's population are aged between 12 and 24 years in 2011. • While most are in secondary/post-secondary schools, not all young people are attending schools. • They are energetic, tend to be unconventional and influenced by their peers. • Parents/carers consent required for young people under 18 years of age.	Suggestion • Use less formal approaches, i.e. let it be fun, relaxing and youth-friendly. E.g. incorporate music, games, arts, etc. activities. • Written materials should be catchy and colourful. • Work with schools, youth workers and youth services providers the young people are familiar with. • Take the engagement to them, e.g. use spaces young people hang out in with their friends. • Provide incentives where possible to encourage participation. • Use social media platforms.

Appendix 3 Engagement Method Matrix

E = Essential, D = Desirable, O = Optional

Level of Engagement	Method	Level 1 High Impact – LGA wide	Level 2 High Impact – Local	Level 3 Lower Impact – LGA wide	Level 4 Lower Impact – Local
Inform	Advertisement	E	E	D	O
	Billboard, Banner, Poster, Signage	E	D	D	D
	Bill Stuffer and Rates Notice	D	E	O	O
	Bulk Messaging	D	D	D	O
	Direct Mail and Letter Drop	D	E	D	D
	Listserv and Email	D	D	D	D
	Local Radio and Television	D	D	D	O
	Media Release	E	E	D	O
	On-hold Telephone Message	D	D	D	D
	Phonebanking and Robocall	O	O	O	O
	Printed Information Materials • Fact Sheet • Brochure • Flyer • Newsletter	D	D	D	O
	Public Display	E	D	D	D
	Reports	D	D	O	O
	Social Media	E	E	D	D
	Website	E	E	E	D

Level of Engagement	Method	Level 1 High Impact – LGA wide	Level 2 High Impact – Local	Level 3 Lower Impact – LGA wide	Level 4 Lower Impact – Local
Consult	Comment Form and Post Card	D	D	O	O
	Discussion Paper	D	O	O	O
	Door Knocking	O	O	O	O
	Fairs and Festivals	O	O	O	
	Focus Group	D	D	D	D
	Forum, Briefing and Information Session	E	D	D	D
	Hotline and Phone-in	D	O	O	O
	Interactive Mobile App	D	D	O	O
	Interview	D	D	D	D
	Open House	D	D	O	D

	Poll	D	D	D	O
	Suggestion Box	E	D	D	O
	Survey	D	D	D	O
	Written Submission	E	E	D	O

Level of Engagement	Method	Level 1 High Impact – LGA wide	Level 2 High Impact - Local	Level 3 Lower Impact – LGA wide	Level 4 Lower Impact - Local
Involve	Card Storming	D	D	O	O
	Citizen Panel	E	D	D	O
	Committee	D	D	O	
	Community Leaders	D	D	D	D
	Conversation Café	O	O	O	O
	Creative Arts Expression	O	O	O	O
	Open Space	O	O	D	O
	Participatory Editing	O	O	O	O
	Public Hearing or Inquiry	O	O		
	Public Meeting	O	O	O	
	Site Tour	O	D	O	O
	Stakeholder Networks and Interagency	E	E	D	D
	Working Group and Working Party	D	D	O	
	Workshop	D	D	O	O

Level of Engagement	Method	Level 1 High Impact – LGA wide	Level 2 High Impact - Local	Level 3 Lower Impact – LGA wide	Level 4 Lower Impact - Local
Collaborate	Appreciative Inquiry	D	D	O	O
	Citizen Jury	O			
	Co-design	D	D	O	O
	Deliberative Poll	O			
	Dialogue and Round Table	D	D	O	O
	Elector Poll	O			
	Symposium	O	O	O	O

Appendix 4 Community Engagement Plan Template

 GLENORCHY CITY Where ideas happen.		COMMUNITY ENGAGEMENT PLAN	
1. ABOUT THE PROJECT			
Title of Project			
Brief description of Project (What is the purpose and timeline)			
Key Issues (Identify any current and historical issues that may have an impact on this project, especially if there are contentious issues)			
Community Engagement Objective/s: (What information do you need? What will you do with it? What outcomes are you after by this engagement?)			

Authorisation of Community Engagement: ☐ Council Resolution (Date of Council meeting) _____ ☐ Annual Plan (Identify Reference) _____ ☐ Legislative Requirement (Identify Act/Regulation) _____ ☐ Other (e.g. Project Management) _____
2. WHAT IS THE LEVEL OF IMPACT ☐ Level 1 – High impact on Glenorchy LGA ☐ Level 2 – High impact on local area/group ☐ Level 3 – Low impact on Glenorchy LGA ☐ Level 4 – Lower impact on local area/group
3. WHAT IS THE LEVEL OF ENGAGEMENT ☐ Inform ☐ Consult ☐ Involve ☐ Collaborate

4. IDENTIFY STAKEHOLDERS TO BE ENGAGED

Council Stakeholders	☒ Office of General Manager* ☒ Mayor and Aldermen* ☐ Special Committees (List, if applicable)	
	☐ Others (List, if applicable)	☐ Service Networks ☐ Young people ☐ Persons living with disabilities and their carers ☐ Other Government Agencies ☐ Community Associations/Clubs/Organisations ☐ Older people ☐ Other (List)
Community Stakeholders	☐ Glenorchy wide ☐ Local area/s (list) ☐ Business Community ☐ Aboriginal and Torres Strait Islander (ATSI) Community ☐ Culturally and Linguistically Diverse (CALD) Community ☐ Families and children	

5. ENGAGEMENT METHOD AND COMMUNICATION PLAN					
Phase	Stakeholder	Engagement Method	Timeframe	Responsible Officer/s	
Pre Engagement Phase (What needs to occur prior to engaging with stakeholders)					
Phase	Stakeholder	Engagement Method	Timeframe	Responsible Officer/s	
Engagement Phase (How are you going to engage stakeholders)					
Post Engagement Phase (How will you report back to stakeholders)					

6. EVALUATION			
Identify measures to evaluate engagement (e.g. attendance number, number of response, diversity, etc.). Consider the tool for the evaluation			
7. REVIEWED AND APPROVED BY MANAGER			
Details for staff responsible for project	Name:	Section/Department:	
	Position:	Email:	Phone Ext:
Coordinator	Sign:		
Manager	Sign:		
Community Engagement Plan saved into ECM (under community engagement plans)		☐ YES ☐ NO	

Appendix 5 Engagement Representativeness

Community engagement requires that those who are affected or interested in an issue have the opportunity to participate in the decision making process. It is however not practicable for everyone who is affected or interested to participate in the process. The aim of Council therefore is to ensure that firstly, the community engagement process encourages the maximum participation of the broadest section of those affected or interested, and secondly that participants in the process represent the characteristics of those affected or interested.

Representativeness describes the level of how well or how accurately a smaller number of people reflect a larger group. When an engagement process gives a good indication of what the broader community believes, the engagement is said to be representative. Representative engagement may require undertaking both quantitative and qualitative types of engagement.

Qualitative engagement is exploratory and used to gain an understanding of underlying reasons, opinions, motivations and trends in thought. It provides insight into issues and helps to develop ideas. Data collected does not measure the number of response and therefore its statistical validity cannot be determined. Data collection is often unstructured or semi-structured and includes methods such as focus group discussion, key informant interview, participatory editing, appreciative inquiry, co-design, etc. The sample size is typically small and respondents are often selected to fulfil a given quota.

Quantitative engagement is used to generate numerical data about observable issues that can be described or determined in mathematical forms such as percentages, averages, sums, etc. Data collected can be tested for validity and data collection is structured. Examples of quantitative engagement methods are surveys and elector poll. The higher the sample size, the more accurate and reliable the findings are in making inference for the population.

The following are some definitions to be familiar with:

- **Population:** All members of a defined group with common characteristics about which information is being collected to make a decision. This could be the whole of Glenorchy City, older adults, children, migrant women, dog owners, etc.

- Sample: A small group selected from a population by a defined procedure. Information collected and analysed about the sample allows inferences to be made about the population.
- Unit: An individual member of a population. When an individual member of a population has been sampled, it is generally referred to as a Sampling Unit.
- Sampling is the process of selecting a predetermined number of units from a population for the purpose of collecting information.
- Sampling methods refers to the rules and procedures by which some units of the population are included in the sample. Some common sampling methods are simple random sampling, systematic sampling, stratified sampling and cluster sampling.

To avoid a sample that is biased or unrepresentative, it is best to use a random sample. A random sample is a sample where each individual unit of the population has a known chance of being selected as part of the sample. Types of random samples are simple random sample, stratified random sample, cluster random sample and systematic sample. For example in a simple random sampling, each unit is chosen entirely by chance such that each individual has the same probability of being chosen at any stage during the sampling process.

Depending on the issue being considered during the community engagement, the engagement method to be used or other factors, it may be necessary to use a non-random sample. In a non-random sampling, individual units from the population are selected based on pre-determined criteria and some members of the population are less likely to be included than others. For example, setting up a Working Group or Committee that require specific types of expertise will require selection based some pre-conditions. It is advised that if non-random sampling is used during a community engagement activity, it should be accounted for. Examples of non-random samples are convenient samples, judgement samples, purposive samples, quota samples or snowball sample.

Another important feature to consider before making inferences about a population from the sample is the sample size. This is the number of individual units in the sample from which information is collected to make inference about a population. In surveys, sample size is important in determining the reliability of the survey. Larger sample sizes are needed for your survey to be reliable, especially if its findings are to be used to make inferences over a large population. For example, if you are conducting survey about car ownership in the City of Glenorchy and interview 10

people, 4 of who say they own two cars, your survey would imply that 40% of people in the City of Glenorchy own two cars, an unexpectedly high percentage.

It should be noted however, that it is the absolute size of the sample that is important, not its size relative to the population. The belief that the sample size should be based on a proportion of the population size, e.g. 5% or 10%, is incorrect. Survey response rate (the number of people who complete the survey divided by the number of people who make up the total sample group or the total number you invited) should however not be too low. Note that you can only calculate response rate if you have a defined sample group. Generally, below 25% is considered poor response rate and it is suggested that you aim to reach at least 40%. Response rate can be influenced by the sample group's motivation, level of interest, and how well the survey is designed, among other factors.

Representativeness of sample, sample size calculation and sampling techniques can be a complex subject. In some instances it involves determining the population size and factors such as margin of error, confidence level and standard deviation. There are many books and resources that can assist you in better understanding the subject. The website of the National Statistical Service (www.nss.gov.au) has useful tools in this regard. Contact Council's Community Planning and Inclusion Coordinator if you need help with determining the representativeness of your engagement method.



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Introduction

This *Community Engagement Toolkit* has been developed as a resource to assist Council staff and consultants in the delivery of community engagement activities. It is intended to be used as a complement to Council's *Community Engagement Procedure*. Fifty (50) community engagement methods are described with information provided on situations under which they might be used, potential advantages and disadvantages, and tips on things to consider for their effective use.

This toolkit captures methods that are currently used or likely to be used by Council in community engagement activities with respect to the level of resourcing required. It is recognised that several other effective engagement methods are not covered in this toolkit. Most engagement methods in this toolkit are adaptable and could be effectively tailored to specific issues in the community. Although the engagement methods in this toolkit are categorised according to levels of engagement, some of the methods can be used for more than one level on the engagement spectrum.

It is acknowledged that in developing this toolkit, Council has referred to materials from the International Association for Public Participation (IAP2) Australasia, Social Planning and Research Council of British Columbia (SPARC, Canada), North Sydney Council and Pittwater Council. It is expected that this toolkit will be updated regularly to reflect emerging best practices in community engagement and the capacity of Council to utilise them.

1. Inform

	Description and Use	Think it through	Best Practice Note
1.1. Advertisement	Paid advertisement in print media. Useful for promotion of engagement activities or projects. It is a legal obligation in some circumstances.	Opportunities exist for Council adverts in Glenorchy Gazette (information can be placed as feature stories in the Glenorchy Gazette). Potentially reaches most households, however not all parts of the City is reached by the Glenorchy Gazette. The Mercury is a popular news publication in the region. Only limited information can be communicated. It can be expensive.	- Be aware of cut-off date to submit advert for publication that meets your needs or the legal requirement where it applies. - Consider the best day and section of the publication to put your advert. This will have cost implications. - Work with Council's Events and Communications Officer to review advert. - Follow Council's media policy. - Some free advert opportunities may be available in local publication.
1.2. Billboard, Banner, Poster, Signage	Large outdoor signs located on side of buildings or along major thoroughfares. Mainly used as promotional campaigns about single issues and targeted at passers-by or motorist.	Can be placed in single or multiple locations to capture the attention members of the public. Potential to reach a large audience driving or passing by. Only limited information can be given. Can be defaced with tagging or graffiti	- Should contain single, simple message. - Use very large text size. - Experienced use of graphics can effectively re-enforce the message.
1.3. Bill Stuffers/Rates Notice	Information flyer included with scheduled utility bill or Council rates notice.	High probability that target recipients will be informed. It is an economical use of existing mailing. Can only be used at specific times as rates notices are distributed periodically. May be taken as junk mail and disregarded.	- Flyer should be well designed and reader-friendly. - Provide postage-paid reply envelop. - Use reliable third party for distribution if not done by Council staff.

1.4. Bulk Messaging	Dissemination of a large number of text messages for delivery to mobile phone devices. It can be used to provide information or notification to members of the public.	Can be an effective way to disseminate urgent information directly to community members. It is convenient and can reach a large audience. It is often not able to receive feedback through the same channel. Can send a message of up to 160 characters and longer messages may automatically split up into several parts. Most cell phones support this type of text messaging	• Keep it short and simple. • Ensure up-to-date contact list is used. • Observe privacy laws and do not share people's phone contact with external persons.
1.5. Direct Mail/Letter Drop	Personalised or bulk letters mailed directly to interested or affected community members or stakeholders. Personalised letters is a legal obligation in some circumstances. They convey information to recipients and are useful for requesting direct feedbacks. They are often suitable for issues that are highly political.	Effective in building relationship and when engagement timeframe is short. High probability that target recipients will be informed. Letter drop can potentially reach all households in a postcode. It can target specific neighbourhoods or the entire city. It can be low cost but requires time to prepare.	• Keep it short and simple. • Provide postage-paid reply envelop. • Ensure content complies with legal requirements where necessary. • Use envelops that indicate it is an official communication. • Use reliable third party for distribution if not done by Council staff.
1.6. Listserv and Email	Listserv refers to electronic mailing list software applications which allow senders to send emails to a list of registered persons. With emails, someone creates a message and sends to a distribution list. It is a convenient means of	Information passed can be easily passed on to other members of the public not on your mailing list if you have so requested. Saves time and is cost free. Sometimes, emails fails to deliver to the target or get dropped into spam folders and could therefore be missed by the recipient. Only those with email address and internet connection can be reached. An effective way of providing information on	• Keep it short and simple. • User-friendly text styles and sizes is necessary. • Make sure to use the correct distribution list. • Observe privacy laws and do not share email distribution list with external persons. • Always use blind copy to ensure recipients do not see the email address of

	reaching directly a pre-selected audience with information and receiving feedback.	outcomes and decisions to participants in community engagement activities.	- others. - Ensure your distribution list is up-to-date.
1.7. Local Radio and Television	Commercials in the form of announcement with/without music (radio) or video format (television). Can also take the form of features, interviews or discussions. Useful for informing the public on proposed initiatives or Council's decision.	Able to reach a wide and diverse audience. Can be effective in campaigning for behavioural change. Commercials usually run for a number of times in a day for a set period. Some local stations produce radio programs in ethnic languages. There can be opportunity for phone-in to provide clarification on issues. It provides opportunity to develop media relationships. It can be expensive to run television commercials. People can sometimes find it hard to remember details if they don't write it down.	- You might need an agency to produce television commercials or voice-over. - Timing of announcement is important, depending on your target audience. - Liaise with Council's Events and Communications Officer about Council's media protocols.
1.8. Media Release	A media release is provided to journalists to publish for free through their media organisation. Media can be print, broadcast or online. Media releases are useful in keeping the media informed on important community issues and Council's position. They are often suitable on issues that are highly political.	Media releases are often perceived as more credible by the public because it has been vetted by an independent third party (the media organisation). If the media organisation deems the issue to be pertinent, they are likely to make further enquiries on it. This can help disseminate information quickly and broadly. Media response can be poor if the issue is considered not pertinent. Consider giving a press conference if the issue is news worthy.	- Be clear about the specific information you wish to communicate and do your research. - Council's Events and Communications Officer can assist with drafting your media release. - The Mayor is the official spokesperson of Council. - Build relations with local media organisations and journalists for an improved chance of having your media release published, including when and how you want it published. - Provide contact details for further enquiry.

1.9. On-hold Telephone Message	The on-hold message callers hear when waiting to speak with a telephone contact. The caller hears customised scripts recorded professionally that promotes an issue. Used to disseminate information on specific issues or a Council's position, participation in an engagement activity or respond to common enquiries.	Effective for issues in which Council receives high volume telephone enquiries. Delivers the same information repeatedly over a short time. Works best for only those who are interested or affected enough to call Council. It is high cost but convenient. There is the option to combined message with music.	• Ensure information is up-to-date. • Consider short answers to frequently asked questions. • Provide information on other available sources of information, e.g. website.
1.10. Phonebanking and Robocall	Personalised telephone call to provide information, seek feedback, identify and mobilise supporters of a cause or persuade community members to engage on an issue. Robocall uses a computerized autodialer to deliver a pre-recorded message.	Can be an effective way to disseminate urgent information directly to community members. Phonebanking require a lot of staff time although Robocalls are quite convenient. It is likely to produce intended result with interested or affected stakeholders. They are often identified with political or telemarketing campaigns and are unwanted by many. Some household telephone has restrictions on Robocalls.	• Consider the day and timing of your call. • Keep written record of people contacted and make a note of any important discussion. • Share information about other opportunities to further engage with Council. • Apply active listening skills.

1.11. Printed Information Materials • Fact Sheet • Brochure • Flyer • Newsletter	These are information updates issued around specific subjects. Can be used to inform, receive feedback and update the community on issues.	Provides overview and not in-depth analysis. Great way to provide feedback on Council decision and engagement outcome to the community. Q & A format usually effective. Encourages written responses if comment form is enclosed. Can be passed on from one person to another but no guarantee material will be read. Needs a good distribution network to be effective. Information materials can be inserted within local newspapers.	• Keep it short and simple. • Use reader-friendly graphics. • Encourage response via enclosed postage-paid comment form. • Provide contact details for further enquiries.
1.12. Public Display	Display of information or drafts in public spaces. Useful for providing information to the public with the opportunity to provide feedback and build relationship when display is manned by Council staff.	Takes the information to the people and can generate immediate response from interested people. Can reach a large number of people in the local area. Information booth can be moved from one location to another. If unstaffed, materials can go missing. Information needs to be kept up to date.	• Set up in high traffic locations with space for people to wait and engage. • If unstaffed, make sure writing materials (comment forms, pens, etc.) are provided. Check the stand regularly. • If staffed, prepare to answer questions from the public. • If possible, provide take away promotional materials, e.g. FAQs. • Consider locations such as Council's Customer Service, LINC, Shopping Centres, MAC, etc. • Consider setting up at local events. • Use graphics to generate interest. • Make prior booking arrangement with relevant authorities.

1.13. Reports	Official document reporting research, policy findings or providing an account of actions that have taken place. It is useful for providing detailed information to the community.	Able to provide thorough information on issues or decisions. People with literacy or language difficulty may find it challenging. Suitable for engaging at the closing stages.	• Use plain English. • Format document to be reader-friendly, e.g. use appropriate font type and size, page the document, etc. • Use graphs and charts were appropriate. • Report should have a brief introduction, body and conclusion.
1.14. Social Media	Free online community platforms that provide opportunities for Council and the public to exchange information on issues of interest. Platforms include: Facebook – Most common social media platform where comments, photos and videos can be exchanged with a closed group or the general public. Twitter – Messages (tweets) up to 140 characters can be broadcasted to followers in form of a news alert. Pictures can also be broadcasted. Instagram, Pinterest and YouTube – Allows users to upload, edit and share photos and videos clips with other members for viewing and/or comment.	Increasingly popular, easy to access, convenient and used by a diverse range of stakeholders and organisations. Effective in promoting engagement opportunities and has multiplier effects as information is easily shared with others. Able to broadcast to a large audience and suitable for reaching the public instantly (e.g. it is very useful during emergency situations). They are mainly accessed through handheld devices which are quite common. It is cost effective but has high cost implications for setting up a system to moderate discussions on the platform. It can invite negative comments on the public domain.	• Keep it short and simple. • Liaise with Council's Events and Communications Officer and refer to relevant policy for guidance. • It is more effective to promote the engagement opportunity and how the public can participate, e.g. make submission, than seek direct feedback on any of the social media platforms.

	Snapshot – Photo messaging app that allows users to take photos and videos (snaps) add text and drawings, and send to receivers. Users determine how long they will last before being deleted from recipients' devices and snapchat servers. LinkedIn – Social networking site for professionals where users participate in discussion groups around areas of interest or expertise. It is very useful for information dissemination.		
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1.15. Website	The use of Council's website home page or dedicated pages to convey information to the public. Could be static (basic and simply delivers information) or dynamic (has capability for interaction between Council and the community, e.g. discussion board, the public can upload document or add information, etc.). A dedicated community engagement project website can be created to receive feedbacks on specific issues or projects. It is useful for informing and updating the community as well as receiving information from the public through the online discussion forum.	Effective in getting information to the general public on demand and in real time. It is cost effective and can deliver detailed information in multiple languages and alternative formats, e.g. audio. Suitable for many hard-to-reach audiences. According to ABS 2011, 35.1% of households in Glenorchy City has no internet connection or has a dial up connection while 54.7% has broadband connectivity.	• Have a good content management system in place. • Ensure content is reviewed by relevant officer and approved by the Manager, Community and Customer Service. • Use pictures to enhance visual appeal and ensure text is easy to read. • Work closely with the Information Management and Council's Events and Communications Officer to understand Council's requirements.
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2. Consult

	Description and Use	Think it through	Best Practice Note
2.1. Comment Form and Postcard	Forms used to obtain feedback from stakeholders during engagement activities. They are often included in printed information materials or draft documents, and used during community engagement meetings, workshops and events to gain information on public concerns and preferences. It can be in hard copy, web-based or provided via email.	Can be easily distributed, able to reach a wide audience and it is cost effective. Post cards are also good for reminders, encourage participation and to promote an engagement activity or project, especially with those unlikely to attend. Effective in collecting immediate response from participants at events. Response rate may be poor.	- Keep it short and simple (2 A4 pages is ideal for comment form on draft documents). - Ask direct questions about preferences, satisfaction levels, etc. - Provide writing materials, e.g. pen, when used at events. - Put it as an item on the agenda during events. It is better to put it just before close of proceedings. - Use prepaid postage when mailed out. - Allow for anonymity as much as possible.
2.2. Discussion Paper	A document produced for the purpose of providing balanced information on a particular issue without promoting any particular position. The ideas or opinions put forward form the basis of a discussion on the particular issue. It is useful in creating awareness of a community issue and seeking comments/responses to questions which are considered in developing policies or other high level documents.	Suitable for engagement on high level documents that require community inputs. Provides opportunity for thorough examination of the issue. It has the potential to be too detailed than desired by many participants. May not be written in clear accessible language.	- Requires very good knowledge of the issue by the person preparing the document. - Provide only facts that are necessary and from different perspectives. - Use plain English. - Ask questions that are directly linked to the purpose of the document to be developed or issue to resolve. - It is not compulsory for participants to answer every question in the document. - Give participants enough time to read and respond. - Encourage participation by users of the document to be developed from the discussion paper.

	Description and Use	Think it through	Best Practice Note
2.3. Door Knocking	Door-to-door house visits to engage with affected residents. It is used to identify stakeholders' position on issues and encourage engagement participation.	Personalised contact with individuals in their comfort zone helps build relationship. It is useful when there is low trust, low interest and community feedback or action is important. It is staff intensive and takes time. An effective method for engaging hard to reach audience, discussing issues of high emotions and mobilising the community to take action. May be suitable for high impact issues within local communities.	• Conversation takes place at the door of the house, not inside. • It is better to go in pairs. • It is helpful to have a set of questions (5 or less is advisable) prepared to ask at each house visited. • Provide published information to leave behind. • Keep record of houses visited and the response received immediately. • Doorknocker must be easily identified, e.g. carry an ID, wear a cap, t-shirt, etc. • Be friendly and aware not everyone will be friendly towards you. • Stay on message; don't get side-tracked into endless or irrelevant discussions. • Arrange briefing for doorknockers before the activity incorporating WHS, cultural awareness, etc.
2.4. Fairs and Festivals	Events incorporating fun activities such as entertainment and food with activities to provide information and raise awareness of specific or a variety of community issues. It is used in making engagement more appealing and to reach audiences who would not normally attend formal meetings.	Provides opportunity for relationship building and information sharing in a cordial environment. Effective for reaching families with children, young people and ethnic groups. Engagement can be incorporated into existing community fairs or festivals. It can be costly and staff intensive to run if the event was organised specifically for the purpose of engagement.	• Use location close to public transport and accessible facilities. • Choose a date and period that works for families, e.g. school holiday. • Be intentional and creative about how to incorporate engagement activities. • Provide motivations to participate, e.g. prizes. • Make the engagement activity simple and short, e.g. brief interview, comment form, etc.

	Description and Use	Think it through	Best Practice Note
2.5. Focus Group	A form of structured interview in which a small group of stakeholders are asked questions about their views, opinions or attitudes towards an issue or project. The facilitator allows for an open discussion guided by the questions but may follow the flow of participants' discussions.	It is effective for reaching target audience or particular segments of the community. Less formal and intimidating than public meetings. It is useful for exploring issues before broader consultation takes place. Selection of participants may be biased and some may request money before they participate. Usually needs to be combined with other engagement methods before taking an informed decision. Information obtained is qualitative in nature.	• A skilled focus group facilitator is required. • Use an audio record to record the discussion and also have someone else taking notes. • It is more effective when a group is not more than 15 individuals. • Explain the purpose and the process to participants at the beginning. • Participants must be representative of the target population. • Be prepared to arrange for transportation of participants. • Provide refreshments. • Use location that is convenient to participants. • Conduct at least two sessions for a given target population at alternate times/days.
2.6. Forum, Briefing, Information Session	Presentations and discussions with community or stakeholder groups to provide information and gather feedbacks, ideas or opinions. It is useful in identifying the needs of stakeholders and getting them involved in the decision making process.	It works well with existing stakeholder groups and can be held during their usual meeting time. Effective for small and large groups, including hard to reach audiences. Provides opportunity to increase stakeholders' awareness, build capacity and relationship. It is suitable for issues that are highly emotional, highly political or where there is need to understand the impacts of Council's actions or decision on specific issues. May leave out people who are not part or active in the existing group. Can be formal or semi-formal, depending	• Requires good facilitator and presenter that understand the issue and the stakeholders/audience. • Consider the transport needs of participants. • PowerPoint is a good tool to use. • Keep presentation short and simple. • Allow for question and answer time. • Take records of attendance. • Use of other methods, e.g. suggestion box, comment form, works well with this method. • Advertise widely.

	Description and Use	Think it through	Best Practice Note
		on the audience. Some people find face-to-face public engagement intimidating.	- Request people to RSVP and provide other relevant information, e.g. meal, language, access requirement, etc. so you can prepare ahead. - Provide refreshments. - Timing and date of the event is important to encourage attendance and depending on the needs of the stakeholder group. - Provide publications for take away as necessary. - Give opportunity for one-on-one chat after the session.
2.7. Hotline and Phone-in	Advertised telephone lines set up for community members to provide input into community issues within a set period. It allows community members to discuss their particular concerns and opinion.	Effective for engaging hard to reach community members. It is convenient, can provide updated information and reach a large audience. Require a lot of staff time and after hours work, including skills in listening and taking notes simultaneously. Likely to be used by those interested or affected.	- Thorough advertisement of the number, issue and engagement period is essential. - Advertise through multiple channels. - Use phone numbers that can be answered by more than one person. Don't keep callers waiting for long. - Allow for afterhours calls. - Council contact should be knowledgeable about the issue being discussed. - Avoid deviation into other issues callers may bring up. Acknowledge them but stay on course. - Keep records of each caller and make notes of the discussion. - Consider making it cost free for callers.
2.8. Interactive Mobile App	Computer program or software downloaded to a mobile phone or other mobile device and	Information exchange between Council and community happens in real time. It is convenient, accessible and often free to	Consider alternative channels for information exchange. Apps are always good as an addition.

	Description and Use	Think it through	Best Practice Note
	designed for the exchange of various forms of information between users. It is useful for identifying problems that often require urgent response.	download. It may however be costly to develop. Requires ownership of a smart phone or mobile device with internet connectivity. It is popular with some demographics, e.g. young people, businesses, etc., and good for people with special needs. Some people find computerised devices challenging to use.	• Advertise widely.
2.9. Interview	One-on-one conversation with stakeholders to gain information for developing or refining community participation and build consensus. Key informant interviews collect information from a wide range of people, e.g. community leaders, professionals, residents, who have firsthand knowledge about the community. It is useful in building relationship, trust and exploring issues in-depth.	Very useful at the early stages of engagement to build trust. It can provide deeper insight into community issues and an opportunity for Council to test ideas. It can be time consuming for the interviewer. Suitable for hard to reach audiences and can be effective in dealing with complex issues. Information collected are qualitative.	• Carefully select interviewees who are knowledgeable about the issue and/or are representative of interested or affected stakeholders. • Recognised community leaders are often suitable as key informants. • Interview discussion should be documented. • If an audio recording is used, seek the permission of the interviewee. • Ask probing questions, e.g. why, not just clarifying questions, e.g. what. • Requires active listening skills. • Consider the interview location – make it convenient for both parties. • It is important that the atmosphere is cordial. • Use this method alongside other methods.
2.10. Open House	A public information session incorporating a series of displays or stations staffed by resource persons who guides	It can be effective for engaging on complex or multiple issues within a short timeframe. It can facilitate the identification of problems and	• Advertise widely. • Explain proceeding to participants at the door, including emergency exit, toilet location, etc.

	Description and Use	Think it through	Best Practice Note
	participants through the exhibits. The displays/stations address different issues and participants tour the house at their own pace. It is useful in providing information to the community and receiving feedback in a more informal setting.	opportunities understand public reactions and build relationships. It is staff intensive and can exclude hard to reach audiences. It can foster small group or one-on-one conversation. It can be challenging documenting the conversation.	- House should be accessible for persons with disability. - Participants need to fill out attendance sheet. - Provide comment forms. - Consider available space. Each station should be able to take 6-10 participants at a time. - The pace of the activity can change very quickly, e.g. many people coming at the same time or leaving at the same time. Put a plan in place to manage crowd. - Consider asking for RSVP, but be prepared for anyone to turn up. - Make information sheets available for take away. - Consider participants' access to parking and public transport. - Provide refreshments.
2.11. Polls	Community members indicate their preference (vote) from one or more option. It is usually informal and non-binding. It is useful in understanding public reactions, opinions and preferences.	It is suitable for small group, large group or the general public. If done online, it is easy to set up, convenient to participate and result can be determined almost immediately. Lacks the ability to provide in-depth feedback and may exclude those who don't feel very strongly on the issue or limited by the options provided. Effective in raising awareness of issues. It can sometimes be difficult to control cheating, e.g. multiple voting. It can be	- Be very clear about the procedure, voting period, eligibility, etc. - Ask carefully considered direct questions. - Communicate clearly the purpose of the poll, e.g. will it form a decision, recommendation or provide insight? - It might be necessary to provide sufficient information to enable informed voting. - Make sure poll is statistically valid.

	Description and Use	Think it through	Best Practice Note
2.12. Suggestion Box	On-site box that allows members of the community to provide feedback or share their ideas on specific issues or for general purpose. It can be adapted to an online format where participants type in their comments into a designated webpage. It is useful for participants to provide feedbacks that enable services to be improved.	It is appealing to those who may not wish to speak up in group settings. Often complements engagement activities that require public gathering. Respondents may choose to be anonymous. It often requires participants to go to where the box is located.	- The location of the box should be accessible. - Use bright coloured box to attract attention. - Keep the box securely fastened. - Advertise the suggestion box. - Ensure only the relevant staff has access to the content of the box. - Where possible, contact the person making the suggestion to acknowledge receipt and provide assurance their issue will be considered. - Provide writing pen and paper with spaces for comment near the box. - If the suggestion box is for a specific issue, be clear about it in the advertising and labelling.
2.13. Survey	A series of questions provided to a sample which is representative of the stakeholder to collect information on their views, opinions or concerns on an issue	Survey monkey is effective for online survey. It is effective for hard to reach audiences and people who are unlikely to attend engagement events. The confidentiality results in more candid responses. It can be used in small groups,	- Ensure sufficient sample size and representativeness of the survey community is achieved. - The officer designing the survey should be knowledgeable about the issue/s and every question must have a clear purpose.

	Description and Use	Think it through	Best Practice Note
	or a range of issues. The information collected are analysed to understand stakeholder's perspective to the issue/s. Types of surveys include online surveys, telephone surveys or written surveys. They could be mailed out via email or surface mail. Surveys are either self-administered or interviewer administered. They are useful in understanding community better, identify issues and generate ideas.	large groups or the general public. Opinions can change and the response rate may be poor or unrepresentative. It takes time to plan and develop an effective survey. It is possible and sometimes advisable to use the different types of survey (online, phone, written) to gather feedback as this can facilitate greater participation. It can be difficult to measure qualitative information. People with literacy or language difficulty may find it challenging.	• Before the questions, provide brief overview of the purpose of the survey, how the information gathered will be used and estimate time to answer the questions. • Assure respondents of confidentiality. • Request some demographic information. Make the survey as anonymous as possible. • Provide incentive for participation, e.g. prize draw. • Keep it short and simple. • For easier collation, provide tick box options or use likert scale measure with space for comments where necessary. • Always test the survey in a pilot to identify possible pitfalls and make amends before making it public. • Allow time for participation (2-3 weeks is considered sufficient).
2.14. Written Submissions	Formal document intended to provide relevant facts and opinions of persons or groups of persons relating to an issue for which a decision is pending. Submission is made in response to a call for submission by Council. In some instances, written submission is prescribed by regulation or legislation. Submissions can be made in	Useful for receiving detailed response to issues being considered. Able to provide information on underlining reasons for respondent's opinion. Response rate may be low. People with literacy or language difficulty may find it challenging. Suitable for engaging at the early stages.	• Where submission is a legislative requirement, ensure full compliance as provided for. • The person/group making the submission must self-identify. Anonymous submissions are often unacceptable. • Provide details about what the submission should contain, closing date/time, and what the next step will be after the submission closes.

	Description and Use	Think it through	Best Practice Note
	hard copy or online.		• Advertise call for submission widely. • Include contact details for further enquiries. • Where useful, provide a template to guide persons making the submission. • Submission by an individual carries as much weight as by a group.

3. Involve

	Description and Use	Think it through	Best Practice Note
3.1. Card Storming	Using cards to capture the key ideas of individuals in a conversation and organising them into clusters of ideas thereby enabling an authentic dialogue that includes a larger number of participants. In card storming, participants work in small teams to write their best ideas on cards and then pass them to a facilitator who organizes the ideas into clusters on a sticky wall or a white board.	It is effective when a group is brainstorming ideas about a specific issue. It promotes the participation of all participating stakeholders in planning processes and in the identification of issues and opportunities. It fosters interdependence among various stakeholders that is both creative and collaborative because they focus communication on written ideas versus simply listening to the most informed or loudest participants. It provides an opportunity to join like ideas and synergistically form new insights from juxtaposing the ideas. It therefore encourages group creativity. This method has many uses that involve capturing and blending the ideas of a diverse group. A simple card storming workshop can take about 1 to 1 ½ hours depending on the complexity of the topic and group reflection. It does not require any technical expertise other than group facilitation and it can be applied with little formal knowledge or data.	- Formulate the question to ensure there is no ambiguity in its interpretation. - Consider sending the question to participants in advance so they have time to prepare. - Inform participants beforehand that the meeting will be interactive. - Small teams of three to five are most effective for full participation. - It can be used with many other methods especially those that then assist prioritise the issues identified using card storming. - Participants need to be iterate; however, those who are not can be helped to convey their ideas by others who are. - Facilitation skills are helpful to manage the process and to note the key insights from the workshop. - The main costs in doing card storming are the cards, markers, tape, flip chart paper and masking tape. Having a meeting room with a blank wall is necessary, however constructing a flat surface from one or two sheets of plywood can be used if it is secured to stand vertically.

	Description and Use	Think it through	Best Practice Note
	new insights gained from juxtaposing their ideas. This method is designed to generate a high degree of participation of those attending a workshop. Since it begins with individual work, it captures the thinking from everyone, including those who are normally quiet and less likely to come forward with their ideas. Working in teams and then as a whole group allows for ideas to simmer and new insights to form.		
3.2. Citizens Panel	A large number of people selected to be representative of the community over a period of time. The views of panel members on different issues are sought regularly using a variety of methods such as surveys, interviews, focus groups, etc. Council operates the Glenorchy Matters Community Panel.	Panel membership can range from hundreds to thousands. It is cost effective once set up, flexible to use, convenient for panel members and can engage hard to reach audiences. Panel members may not respond to engagement opportunities therefore response rate may be low. Regular engagement may lead to attrition, which may affect the representativeness of the panel.	• Advertised through expression of interest. • Capture demographic data to measure representativeness of panel. • Target recruitment may be necessary to balance the panel. • Consider an interest register where panel members can indicate themes they are most interested in providing feedback on. • Recruit panel members from participants in other engagement activities. • Replace a proportion of the panel over a period of time, e.g. three years. • Do not share personal details of panel members with external persons. • Should be used with other engagement methods.

	Description and Use	Think it through	Best Practice Note
3.3. Committee	A structured small group of community or stakeholder representatives that meet regularly and operate under a term of reference. May also have members from Council (elected or employee). Can vary from members providing their own feedbacks or ideas to planning processes, to members acting as conduit between the broader community and Council. The committee offers expert and community advice on policies, plans, issues and initiatives. Committees are statutory requirements in some circumstances. The <i>Local Government Act 1993</i> empowers Councils to establish special committees on such terms and for such purposes as it thinks fit. Council currently has six special committees: i. Safer Communities Committee ii. Cultural Diversity Advisory Committee iii. Glenorchy Arts and Cultural Advisory	It is a ready audience formed around common theme, suitable for long term engagement and addressing complex issues, highly political or high emotion issues. Can be effective for understanding the broader community better, improving quality of policy, strategy and plans, building community capacity for engagement and developing relationship. Committee members gain understanding of other perspectives, leading towards compromise. It is time and labour intensive and members may not achieve consensus. Valuable for checking views before going out to the wider audience. Committee's recommendations may not be embraced by the general public and it can be dominated by a few individuals. Balanced and full representation is difficult due to the small size of committees and the diversity of the community. It can be seen as providing an independent view from Council and can take an ongoing monitoring role.	• Define roles and responsibility up front. • Be forthcoming with information. • Use a consistently credible process. • Interview potential committee members in person before selection. • Council must accept need for give-and-take. • Record of all meetings should be properly documented. • Representativeness is vital. • Consider the expertise that is required in the committee.

	Description and Use	Think it through	Best Practice Note
	Committee iv. Sports and Recreation Advisory Committee v. Glenorchy Youths Task Force vi. Tracks and Trails Committee		
3.4. Community Leaders	Leaders of various communities or interest groups are briefed and they disseminate the information to their groups to elicit their views and opinions.	It is able to reach larger numbers of community members than would direct communication by Council. It is low cost, facilitates the development of relationship and may be effective for some hard to reach audiences. Depends on the availability of leaders, their skills and standing with their community.	- Engage leaders who are affirmed by their community. - Consider providing take away published materials, e.g. fact sheets. - Be cautious when engaging with communities where factions exist. - May be necessary to brief community leaders one-on-one.
3.5. Conversation Café	Open, hosted conversations set in cafes or other places where community members would ordinarily gather. It is used to understand issues and identify opportunities and solutions.	It is effective in small groups (not more than 10) and help build relationships. It is semi-formal and therefore not intimidating. The conversation can be dominated by an individual or persons.	- Invite interested stakeholders and keep the size small. - Use a familiar venue where conversation can be had while sharing a meal or drink. - Consider using a venue with disabled access and close to public transport. - Keep it short (not more than 2 hours). - The host does not facilitate, but rather simply set the tone for the conversation.
3.6. Creative Arts Expression	Participation in a range of activities that allows for artistic and original expressions, such as music, poetry, painting, photography, etc. to communicate feelings, thoughts	May be an effective way of engaging children, young persons and other people with some forms of specific learning disability. Can be resource intensive and may require an experienced facilitator. It promotes inclusion and the participation	- Understand the specific needs of the participants. - Smaller groups work better. - Allow time for participation. - Work with professional in the field of interest, e.g. youth workers, child care

	Description and Use	Think it through	Best Practice Note
	and opinions. Useful for engaging persons who express themselves better in visual and other creative ways.	of hard to reach audiences.	- workers, special education teachers, etc. - Where necessary, ask for written consent to collect, keep and use creative works of participants from themselves or their custodian.
3.7. Open Space	A method for hosting a meeting or conference focused on a particular topic but which has no formal agenda set. Participants self-organise and determine topics of breakout sessions at the start. Participants set the agenda and not the organisers. Participation at breakout sessions is based on interest.	This can be suitable for issues with low trust and high complexity. Effective in generating ideas, understanding problems and opportunities from different perspectives. Important issues could get lost in the process. Participants with dominant personalities could influence the agenda. Participants determine the length of time the engagement will take.	- A central theme is important. From this, topics will emerge. - Ground rules and procedures must be well explained at the beginning. - Use facility that can accommodate different groups with different sizes. - Consider a start timeframe that will allow for prolonged discussions. - It is important to produce summary of discussion at each breakout session. - Capture the essential issues raised.
3.8. Participatory Editing	It is useful in understanding diversity of opinions, especially where the issue is highly emotional. Stakeholders edit and shape documents and reports through a series of circulating documents.	It is used in engaging with stakeholders on issues of high complexity or technicality. Suitable for improving the quality of policy, strategy or plan. It promotes stakeholders ownership of issues and solutions.	- Documents circulated should be marked as "draft" and where necessary confidential. - Cannot be used for documents that contain classified information or commercial in confidence. - Encourage editing to be tracked on the document. - Documents should be well formatted and numbered.

	Description and Use	Think it through	Best Practice Note
3.9. Public Hearing or Inquiry	A formal open gathering where Council seek information or clarification from community members who individually state their opinion or the position of a group they represent. Typically, members of the public who have made written submissions or expressed interest interests to participate are invited to make oral presentation or give evidence. Council is not obliged to respond to comments made by participants but will record opinions expressed by invited participants for consideration in deciding on the issue. It is useful in gaining in-depth understanding of issues from stakeholders' perspective. It may be a legal requirement in some circumstances.	Gives the public the opportunity to share their opinion without rebuttal. Focuses on evidence gathering and participants are allowed to give evidence which may be confronting. Can perpetuate a "us vs. them" feeling. Some people find speaking in public intimidating. It gives participants the feeling of being heard on the issue. Usually attracts media attention. It is high cost.	- Requires a panel or committee (with a chairman) that will hear the evidence or comments of participants. - Arrange the venue so that the panel/committee is facing the public. Individual presenters/testifiers come forward to address the panel/committee while facing them and backing the public. - Send personal invitation to presenters/testifier with enough notice period and confirm details (date, venue, time, time allocated for presentation, etc.) of the public hearing, its purpose and the rules guiding the public hearing. - Arrange for audio recording and a separate person to take the minutes of the meeting.
3.10. Public Meeting	A formal meeting where Council can share information or make a presentation to the general public and respond to questions asked by members of the public. It is usually a large group and is open to all interested members of the community to attend and ask questions. It has legislative	It is transparent and enables addressing immediately and directly any misconception and concerns. It may be helpful in understanding community reactions, implications of propositions and building relationship. The depth of the discussion is sometimes limited. Those attending may not be representative, meeting can be hijacked or dominated by	- Ensure compliance with legislation where required. - It is better to have a single issue up for consideration. - Advertise widely, including details of date, time, venue and subject of discussion. - Give enough notice for people to prepare ahead, e.g. organise child care. - Use accessible venue that will be big

	Description and Use	Think it through	Best Practice Note
	requirements in some circumstances. See Part 6 of the <i>Local Government Act 1993</i>.	individuals or group and can quickly escalate out of control because emotions are high. Some people find public meetings intimidating. It can result in low turnout and can lead to bad public image if things go wrong. Suitable for engaging within a tight timeframe.	enough for the meeting. • Have a risk management plan in place. • Consider day and time of the meeting, including public parking space, closeness to public transport, traffic hour, etc. • Arrange for knowledgeable guest speakers where necessary. • Review all materials and presentation ahead of time. • Set up the venue to allow for interaction between Council and the public. • Set the rules that will guide the meeting from the very beginning. • It is helpful to hire an external community engagement professional to facilitate the meeting. This will help avoid the perception of bias. • Don't make commitments you can't keep. • People have different commitments and it may be appropriate to hold the same meeting twice, at a different times. • Arrange for audio recording and a separate person to take the minutes of the meeting. • Provide for audio-visual equipment. • Consider the need for language translators. • Allow enough time for questions and answers.

	Description and Use	Think it through	Best Practice Note
3.11. Site Tour	Community and stakeholders are invited to an organised tour a site incorporating information sharing and the opportunity for conversation between Council and the community/stakeholders. It is used to inform participants of the details of a proposed site or development, and gain understanding of participants' concerns, gain new ideas, observe progress or change perspectives.	It can build relationship, increase awareness and help to identify problems and opportunities. Suitable for small or large groups. It is more productive at the early stages of the development of a project. Could result in low turnout, attendance may not be representative and particular group/s may dominate the conversation. Not effective for some groups, e.g. aged, persons with disability, families with children. Suitable for key stakeholders, elected officials, advisory group members and the media. Potentially attractive to protesters.	• Conduct site assessment to identify risks and put plan in place to mitigate them. • Provide necessary personal protective equipment (PPE). • Consider inviting key stakeholders, influencers, community leaders, etc. • Plan question and answer session. • Prepare an itinerary. • Provide refreshments.
3.12. Stakeholder Networks and Interagency	Liaising with existing groups in the community that are affected, concerned about or deliver services related to the project or issue under consideration. Their knowledge and experience provides Council with broader insight and feedback to consider before making a decision.	Engagement can be through stakeholders meeting, participation in established network activities or correspondence. Information exchange often cordial and in the context of collaboration. May leave out important groups that are not part of formal networks. Able to provide detailed and informed feedback.	• Get to know all the stakeholders and build relationship. • Create opportunities for personal contacts. • Liaise with the appropriate person in the networks. • Give enough notice for participation. • Share relevant information as may be necessary.
3.13. Working Group or Working Party	A small <i>ad hoc</i> group of individuals with diverse and complementing expertise collaborating to achieve specified goals. The goal may be to study and report on a particular question and make recommendations based on its	Good for drawing on the expertise of a range of people to help develop policy or solve a problem. Useful for exploring issues before broader engagement takes place. Effective for internal consultation and the development of proposals. May be time consuming to set up.	• Ensure all the required expertise are represented. • Identify and invite directly persons with the required skills for the assignment. • Keep meetings brief. • Allow enough notice for members to plan ahead.

	Description and Use	Think it through	Best Practice Note
	findings, develop a policy or implement a program. It might involve council staff from different departments, representatives of community groups, government officials or citizens.		• Be forthcoming with information. • Requires strong leadership.
3.14. Workshop	A structured method where a small group meet to explore specific complex issues and develop solutions. It is typically interactive and involves a facilitator, invited stakeholders, information sharing in a plenary session and small group exercises/breakout sessions to consider different aspects of the issue under consideration. It is useful for in-depth consideration of issues, problem identification and generating solutions.	Can provide a more open exchange of ideas and facilitate mutual understanding. Useful for dealing with complex, technical issues and allowing for in-depth consideration. Can be targeted at particular stakeholder group. It is most effective for a small number of participants and therefore other interests may not be represented. Effective in improving the quality of policy, strategy or plan. It fosters stakeholders' ownership of problems and solutions, fosters communications and builds credibility. Can run for between an hour and a full day. May be resource intensive depending on size of the workshop.	• Small (12-20) to medium (21-40) size workshop works better. Workshop with more than 40 participants may be difficult to manage and create challenges for participants to actively engage in workshop activities and exercises. • Requires skilled facilitator to manage the workshop and may require extra facilitators for small workshop activities or breakout sessions. • Focus on a single theme with identified sub-topics. • Use a venue that is convenient for open interaction and breakout sessions. • Provide morning tea and lunch as may be necessary. • Start and end the workshop in a plenary session, with the breakout session in between.

4. Collaborate

	Description and Use	Think it through	Best Practice Note
4.1. Appreciative Inquiry	A structured process for engaging stakeholders that focuses on building on strengths (what works well) rather than deficiencies (what are the problems). Appreciative inquiry attempts to use ways of asking questions and envisioning the future in order to foster positive relationships and build on the present potential of a given situation. Stakeholders follow four stage process of Discover (identifying processes that works well), Dream (envisioning of processes that would work well in the future), Design (planning and prioritizing processes that would work well), and Destiny (implementation of the proposed design).	Connects the community by celebrating stories that reflects the best of what is and has been. Fosters positive, grassroots level action. Creates commitment to long term engagement. Council needs to be truly committed to the outcome. Given the high level of engagement, people expect to see changes as a result of the process. Participants need to own and co-create the process. It is suitable for engaging small or large groups on issues of high complexity or high emotions.	- Participants should be representative of the potentially affected public. - Require high level of engagement by all parties involved. - Allow enough time as the process may take days, weeks or months.
4.2. Citizen Jury	A small group of randomly selected normal citizens assembled into a jury mandated to consider an issue, cross-examine witnesses in front of a public gallery before adjourning to deliberate and make a recommendation or decision. The	Suitable for issues of high complexity, high emotion and highly political. It can identify problems and opportunities, generates alternatives, understand implications of propositions and improve quality of policy, strategy or plan. It is independent and resource intensive. The public can identify with the "normal" citizens serving as	- Requires skilled moderator. - Council must publicise the jury and its findings, respond within a set time and either follow the recommendations or explain publicly why it will not. - Be clear about how result will be used. - Random sample can be drawn from sources such as responses to an

	Description and Use	Think it through	Best Practice Note
	process usually takes days and the recommendation or decision is produced in the form of a citizen's report. Always non-binding with no legal standing.	jurors although experts on the issues under consideration may be invited to provide evidence and be cross-examined. Not all interests may be represented. Can be costly.	• expression of interest or the electoral roll. • Jury could comprise between 10 and 16 jurors. •
4.3. Co-design	Consumers and users work with designers to collaboratively design products, services and processes thereby making the outcome more appropriate and acceptable to the users. This goes beyond asking users what they want; rather they become partners in the design process and helping to shape the definition and direction of the design project.	Effective for long term engagement for finding solutions to problems, practical innovations and improvement that enhances people's lives. It facilitates relationship development and capacity building for stakeholders.	• Ask participants to engage in reflective exercises before a co-design session. Asking people to observe their own behaviours for a period of time helps bring things to a surface before an interview or workshop. • Icebreakers at the beginning of the session are helpful. • Use materials that are visual, creative expressive and physical. • Use storytelling. • Be flexible. The outcome can be unpredictable. • Make it fun and enjoyable. It is also part of keeping people's energy levels up, if people are tired and the activities too serious, people will lose interest.
4.4. Deliberative Polling	A structured process where large randomly selected members of the community are polled after they have explored and deliberated on an issue over 2 to 3 days. Participants are provided extensive and balanced information through reading materials and/or interview with	Gives decision makers insight into what the community would think if they had more time and information about the issue. Can produce a wide array of arguments and views. It is useful in identifying problems and opportunities, understanding community reactions and could involve between 50 to 500 people. Requires the commitment of participants	• Hire a skilled facilitator. • Do not expect or encourage participants to develop a shared view. • Hire a third party to certify background reading materials are unbiased.

	Description and Use	Think it through	Best Practice Note
	experts. The Result of the polling is shared with the group and the public. Polling can take place before and after the deliberation process for documentation and measurement of the nature and degree of opinion change.	and can be resource intensive. Effective for engaging when the community is likely to have little information on the issue or when the decision to be made depend on trade-offs between competing goods.	
4.5. Dialogue / Round Table	A facilitated discussion where participants freely share their views on an issue, reflect on the views of other participants and seek to reach a shared understanding of the issue. Every participant gets to say something and contribute to broader thinking of the issue. Typically, the discussion is held with participants seated at a round table. As the name suggests, it has no head, implying that everyone who sits there has equal status. It is useful in building trust, understanding stakeholders' needs, achieving a balance between needs and expectations and improving the quality of a proposed action.	Can provide stakeholders with a better understanding of each other's position and result in more realistic expectations and willingness to work in partnership. To have credibility, all key stakeholders should be present. Potential to resolve conflicts and build relationship. Works well for small groups and could exclude important stakeholders. Effective for long-term engagement. Some participants may want to be domineering.	• Requires a professional facilitator and must be carefully designed to avoid any perception of bias. • Ensure participants have the trust of their constituencies. • Make written notes of discussions and shared understanding. • Consider another opportunity for further discussions on issues that require better mutual understanding. • Emphasise the need for mutual respect. • A group of not more than 12 will be efficient.
4.6. Elector Poll	Vote cast by persons who has the right to vote in a council election of the City of Glenorchy. It is used to identify community's	Elector poll is created and guided by the <i>Local Government Act 1993</i> .	• Complete compliance with Part 6 Division 2 of the Local Government Act 1993 is required.

	Description and Use	Think it through	Best Practice Note
	preference on a LGA wide matter for which the elected Council is to decide. It is typically used for highly political matters. A matter which is the subject of an elector poll is decided by a simple majority of the formal votes cast. The result of an elector poll is discussed at the next ordinary meeting of council. The result of an elector poll is not binding on the council.		
4.7. Symposium	A formal meeting for the public discussion of a particular topic in which a panel of experts share their knowledge on the topic or experts give presentations to the audience.	People learn new information on different sides of the topic. It provides a foundation for informed engagement by the people. Experts don't often represent different perspectives on an issue. Controversial presenters may draw negative reactions. Commonly used for issues of high complexity or highly political topics. Can build community capacity but may convey very technical information difficult to understand by non-experts. Depending on the complexity of the issue, may occur in half a day or over a few days. It can be resource intensive.	• Needs strong publicity. • Requires upfront planning to identify appropriate speakers. • Seek out experts with different views on the topic. • Allow for questions and answer session from members of the public. • Provide for professional fees for speakers. • It may be necessary to issue a communiqué at the end of the symposium.



Financial Management Strategy

2017 - 2026

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Introduction

The Financial Management Strategy (FMS) provides the Glenorchy City Council (Council) with a strategic framework to guide the development of annual budgets and preparation of longer term financial planning. The FMS has been prepared in accordance with section 70A of the *Local Government Act 1993* which states that a long-term financial management plan is to:

- be consistent with the strategic plan;
- refer to the long term strategic asset management plan; and
- contain at least the matters required by Ministerial Order under section 70F.

Section 70F of the *Local Government Act 1993* has been reviewed and no additional requirements have been identified that need to be included in Council's FMS.

The key objective of the FMS is to ensure that Council can sustainably fund the ongoing delivery of services whilst implementing the objectives identified in the Strategic Plan. The Local Government and Planning Ministers' Council "Criteria for Assessing Financial Sustainability" defines financial sustainability as follows:

'a Council's long-term financial performance and position is sustainable where planned long-term service and infrastructure levels and standards as prioritised through community engagement and consultation are met without unplanned increases in rates and charges or disruptive cuts to services.'

Financial sustainability at Council means that:

'Glenorchy City Council plans and makes decisions so that appropriate services and infrastructure, as determined through community engagement and consultation, are provided at acceptable service levels – to current and future generations – without a need to unexpectedly increase rates and charges or reduce services.'

In committing to a financially sustainable future, no policy or other decisions will be made without considering the long-term financial impact of those decisions. The FMS provides the framework from which Council will achieve the aims set out in its Long Term Financial Management Plan (LTFMP). The key objective of the LTFMP is the achievement of financial sustainability in the medium to long term whilst achieving Council's strategic objectives and meeting community expectations.

The LTFMP provides a tool for Council to consider the financial impact of its decisions on Council's future financial sustainability. It includes consideration of cost increases: salaries and wages, fire levy and other operating costs; and revenue increases: rates, user fees and charges,

operating grants and other fees and charges.

The LTFMP is aimed at:

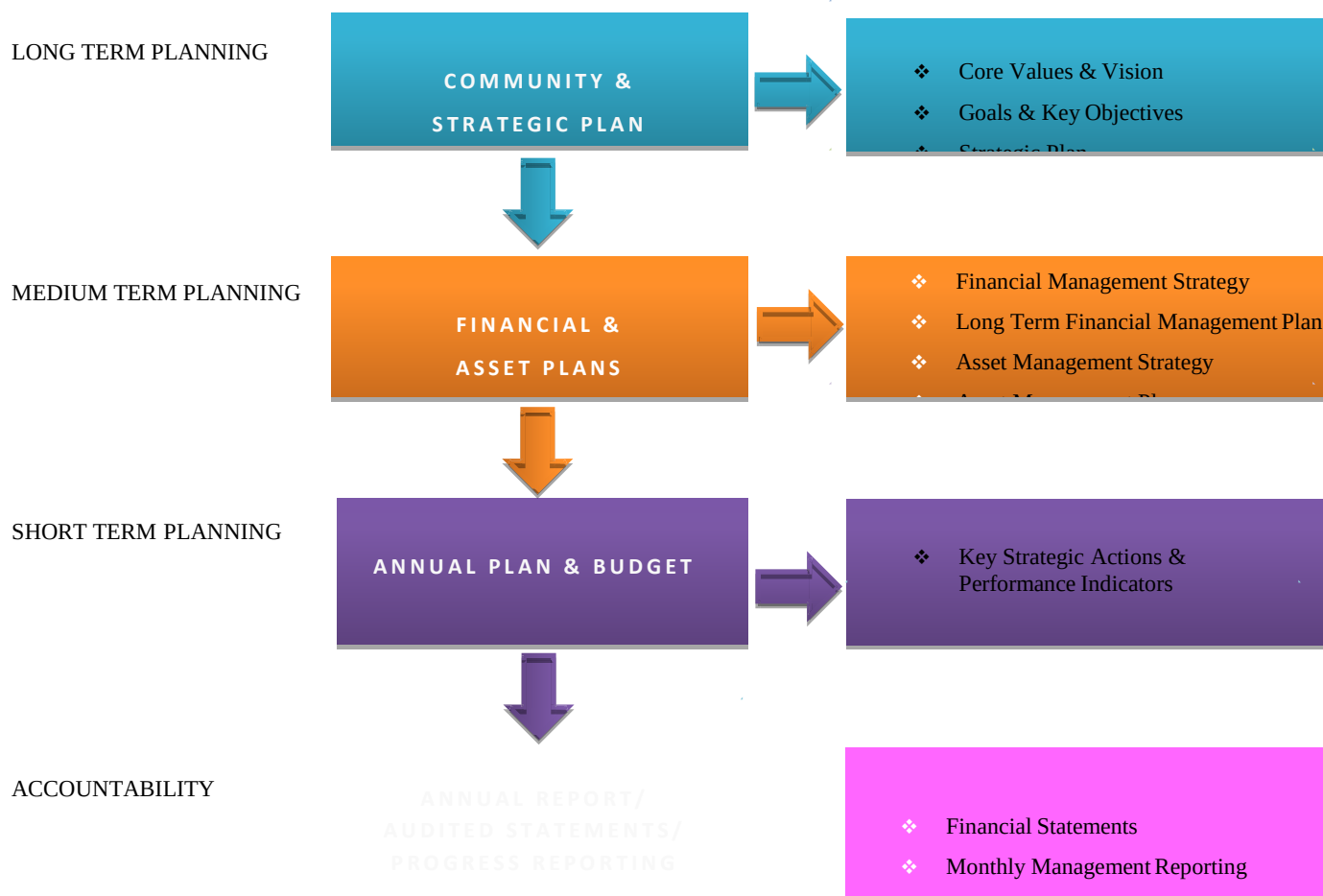
- moving away from an annual budget focus, towards a long-term financial planning process (and budgetary framework) where the future cost or lost opportunity that may arise from short-term decisions can be identified;
- adopting a 'whole of council' perspective to enable continuous improvement of our asset management and financial management practices, and to set targets for future longer term improvement;
- maintaining stable and predictable rates increases;
- maintaining effective financial governance through the setting of appropriate long term financial targets that enable the assessment of emerging challenges or opportunities that impact the Council's long-term financial sustainability; and
- establishing accountability through the setting of long-term financial sustainability indicators, and the monitoring of their achievement.

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

Integrated planning and reporting framework

Long term financial planning is a key element of the integrated planning and reporting framework. The LTFMP demonstrates Council's long term financial sustainability, allows early identification of financial issues, shows the linkages between specific plans and strategies and enhances the transparency and accountability of the Council to the community.

The figure on the following page illustrates how the LTFMP integrates with Council's reporting framework.



Community Plan

The City of Glenorchy Community Plan 2015-2040 was based on extensive consultation with the community and reflects the community's long term vision for the municipality. The Community Plan guides all other plans in the City, and drives the specific actions, details and measures contained within the plans to ensure the community vision is achieved.

Strategic Plan

Council's ten year Strategic Plan contains the objectives and strategies that Council will follow to achieve the community's vision and goals as expressed in the Community Plan. This is a key document for Council to track and report on progress to the community.

Asset Management Strategy

The objective of the Asset Management Strategy is to establish a framework to guide the planning, construction, maintenance and operation of the infrastructure essential for Council to provide services to the community.

The Asset Management Strategy enables Council to:

- show how its asset portfolio will meet the service delivery needs of its community into the future;
- demonstrate how Council's asset management policies will be achieved; and
- ensure the integration of Council's asset management with its long term strategic plan.

Annual Plan and Budget

The strategies identified in the Strategic Plan shape the actions that Council undertakes each year through the Annual Plan. The Annual Plan is used to frame the budget over a four year period so that Council resources are allocated to community priorities.

The annual budget is based on the projected costings of the Annual Plan. This information is input to the LTFMP and projected at a summary level over out-years using a range of assumptions. The data generated through this process is then utilised to update the LTFMP.

Management and review

The FMS is a guiding document to consider when developing budget estimates, rather than a document that is dictating future decisions of Council. The long-term financial estimates generated by the FMS will be revisited and updated regularly to reflect any strategies that arise from the Council planning process.

Council will manage the FMS through the annual planning process, updating and maintaining the ten year LTFMP and indicators, and the budgeting process. This will ensure that planned long-term service and infrastructure levels and standards are met without a need to unexpectedly increase rates and charges or reduce services.

Financial management strategies

The following financial strategies portray the strategic direction in which Council's financial decisions are based including borrowing, infrastructure, and service delivery. Specific financial strategies which should be noted include:

Rating strategy

Rates revenue represents the largest share of total income that Council generates each year and therefore is an important component of the financial planning process.

Rates represent a general tax levied on the basis of the Assessed Annual Value (AAV) as set by the Valuer-General. A general rate, for commercial and industrial properties, the option of a discounted general rate for residential and other community properties, and a minimum rate, will be applied as a means of raising taxation revenue within the community. In addition to using the AAV, Council has adopted an option that allows a variation to the cents-in-the dollar charge based on certain factors. The variation in the rates is known as Differential Rating. Differential Rating

allows Council to set a cents-in-the-dollar charge (General Rate) that can be discounted for the residential and community sectors.

The Council will process concessions to eligible ratepayers who hold either a Pension Concession Card, a Veteran's Affairs T.P.I endorsed card, War Widows, or Health Care Card.

Each year Council will take into account the following factors when setting the level of rates and charges:

- level of State and Commonwealth government funding;
- current economic climate;
- level of services to be delivered; and
- the capacity of the community to pay for those services.

- ❖ Tax levied on basis of AAV
- ❖ A general rate and minimum rate to be applied
- ❖ Option available to adopt differential rating
- ❖ Concessions will be granted to eligible ratepayers
- ❖ Other factors to be considered when setting level of rates

Fees and charges strategy

Council maintains a register of fees and charges in accordance with section 206 of the *Local Government Act 1993*. The fees and charges contained in the register are reviewed each year as part of the annual budget deliberations. Fees and charges will be increased annually by a minimum of the Consumer Price Index (CPI) except those categorised as Legislated, Agency or Council which are set independent of this strategy.

When determining the level of fees and charges, Council will have regard to the user pays principle and where possible recover the full cost of operating or providing the goods and services in accordance with National Competition Policy guidelines.

- ❖ Minimum increase of CPI for fees and charges
- ❖ Exception for fees categorised as Legislated, Agency or Council which are subject to independent approval
- ❖ Full cost recovery to be adopted where possible

Other revenue strategy

Other significant revenue streams include investment income from dividends and grant revenue. Council holds a 10.41% equity investment in Tasmanian Water Corporation (TasWater). As part

owner of TasWater, Council aims to ensure that future entitlements are maintained.

Grant revenue represents a small percentage of overall operating revenue. The main source of grant revenue is from the State Grants Commission (SGC) in the form of the Financial Assistance Grant (FAG). The FAG is distributed as Base and Road components with the methodology being reviewed every 3 years. Although Council has little control over how the FAG funding is distributed across Local Government, Council will continue to review all operational and capital funding opportunities and identify and apply for appropriate grant funding.

- ❖ Ensure TasWater future entitlements are maintained
- ❖ All operational and capital funding opportunities to be explored

Expenditure and service delivery strategies

Council will continually review service levels and delivery to ensure they are delivered as efficiently as possible and continue to meet the needs of the community. Council is focussed on developing a cost management culture across the organisation, encouraging all managers to be involved in minimising costs by accountability through the budget process and involvement with ongoing monitoring, reporting and forecasting processes.

At each budget cycle Council will consider the feedback received from the community through the various engagement opportunities to assess any potential changes to services. New strategies developed though the year and the corresponding additional expenditure required, will be considered through the budget process.

Council will comply with its Code for Tenders and Contracts to ensure that expenditure is subject to the appropriate controls and represents the best value available.

- ❖ Service levels to be delivered as efficiently as possible
- ❖ Costs to be minimised through accountability, reporting and monitoring
- ❖ Expenditure subject to Council's Code for Tenders and Contracts

Investment strategy

Cash reserves will be managed to achieve optimum investment returns and to ensure that cash is available when needed for planned expenditures. Council will utilise the cash flow projections contained in the LTFMP to assist in the management of cash and investments.

Investment management is undertaken in a manner that seeks to ensure the security of the

investment portfolio. The General Manager has the authority to undertake investments up to a limit of 360 days maturity in an authorised investment. Prior Council approval is required for any investments in excess of 360 days maturity. Funds will only be placed with institutions which have a Standard and Poors short term rating of 'A1' or above, or a long term rating of 'A-' or above.

Not less than three quotations shall be obtained from authorised deposit-taking institutions whenever an investment is proposed.

- ❖ LTFMP cash flow projections to be used to manage cash
- ❖ General Manager authorises investments less than 360 days maturity
- ❖ Council approves investments greater than 360 days maturity
- ❖ Funds to be placed with institutions which have a Standard and Poors rating A1 or A-
- ❖ Three quotations required from institutions for investment

Debt strategy

Council will consider the use of debt facilities to fund major new capital expenditure which provides benefits to ratepayers into the future. Where possible, Council will assess the term of the debt in relation to the life of the asset. The use of debt in this manner attempts to address the issue of inter-generational equity.

When considering new debt, Council will evaluate the impact of borrowing costs on the sustainability of current and future budgets and its capacity to repay the debt. Thought will be given to the structure of the funding arrangement with the overall aim of minimising interest rate exposure and borrowing and administrative costs. When borrowing, Council will raise all external debt at the most competitive rates and from authorised borrowing institutions with a minimum long term Standard and Poors credit rating of 'A'.

Council will utilise the cash flow projections contained in the LTFMP to assist in the management of debt and cash reserves. When surplus funds exist over and above the finances required to cover Council's normal operations, working capital needs, and cash funded reserves, the General Manager may make a recommendation to Council to redeem borrowings. The decision to redeem borrowings will be made based on the facts available at the time the surplus funds are available, giving due regard to minimising the overall cost to the Council.

No additional borrowings have been included in the Plan. Scheduled principal repayments have been funded over the life of the Plan.

- ❖ Debt to be considered to fund major new capital expenditure
- ❖ Term of debt to be assessed against the life of the asset
- ❖ Borrowing costs to be evaluated and the impact on LTFMP to be considered
- ❖ Debt to be sourced from borrowing institutions with a minimum long term Standard and Poors credit rating of A
- ❖ General Manager may make a recommendation to Council to redeem funds where surplus funds exist

Asset management

To ensure the long-term financial sustainability of Council, it is essential to balance the community's expectations for services with their ability to pay for the infrastructure assets used to provide the services. Maintenance of service levels for infrastructure services requires appropriate investment over the whole of the asset life cycle. To assist in achieving this balance, Council aspires to develop and maintain asset management governance, skills, process, systems and data in order to provide the level of service the community need at present and into the future, in the most cost-effective and fit for purpose manner.

Broadly, asset management involves the development and delivery of an:

- Asset management strategy;
- Asset management policy; and
- Asset management plans.

Asset management strategy

The strategy outlines an asset management improvement plan detailing a program of tasks to be completed and resources required so that Council has a minimum 'core' level of asset maturity and competence. The objectives of the asset management strategy are to:

- ensure that the Council's infrastructure services are provided in an economically optimal way, with the appropriate level of service to residents, visitors and the environment determined by reference to Council's financial sustainability;
- safeguard Council's assets including physical assets and employees by implementing appropriate asset management strategies and appropriate financial resources for those assets;
- adopt the LTFMP as the basis for all service and budget funding decisions;
- meet legislative requirements for all Council's operations;
- ensure resources and operational capabilities are identified and responsibility for asset management is allocated; and
- provide high level oversight of financial and asset management responsibilities through the Audit Panel and reporting to Council on development and implementation of the Asset Management Strategy, the Asset Management Plans and the LTFMP.

Asset management policy

The purpose of Council's Asset Management Policy is to define the Council's vision and service delivery objectives for asset management in accordance with the Strategic Plan and applicable legislation. The Infrastructure Assets Policy was adopted by Council in March 2006 and is currently under review. The revised policy will enable Council to show:

- how its asset portfolio will meet the affordable service delivery needs of the community into the future;

- how Council's asset management policies will be achieved; and
- ensure the integration of Council's asset management with the strategic plan.

Asset management plans

The asset management plans demonstrate responsive management of assets (and services provided from assets), compliance with regulatory requirements, and to communicate funding needed to provide the required levels of service.

Individual Asset Management Plans have been created for each asset class. Information from the individual asset management plans are integrated into the LTFMP.

To ensure compliance with relevant legislative requirements and contemporary asset management practices, the Asset Management Strategy along with the Asset Management Policy and Plans, will be reviewed regularly.

LTFMP assumptions and methodology

The LTFMP reflects the projected financial position of the Council over the next ten years through the following financial statements:

- Statement of Profit or Loss and Other Comprehensive Income;
- Statement of Financial Position; and
- Statement of Cash Flows.

The LTFMP takes the current budget as a base and utilises various assumptions to forecast the following years of the plan.

The LTFMP reflects all current assumptions and decision making. The LTFMP does not include things that might change, but have not yet been decided at the time of its formulation.

The assumptions and variables used to underpin Council's LTFMP are reviewed annually.

LTFMP assumptions are made in relation to:

- Consumer price index; and
- Interest rates

Assumptions are applied to the following major revenue segments:

- Rates Revenue
- Rates Growth
- Statutory Charges
- User Charges
- Grant Revenue
- Water Distribution

Assumptions are applied to the following major expenditure segments:

- Employee Benefits
- Salary Review
- Contractors & Services
- Materials

The LTFMP is a tool to ensure that the Council achieves financial sustainability while delivering services to its ratepayers.

The plan provides projections of:

- Operating results over the forecast period. It is important that Council generates sufficient revenue to cover all of its cash and non-cash costs, with a small buffer.
- Cash balances over the projection period. It is important to ensure liquidity so that Council is able to meet its debt obligations as and when they fall due.
- Forecast asset renewal funding requirements which is a key financial sustainability indicator. Renewal forecasts are continually being refined and the funding level continually monitored.

These key outcomes ensure the financial sustainability of Council, thus ensuring the ability to deliver services, at their current levels, into the future.

Measuring financial sustainability

Council's ability to remain financially sustainable can be measured using the Key Performance Indicators as outlined in the *Local Government (Management Indicators) Order 2014*.

The primary financial sustainability indicators are the long-term financial rules which guide Council in making financial decisions and the target and acceptable ranges may be varied by Council over time.

The seven measures adopted for the purposes of the LTFMP are:

- Underlying surplus or deficit
- Underlying surplus ratio
- Net financial liabilities
- Net financial liabilities ratio
- Asset consumption ratio
- Asset renewal funding ratio
- Asset sustainability ratio

The first two are measures of profitability, the next two are measures of indebtedness, and the last

three are measures of asset management.

The ranges established for the primary financial sustainability indicators allow for some impact of future uncertainties and contingencies so that ongoing financial sustainability can be maintained. In addition, Council will prudently set aside reserves to fund future expenditure requirements. However, it is impossible to plan for every eventuality (e.g. natural disasters or major legislative changes impacting on local government), and Council may be required to undertake short-term corrective actions in the future to respond to unexpected events and immediate challenges to financial sustainability.

Indicator 1 – Underlying surplus or (deficit)

The difference between day-to-day income and expenses for the period (excluding contributed assets, asset revaluations and capital grants). This indicator is seen as a better indicator of sustainable or recurring operations as it excludes capital grants which can be project specific and thus non-recurring, and other amounts which are recorded as income due to accounting standard requirements.

An operating surplus arises when operating revenue exceeds operating expenses for the period. An operating deficit arises when operating expenses exceed operating revenue for the period. Council's long term financial sustainability is dependent upon ensuring that on average, over time, its expenses are less than associated revenues. This ensures equality between generations of ratepayers in that each generation is responsible for the cost of resources they consume.

Research indicates that there is no clear agreement on what an appropriate target should be. For example, the Victorian Auditor-General recommends generating surpluses consistently, the Tasmanian report "Framework for Long Term Financial and Asset management Planning for all Tasmanian Councils" September 2009 recommends breakeven, or better, on average over medium term, and some state studies recommend sizeable surpluses.

Indicator 2 – Underlying surplus or (deficit) ratio

The operating surplus ratio is the operating surplus (deficit) expressed as a percentage of total revenue (adjusted by excluding capital grants, contributed property, plant and equipment and asset revaluation increments/decrements). It is a better indicator than the underlying operating result because it expresses that result relative to annual revenue.

Research indicates a wide range of views on appropriate targets. Reviews indicate targets of 0% to 15%, 2.5% to 7.5%, and greater than 0%. A target of 2.5% - 5.0% has been selected which is modest, however it provides a small margin in the event of unexpected events.

Indicator 3 – Net financial liabilities

What is owed to others less cash held/invested and receivables and is thus a measure of net indebtedness. It is broader than just loan debt, as it includes amounts owed to creditors, employee provisions, amounts held in trust and all other liabilities.

The Tasmanian Auditor-General suggests a benchmark of greater than zero for this measure.

Indicator 4 – Net financial liabilities ratio

This ratio is net financial liabilities expressed as a percentage of income. It indicates the extent to which net financial liabilities can be met by the Council's income. Where the ratio is increasing it indicates the Council's capacity to meet its financial obligations from income is strengthening.

The Tasmanian Auditor-General suggests a ratio of 0% to -50% represents low risk, -50% to -100% moderate risk, and greater than -100% high risk.

Indicator 5 – Asset consumption ratio

This indicator expresses asset written down value as a percentage of replacement cost and therefore seeks to measure the proportion of life remaining in assets. A lower measure indicates an older, on average, portfolio of assets and could indicate the potential for large renewal expenditure. However, a low or declining ratio is not a concern provided assets are being maintained/replaced in accordance with well-prepared asset management plans and the organisation is operating sustainably. The cash generated by operating sustainably funds the renewal of assets when required.

An appropriate target is difficult to define and one source suggests a ratio between 40% and 80%. The Tasmanian Auditor-General considers the road asset class in isolation and suggests a ratio of >60% to represent low risk, 40 to 60% moderate risk and less than 40% high risk.

Indicator 6 – Asset renewal funding ratio

This indicator is the ratio of future asset replacement expenditure as per the LTFMP relative to the future asset replacement expenditure requirement sourced from asset management plans. It therefore measures the capacity to fund asset replacement requirements. An inability to fund future requirements will result in revenue or expense or debt consequences, or a reduction in service levels.

To maintain operating capacity, the Tasmanian Auditor-General expects a council to fund 90% of its planned asset requirements.

Indicator 7 – Asset sustainability ratio

This ratio is asset replacement capital expenditure expressed as a percentage of depreciation expense. It measures whether assets are being replaced at the rate at which they are wearing out. With a young asset portfolio, the target may be quite low. If old, it may be > 100%. Over time, if it averages at or near 100% the service of the asset portfolio is being maintained.

The Tasmanian Auditor-General suggests a benchmark of 100% for this measure.

The indicators are scrutinised by the Tasmanian Audit Office and are subject to commentary in the Report of the Auditor-General presented each year to State Parliament.

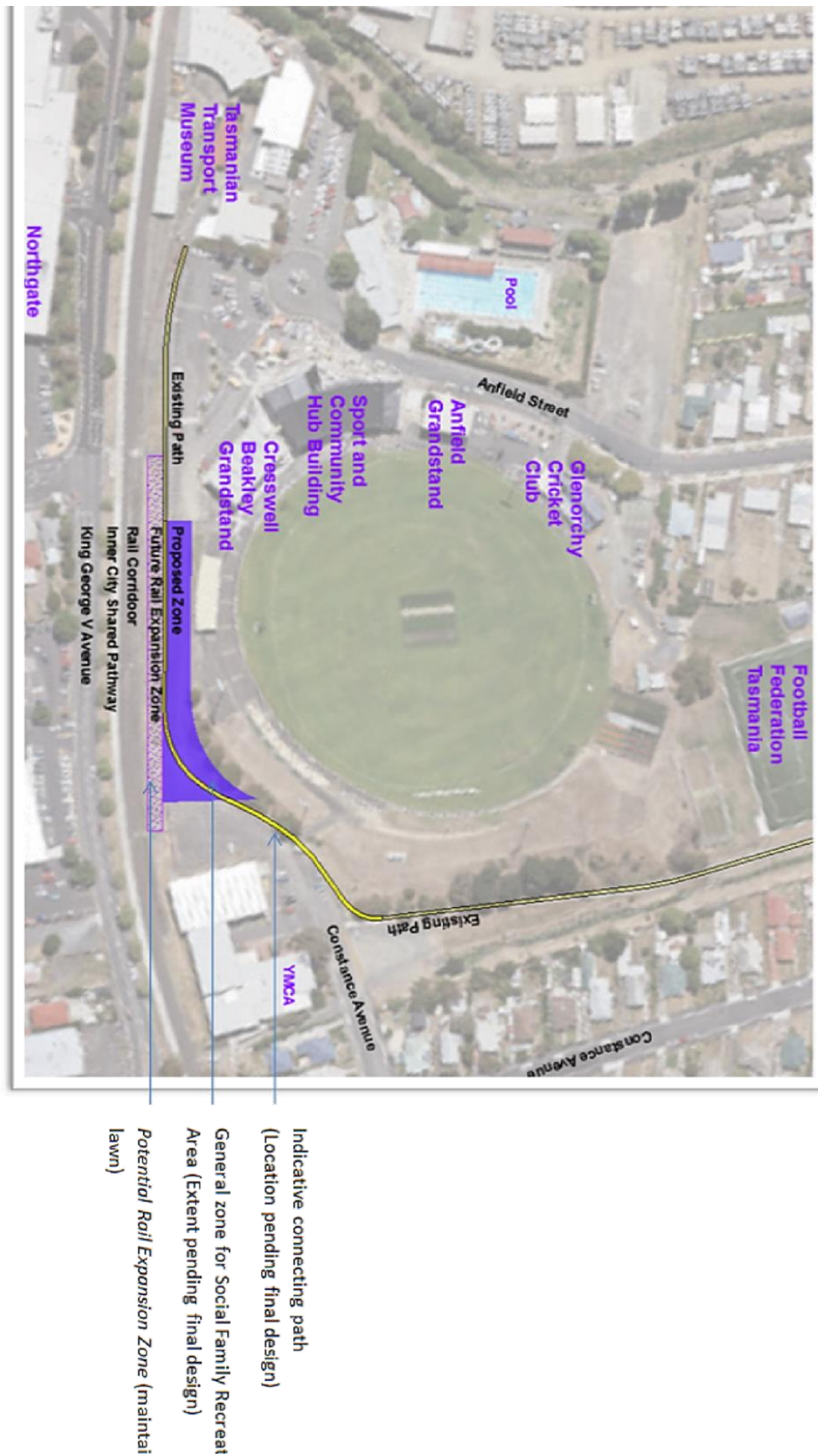
Summary

Long-term financial planning provides for the optimum allocation of available resources to deliver Council's strategic and corporate objectives. Long-term financial planning supports the delivery of Council's community vision.

Long term financial sustainability can only be achieved when Council is providing expected services at defined levels to its community that is adequately funded, not only on an annual basis, but in the long term. This includes infrastructure asset renewal funding requirements.

The achievement of the outcomes in the FMS will ensure Council's financial sustainability, thus ensuring the ability to deliver services, at their current levels, into the future while sharing the cost between current and future generations of ratepayers.

Attachments - Council - 15 May 2017



GCC File: KGV Community Park – Community Forum
Your Reference:
Enquiries: Richard Blackwell
Direct Phone: (03) 6216 8000
eMail: gccmail@gcc.tas.gov.au



27 April 2017

TO THE OWNER / OCCUPIER

Dear Sir/Madam

RE: KGV Community Park, 1B Anfield Street, Glenorchy – Community Forum

The State Government has provided Glenorchy City Council with a grant to build a new skate facility to replace the former 'Skate Central' (which was originally located at 404-408 Main Road Glenorchy) and the Federal Government has provided a grant towards construction of a playground area. Glenorchy City Council will also be contributing funds towards the design, construction and embellishment of the community park.

In June 2016 Glenorchy City Council provided the community an opportunity to attend a forum and to complete a questionnaire regarding a proposed community park which would incorporate a playground and skate park at the KGV Sports and Community Precinct. Five sites were short listed as potential sites for the facility and the KGV Sports and Community Precinct site best fitted the Council's selection criteria for a suitable site. The proposed model was viewed as being fit to complement potential activities nominated for the site and existing functions within the KGV Sports and Community Precinct.

At the Council meeting on 20 March 2017 Commissioner Smith requested further community consultation prior to a final decision being made to further progress the project.

Glenorchy City Council has organised another community forum for 3 May 2017 as an opportunity to discuss the proposal and answer queries.

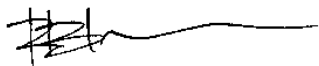
Forum Details

Where: Glenorchy City Council Chambers
When: Wednesday 3rd May 2017, between 4:00pm to 6:00pm
RSVP: Friday 28 April 2017 – Bindi Cole, bcole@gcc.tas.gov.au

If you are unable to attend the forum there will be an opportunity between Monday 1st May to Friday 12th May 2017 to view the proposal on display in the foyer at Glenorchy City Council. Feedback forms will be available at the display.

Any related enquiries can be addressed to Richard Blackwell on (03) 6216 6800 or via email at gccmail@gcc.tas.gov.au.

Yours sincerely



Richard Blackwell
Acting Property Coordinator



Glenorchy City Council



Procurement Strategy

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STATEMENT



Vision

Our vision is to have a centrally led procurement system which will deliver strategic and innovative support that bring ongoing quality, best compliance, cost-effective services to our Council.

Mission

Our mission is to serve our community by procuring goods and services required to carry out Council's strategic mission of delivering the community's vision, goals and priorities from the City of Glenorchy Community Plan 2015-2040.

Purpose

The Procurement Strategy is intended to provide a direction and framework for Council in adopting appropriate best practice in contracting and procurement principles, policies, processes and procedures for all goods, services and works by Council. The overarching intention is to continue to create improvements in a centre-led procurement and achieving Council's strategic objectives in terms of cost savings and efficiency.

Scope

The Procurement Strategy applies to all contracting and procurement activities undertaken by Council. It is binding upon the Council as a whole including the General Manager, Aldermen, Council employees and officers (including temporary or casual employees) and contractors and consultants engaged by Council.

Statutory Requirements

Section 333B of the *Local Government Act 1993* (the Act) requires that Councils must 'adopt a code relating to tenders and contracts'.

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.

DEFINITIONS



Act	<i>Local Government Act 1993</i> - Part 16 Div. 2A - Tenders and Contracts for Goods and Services
Australian/International Standards	AS 4120-1994 Code of Tendering
Council	Glenorchy City Council
Council Staff	Includes full-time and part-time Council Staff, and temporary employees, contractors and consultants while engaged by the Council
Delegation	A power handed down by the Council or GM in an instrument to enable a delegate to act on Council's behalf
GM	The General Manager of Council appointed pursuant to section 61 of the Act
Probity	Within Local Government, the word 'probity' is often used in a general sense to mean 'good process'. A Procurement process that conforms to the expected standards of probity is one in which clear procedures that are consistent with the Council's policies and legislation are established, understood and followed from the outset. These procedures need to consider the legitimate interests of suppliers and ensure that all potential suppliers are treated equitably.
Procurement	Procurement is the whole process of acquisition of external goods, services and works. This process spans the whole life cycle from initial concept through to the end of the useful life of an asset (including disposal) or the end of a service contract.
Procurement Manual	The Procurement Manual has been developed to provide guidance to all staff that are undertaking a procurement activity on behalf of Glenorchy City Council and to ensure they conform to applicable Acts, legislation, principles, codes, policies and procedures. Unless specifically indicated, all procurement delegations, thresholds and exemptions referred to in this manual are exclusive of GST.
Regulations	<i>Local Government (General) Regulations 2015</i> (Regulations 23-29) and such other emerging Regulations from time to time

OBJECTIVE



The objective of the Project is:

1. To develop and implement a procurement and contract management system (the System) that meets Council needs, incorporates statutory requirements and includes revised policies, practices and templates
2. To set processes in place to audit, monitor, review, evaluate and report on the System, and
3. To provide ongoing training, information and advice to staff undertaking procurement for the Council.

The target outcomes for the Project are:

- a) Complete a strategic review of existing procurement processes across Council and report to the General Manager (GM)
- b) Development of processes, policies, manuals, templates and checklists for the new procurement and contract management system (the System), including a Charter and templates for a revamped Tender Review Committee (TRC), for the GM's approval
- c) Obtain Council's approval of the outline and direction of the new System
- d) Commence staff information sessions, training and staged implementation of the System, and
- e) Conduct and report to the GM on an audit of the System across whole of Council each quarter.



The following principles for procurement will be followed by Council:

Responsible Financial Management

The principles of responsible financial management shall be applied to all procurement activities.

Best Value

Council officers will procure goods, services and works which provide 'best value' for Council. This means minimising the total cost of the goods, services or works but with consideration of acceptable and appropriate quality, reliability and delivery and execution standards. Lowest price alone is not the sole determinate of best value.

Open and Fair Competition

Council officers will treat potential suppliers without bias in tendering. Suppliers will each have access to the same information when quoting or tendering for Council business.

Accountability

Council is accountable for its procurement activities and maintains consistency in the approach to procurement across the whole organisation through coherent frameworks, policies and procedures.

Council demonstrates its accountability by meeting audit, legislative and reporting requirements.

Risk Management

Risk Management will be applied at all stages of procurement activities. Risk Management will be properly planned and carried out in a manner that will protect and enhance Council's capability to prevent, withstand and recover from interruption to the supply of goods, services and works.

Council officers will consider strategies for managing risks associated with each procurement process and will negotiate appropriate risk management strategies depending on the nature of goods, services and works supplied.

Probity and Transparency

Council procurement processes will be conducted in a fair, honest and open manner, with the highest levels of integrity.

Tenders will be reviewed by the Council's Tender Review Committee in accordance with the terms of reference directed by the GM from time to time.

Local Sourcing

Council recognises that it is a major purchaser of goods, services and works and that its procurement practices have the potential to impact the local economy. Where possible and where reasonable for Council on a case by case basis, Council will endeavour to support businesses and industries within the City of Glenorchy to maximise these opportunities by means that are consistent with achieving best value for Council.

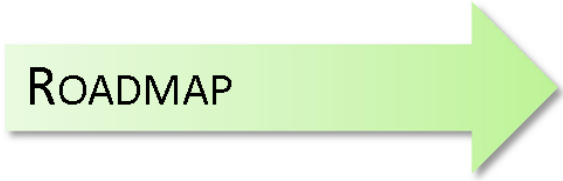
Performance Measurement and Continuous Improvement

Appropriate performance measures will be established and reporting systems will be used to monitor performance and compliance with procurement policies and procedures to support continuous improvement.

Council will ensure efficient and effective procurement outcomes through a continuous improvement approach in the provision of all services to the community that meet Council's economic, environmental objectives and community expectations.

Processes and Procedures

Council will adhere to the Code for Tenders and Contracts adopted by Council from time to time pursuant to the Act.



ROADMAP



From the outcome of the Procurement Review and the Project to date, the current state of the procurement practices within the Glenorchy City Council will benefit from identifying the findings, the actions taken and the recommended future actions.

The summary of the review findings, the actions taken and the proposed future actions are detailed through the below 'Procurement Roadmap' below:

(Procurement Roadmap: 0-6 months)

High Level Strategic Action	Detailed Description	Milestone
Procurement Strategy Review	Review of the 'Code' with re-endorsement by Council	June 2017
	Establish new best value for money principle	June 2017
	Establish new weighting for WH&S and checklist as part of tender process	July 2017
	Acquire enforcement and accountability from management support in rolling out the new procurement policies and procedures	August 2017
	Establish new Tender Review Committee (TRC) Terms of Reference with the need for Training and education to be provided for new Tender Review Committee members	September 2017

(Procurement Roadmap: 6-12 months)

High Level Strategic Action	Detailed Description	Milestone
Procurement Strategy Review	Review of tender evaluation panels aligning to the new Tender Review Committee Terms of Reference	September 2017
	Review and implement new performance security and retention monies guidelines for all tender projects	October 2017
	Review and establish new delegation list within all council policies and procedures	January 2018

(Procurement Roadmap: 12-24 months)

High Level Strategic Action	Detailed Description	Milestone
Procurement Strategy Review	Establish contract management and tender/contractor performance evaluation as part of new contract module implementation in TechOne	June 2018
	Establish new negotiation parameters for shortlisted tenderers	June 2018
	Implement an audit review process for duplication of purchasing and whole of council purchasing	June 2018
	Training and education rollout for all procurement process and contract management to relevant key stakeholders	June 2018

REVIEW PROCESS



The aim is to conduct a two (2) year review of this strategy in line with Council's Strategic Plan and explore any recommendations.

Council Resolution	Item XX (DD MMM YYYY) as per Council Minutes
Responsible Directorate	Corporate Governance
Due for Review	2 years from the above Council Resolution date
Strategic Plan Reference	4.2.1 Deploy the Council's resources in a way that maximises the effectiveness of the organisation and delivers value for money. 4.2.4 Maintain fair systems and processes that result in high levels of regulatory compliance in Council and the community.



Title	Stormwater Property Connections
Council Resolution	Item XX (DD MMM YYYY) as per Council Minutes
Responsible Directorate	City Services and Infrastructure
Due for Review	Four (4) years from Council Resolution Date
Strategic Plan Reference	<u>Valuing our environment</u> 3.1 Create a liveable and desirable city. 3.1.4. Deliver new and existing services to improve the City's liveability. <u>Leading our community</u> 4.1 Govern in the best interests of our community 4.1.2 Manage the City's assets soundly for the long term benefit of the Community
ECM	Council Policy

PURPOSE

This policy clarifies the requirements and responsibilities for constructing and maintaining stormwater property connections. This policy replaces previous Council Policy 23-5 (Aug 2011).

SCOPE

This policy applies to all properties with, or requiring, a stormwater property connection.

It does not apply to private stormwater services on the upstream side of the stormwater property connection.

STATUTORY REQUIREMENTS

Acts	Urban Drainage Act 2013 Building Act 2016 Land Use Planning and Approval Act 1993
Regulations	Plumbing Regulations 2016
Australian/International Standards	Australian Standard AS/NZS3500.3:2015 Plumbing and Drainage Tasmanian Standard Drawings Tasmanian Subdivision Guidelines

DEFINITIONS

Stormwater property connection	a point provided for the connection of private stormwater to Council's stormwater network.
Boundary Box"	generally, a cover to protect the inspection shaft rising from the IO from damage which provides access for cleaning and maintenance purposes.
"Inspection Opening (IO)"	generally, an access opening in a pipe or pipe fitting, arranged to facilitate inspection, testing or clearing of obstructions and fitted with a threaded cap or plug or an access cover.



Inspection Shaft	Generally, a shaft constructed in the IO and extended to and capped at the finished surface level.
Additional infrastructure	generally, a larger pipe size but may also include pits and manholes.
Hard standing areas	hard compacted areas that runoff generates, and includes driveways, parking and turning areas and paths.
Stormwater main	a Council owned stormwater line.
Developer	an owner of a property undergoing development or a person(s) authorised to act on behalf of a property owner.

POLICY STATEMENT

1. All stormwater property connections downstream of the Boundary Box or Inspection Opening are classed as Council assets, and will be maintained by the Council. However, Council may request that property owners contribute the cost of repairing damaged Council property connections if man-made damage is found. Note that Boundary Box and Inspection Openings are part of the private stormwater system, and are the property owner's responsibility to maintain them.
2. Each lot will typically have only a single property connection. For those properties where Council determines that a single property connection is insufficient, multiple connection points into the public reticulation system may be provided at the Council's Hydraulics Engineer's discretion. The cost of providing such connections is to be paid by the property owner before the work is undertaken.
3. For any new unit developments, Council may allow up to two units to discharge via a single property connection (minimum 150mm diameter circular or equivalent) direct to a kerb outlet provided that the calculated concentrated runoff does not exceed the hydraulic capacity of the kerb and gutter. A stormwater connection from any development which has a total catchment size more than 1500m² will be connected directly into Council's reticulation system or other approved watercourse.
4. If an existing developed property does not have a stormwater property connection, Council will provide one as funds become available and as other funding priorities allow. Council will consider any such installations through the budget process, and assess their priority in Council's capital works program.
5. If a property owner wishes to develop a property other than a single residential dwelling, they will be responsible for paying the cost of installing a stormwater property connection or upgrading the existing property connection to meet the needs of the development and to Council's satisfaction. The upgrade of a stormwater connection associated with a redevelopment is to be completed prior to a plumbing permit being granted. The installation/upgrading work will be undertaken by Council on receipt of payment.
6. Council will require a developer to provide a registered easement (at developer's cost) giving free and unfettered access to Council or its agents or nominees to any stormwater assets that become vested in Council.
7. If a property owner wishes to develop a property, they shall be responsible for all the matters associated with gaining a suitable stormwater property connection. This includes:
 - a) design of the connection



- b) negotiating and compensating easements with affected property owners
- c) providing title plan to the Council, including any easement required, ready to be lodged with the Land Title Office and payment for associated legal cost, and
- d) all construction and associated costs.

BACKGROUND

Under the *Urban Drainage Act 2013*, Council is required to provide such public stormwater systems as may be necessary to effectively drain the urban area of the Council's municipal area.

It is acknowledged that the typical practice is to collect stormwater from a developed property via a private stormwater system, internal to the property and discharge to a stormwater property connection, usually a 150mm diameter pipe, from the legal stormwater discharge point. The legal discharge point may be a kerb outlet, the public stormwater main or a natural water course or body.

Within Glenorchy there are some existing developed properties which have no stormwater property connection. In other cases the connection exists however it has been misconnected into sewer or inadequately drained.

This policy provides clarification on the proportional costs sharing between Council and property owners when new connections or upgrades of existing connections are required.

Stormwater Property Connections

Policy Manual Number 23-5

Council Minutes Ref: Council (Item 9) dated 15th August 2011

File Ref: Stormwater Property Connections

Author: Asset Engineer (David Reeve)

Department: City Assets

Background

Most properties discharge stormwater from buildings and/or hard standing areas either to a kerb, a stormwater main or to a creek. Properties direct discharges via a stormwater property connection, usually a 150mm diameter pipe, which is from the property boundary to the outlet. Some older properties have no stormwater property connection and discharge either to ground or to a sewer main.

Until now there has been no clear direction as to who would construct and maintain stormwater property connections and what sort of connection would be required, and this policy seeks to provide this clarification.

Definitions

“Stormwater property connection” means a point provided for the connection of private stormwater to Council’s stormwater network.

“Property” means any land developed with hard standing areas and buildings that concentrate stormwater discharge

“Additional infrastructure” generally will be a larger pipe size but may also include pits and manholes.

“Hard standing areas” include driveways and paths

“Stormwater main” is a Council owned stormwater line

“Developer” is an owner of a property or a person(s) authorised to act on behalf of a property owner

Policy Statement

1. Council will only allow each property to have one stormwater property connection unless it is deemed to be too difficult to connect different hard standing areas or buildings to the one connection point
2. Council will allow a maximum of two units to discharge via a single property connection direct to a kerb as long as the calculated concentrated runoff does not exceed the hydraulic capacity of the kerb and gutter. All other connections must go to a Council stormwater main or creek (or other suitable watercourse).
3. If an existing developed property does not have a stormwater property connection, Council will provide one. Notwithstanding this, Council may need to consider any installation through the budget process.
4. If a property owner(s) wish to develop a property, they will be responsible for paying the cost of installing a stormwater property connection. Council will undertake the works required (on receipt of payment) or where suitable the works may be undertaken under Council supervision.
5. Council may require a developer to provide additional stormwater infrastructure if this suits the future needs of the area. Council will pay the reasonable costs associated with any additional infrastructure.
6. If a property gains a future benefit from additional infrastructure that is required then Council may require them to contribute to the costs of the infrastructure when that benefit is realised.
7. Council will require a developer to provide an easement for any stormwater line that becomes vested in Council.
8. If a property owner wishes to develop, they are responsible for all the aspects associated with gaining a suitable stormwater property connection this includes:
 - a. Design of the connection
 - b. Negotiating easements with others
 - c. Payment of any compensation required to allow stormwater to be directed via other properties
 - d. Construction costs
9. Stormwater property connections will be maintained by Council.

This policy rescinds

None

Review (5 years)

August 2016

Status:

Current

POLICY DOCUMENT CONTROL SHEET

Policy Name: Stormwater Property Connections

Policy No: 23-5

Department: City Assets

Date Policy Approved by Council: 15th August 2011

Reviewed by (Name and Job Title of officer)	Nature of Amendment (List changes made to Policy)	Date Council Endorsed Amendment
David Reeve (Asset Engineer)	Develop Policy	15 August 2011

QUARTERLY ANNUAL PLAN PROGRESS REPORT

As at 31 March 2017

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Introduction

This report provides information on Glenorchy City Council's Annual Plan performance for the quarter ending 31st March 2017, the third of the financial and planning year.

Annual Plan Performance

The Council's Annual Plan sets out the actions intended to be undertaken each financial year. All actions are aligned to the community outcomes from the Glenorchy Community Plan 2015-2040 and the objectives and strategies from the Council's Strategic Plan.

This report shows:

- Business rules applied when assessing each action measure and status
- Performance for each of the high priority actions in the Annual Plan at the end of the quarter with action status and comments.
- Performance for all actions in the Annual Plan at the end of the quarter with action status
- Performance for each of the actions with the action status of 'review required' and comments

Business Rules - Action status

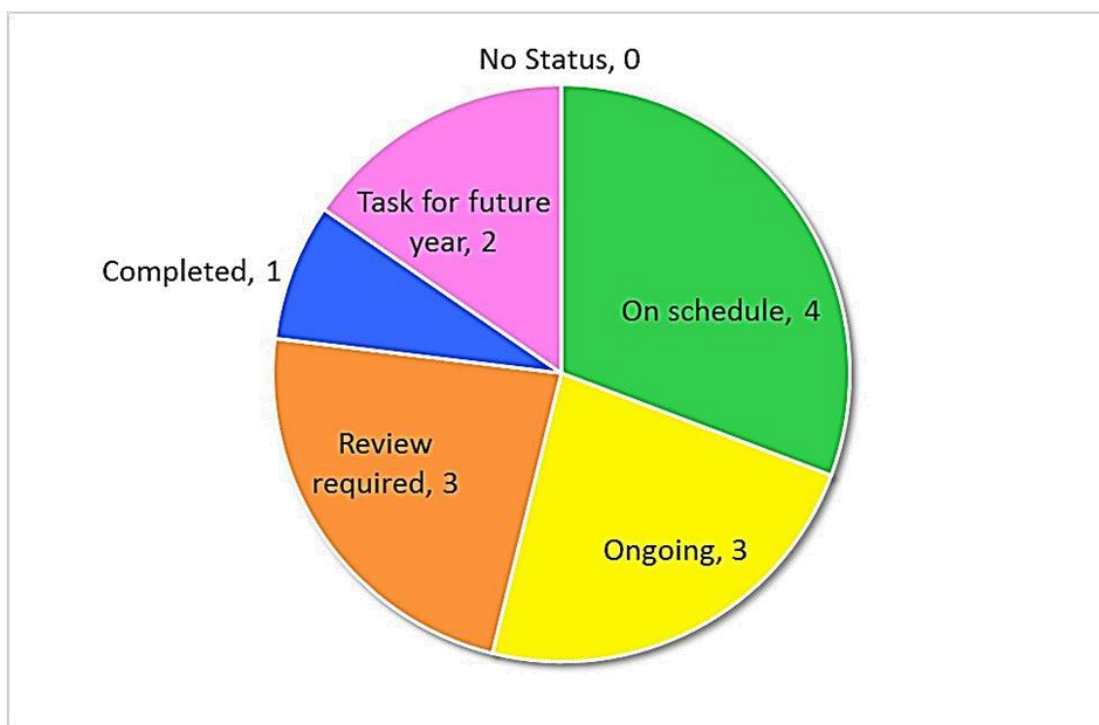
Action Status	Business rule for application of descriptor
Ongoing 	For business as usual tasks (not for use with project tasks).
On schedule 	The task is on track to meet the target set in the Annual Plan.
Review required 	There are internal or external factors that present a foreseeable risk to project completion by the deadline set in the Annual Plan.
Completed 	The task has been completed.
Task for Future Year 	The task is identified in the Financial Year as commencing in an "out year".

Business Rules - Measure status

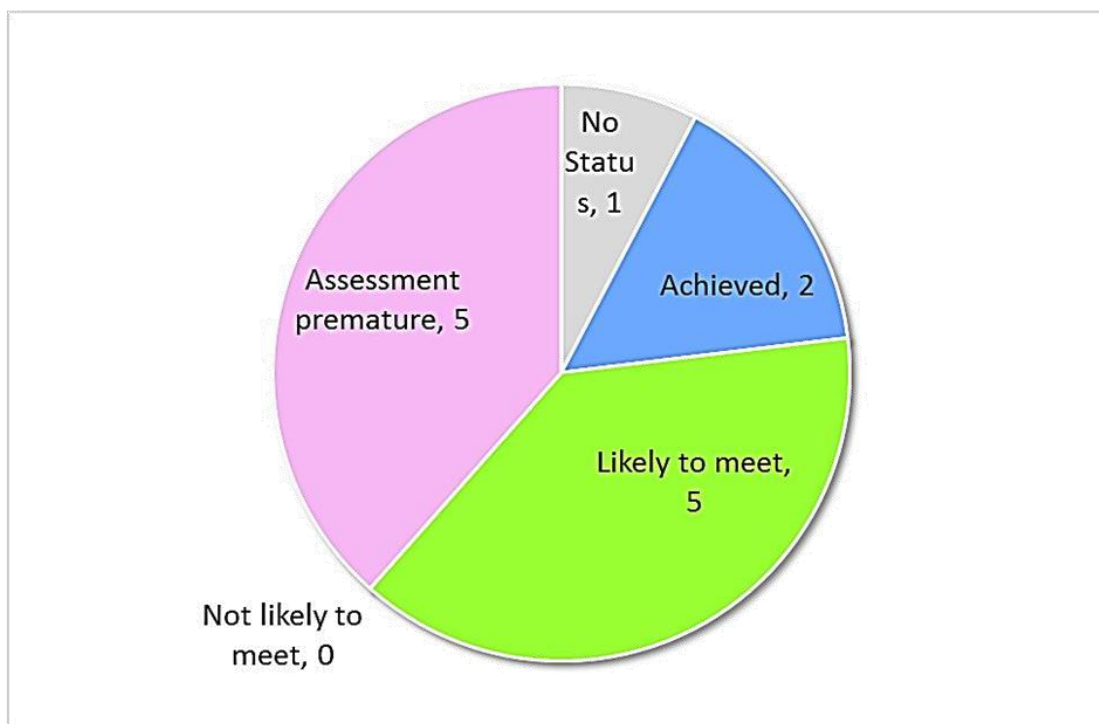
Measure Status	Business rule for application of descriptor
Achieved 	The measure has been met.
Likely to meet 	Task performance is on track to meet the measure and target in the Annual Plan.
Not likely to meet 	Task performance is not likely to meet the measure and target in the Annual Plan due to internal or external factors.
Assessment premature 	It is not possible at the time of reporting to determine task performance against the measure or target because the task has not yet reached its scheduled commencement date; or the task is scheduled to be commenced and undertaken in an out year.

HIGH PRIORITY ACTIONS - Status Report

Status Chart of High Priority Actions



Measure Chart of High Priority Actions



HIGH PRIORITY ACTIONS – Action Status and Comments

COMMUNITY GOAL: VALUING OUR ENVIRONMENT

OBJECTIVE: 3.1 Create a liveable and desirable City.

STRATEGY: 3.1.3 Manage the City's transport network to promote sustainability, accessibility, choice, safety and amenity.

Code	Description	Lead	Target Date	Status	Comment
3.1.3.02	Manage the City's transport network to promote sustainability, accessibility, choice, safety and amenity.	CSI	30-Jun-2017		Berriedale Rd roundabout and Marys Hope Rd signals complete. Modification to Elwick Road cycleway crossing complete. Black Spot nominations submitted for 17/18. Safer Roads Grant funds secured for extension of on road bike lanes, Austins Ferry - Granton and community consultation will commence shortly. Works progressing on Howard Rd to improve accessibility of footpaths and road crossings. Grant application submitted to State Government Community Infrastructure Fund for new footpath at Granton (approx 1,500m length). Project management and design is progressing for the CBD Revitalisation works to commence in 17/18. These works will improve amenity and safety in the Glenorchy CBD for pedestrians and cyclists.

STRATEGY: 3.1.4 Deliver new and existing services to improve the City's liveability.

Code	Description	Lead	Target Date	Status	Comment
3.1.4.07	Ensure the construction and maintenance of safe and healthy buildings through compliance with building and plumbing codes.	CSI	30-Jun-2017		Q1. A combined total of 168 Building and Plumbing Permits were issued within the statutory time frame for the period. Q2. A combined total of 151 Building and Plumbing Permits were issued within the statutory time frame for the period. Q3. A combined total of 93 Building and Plumbing Permits were issued within the statutory time frame for the period. Fewer applications received in this quarter resulting from the introduction of the new Building Act 2016. Some building work does not now require a building permit.

COMMUNITY GOAL: LEADING OUR COMMUNITY

OBJECTIVE: 4.1 Govern in the best interests of our community.

STRATEGY: 4.1.2 Manage the City's assets soundly for the long term benefit of the Community.

Code	Description	Lead	Target Date	Status	Comment
4.1.2.02	Develop an Accommodation Strategy.	CG	30-Apr-2017		A questionnaire survey was circulated to staff with responses assessed by external consultant. The external consultant conducted a number of staff workshops to discuss potential options and some of the results from the survey. The external consultant, together with the relevant Council staff members, are working on options for Management and Council's consideration as part of the Accommodation Strategy.

Code	Description	Lead	Target Date	Status	Comment
4.1.2.03	Implement the Accommodation Strategy.	CG	30-Jun-2018		Implementation will be progressed after milestones are developed and Council approves the direction of the Accommodation Strategy.

Code	Description	Lead	Target Date	Status	Comment
4.1.2.04	Implement Asset Management Strategy, including Asset Management Plans for each asset class.	CSI	30-Jun-2017		Council's Asset Management Strategy 2014/15 - 2017/18 was adopted in 2014. Asset Management Plans have been developed for each asset class (Transport, Drainage and Buildings). The Strategy and Plans will be reviewed to assigned review program.

OBJECTIVE: 4.2 Prioritise resources to achieve our communities' goals.

STRATEGY: 4.2.1 Deploy the Council's resources effectively to deliver value.

Code	Description	Lead	Target Date	Status	Comment
4.2.1.04	Develop the Corporate Risk Management Plan	CG	30-Jun-2017		Revised Risk Appetite and Risk Tolerance Statements to be presented to Council for consideration and adoption in April/May 2017. This will underpin the new Risk Oversight and Management Policy (and associated protocol) to be presented at a future Council meeting for consideration and adoption. Work in this area has been hampered by suspension of Council in February 2017.

Code	Description	Lead	Target Date	Status	Comment
4.2.1.05	Implement the Corporate Risk Management Plan	CG	31-Dec-2017		Management workshops scheduled to be held in Q3/Q4 to overview consequence, likelihood, risk matrix and risk escalation tables for draft Risk Management Protocol. Work in this area has been hampered by Council suspension in February 2017 and non-adoption of Council's risk appetite and tolerance statements.

Code	Description	Lead	Target Date	Status	Comment
4.2.1.02	Implement the information and communications technology (ICT) strategy.	CEDB	30-Jun-2017		The ICT Strategy 2013-2016 terminated at the end of 2016 and a new ICT Strategy for the future period will be required. Implementation of the Strategy to date has been overseen by the ICT Governance Committee. Project TOM (Technology One Reimplementation) is on schedule for Go Live dates of Financials 1/7/2017 and ECM, Property & Rating 1/10/2017. Project Jerry (cloud project) is the subject of discussions with the vendor at the GM/CEO level

STRATEGY: 4.2.2 Ensure that we have a skilled, capable and safety-focused workforce.

Code	Description	Lead	Target Date	Status	Comment
4.2.2.01	Develop a Human Resources Strategy.	CG	30-Jun-2017		Employee and Management Surveys have been completed. Data has been reviewed Internal consultation occurring Updated HR Policy approved by Council at March Council Meeting HR Policy is the overarching policy that the HR Strategy underpins Draft Strategy Document currently being refined for Director review
4.2.2.05	Develop a Work Health and Safety Strategy.	CG	30-Jun-2017		Work is progressing in the development of the WH&S Strategy. WH&S Workshops for Management occurred on 13 December 2016, 7 February 2017 WH&S Strategy Development workshops with Directors, Managers and Coordinators 27 March, 5,6 & 11 April 2017 Strategy development is on schedule.

Code	Description	Lead	Target Date	Status	Comment
4.2.2.02	Implement the Human Resources Strategy.	CG	30-Jun-2018		Once the Human Resources Strategy is approved, the pillars in the Strategy will be implemented across Council.
4.2.2.06	Implement the Work Health and Safety Strategy.	CG	31-Dec-2017		Once the WH&S Strategy is approved, the pillars in the Strategy will be implemented across Council.

OBJECTIVE: 4.3 Build strong relationships to deliver our communities' goals.

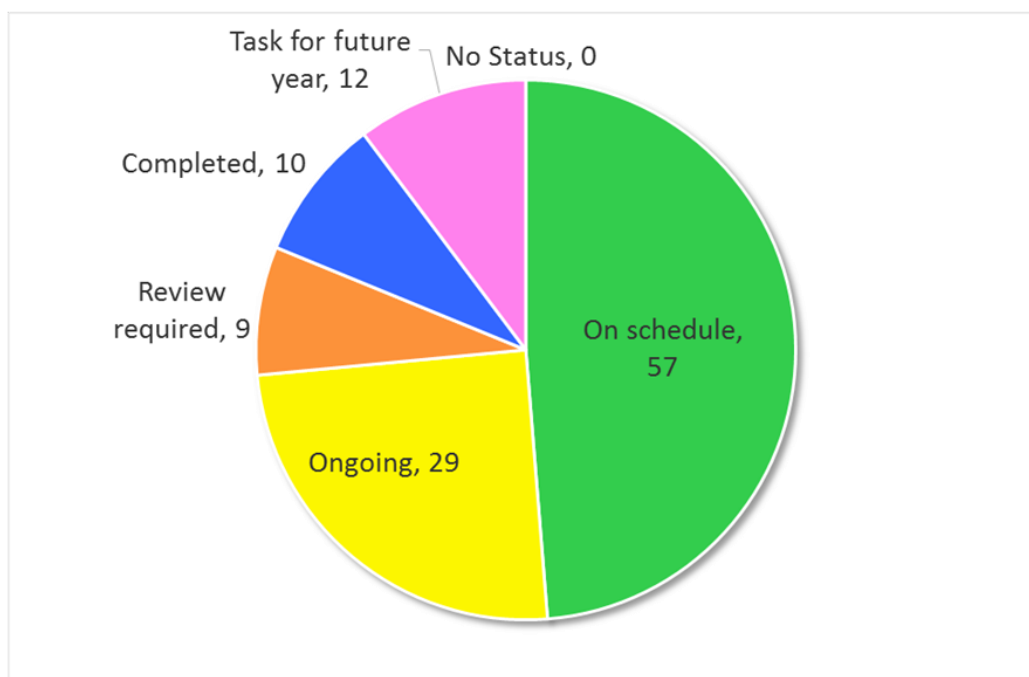
STRATEGY: 4.3.1 Foster productive relationships with other levels of government, other Councils and peak bodies to achieve community outcomes.

Code	Description	Lead	Target Date	Status	Comment
4.3.1.04	Identify and formalise external council relationships to partner and, where feasible, share resources.	Whole of Council	30-Jun-2017		Formally signed Shared Services agreement, continue with review of local govt. working group.

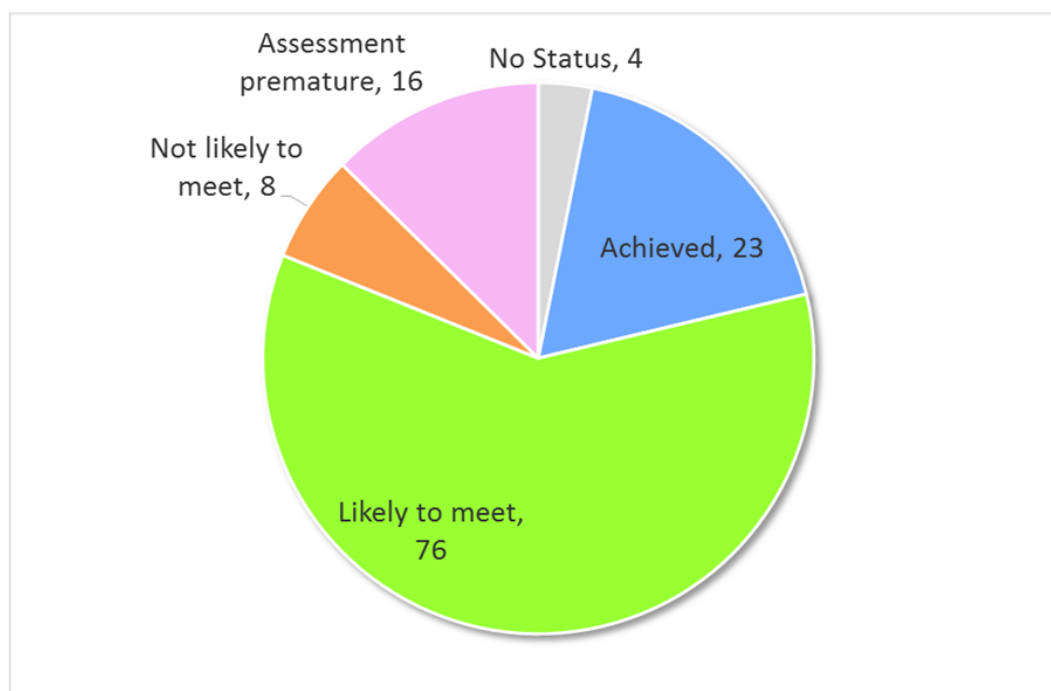


ALL ANNUAL PLAN ACTIONS -Status Report

Status Chart of All Annual Plan Actions



Measure Chart of All Annual Plan Actions



ALL ANNUAL PLAN ACTIONS - Dashboard**COMMUNITY GOAL: MAKING LIVES BETTER****OBJECTIVE: 1.1 1.1 Know our communities and what they value.****STRATEGY: 1.1.1 Guide decision making through continued community engagement based on our Community Plan.**

Code	Description	Lead	Priority	Target Date	Status
1.1.1.01	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	L	30-Jun-2017	

STRATEGY: 1.1.2 Encourage diversity in our community by facilitating opportunities and connections.

Code	Description	Lead	Priority	Target Date	Status
1.1.2.01	Continue to consult and engage with young people and other specific population groups through mechanisms including the Hear Our Voices Forum, the Glenorchy Youth Task Force, Cultural Diversity Advisory Committee and the Access Advisory Committee.	CEDB	L	30-Jun-2017	
1.1.2.02	Utilise the Glenorchy Matters Community Panel as a mechanism for representative community input to inform Council decisions.	CEDB	L	30-Jun-2017	

OBJECTIVE: 1.2 Support our communities to pursue and achieve their goals.**STRATEGY: 1.2.1 Encourage and support communities to express and achieve their aspirations.**

Code	Description	Lead	Priority	Target Date	Status
1.2.1.01	Review Council's Positive Ageing Strategy	CEDB	L	30-Jun-2017	
1.2.1.02	Implement Council's New Positive Ageing Strategy	CEDB	L	31-Dec-2016	
1.2.1.03	Redevelop Council's website.	CEDB	L	30-Jun-2017	
1.2.1.04	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	L	30-Jun-2017	



1.2.1.05	Continue to support the operation of the Glenorchy Arts and Culture Advisory Committee.	CEDB	L	30-Jun-2017	
1.2.1.06	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	L	30-Jun-2017	

STRATEGY: 1.2.2 Build relationships and networks that create opportunities for our communities.

Code	Description	Lead	Priority	Target Date	Status
1.2.2.01	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	L	30-Jun-2017	
1.2.2.02	Facilitate and support the Glenorchy Learn Leadership Group	CEDB	L	30-Jun-2017	
1.2.2.03	Develop a Learning Community Action Plan	CEDB	L	31-Dec-2017	
1.2.2.04	Implement the Children and Families Strategy.	CEDB	L	30-Jun-2017	
1.2.2.05	Promote volunteerism through mechanisms such as the Annual Volunteer Awards.	CEDB	L	30-Jun-2017	
1.2.2.06	Implement the Healthy Communities Plan.	CEDB	L	30-Jun-2017	
1.2.2.07	Implement Council's Youth Strategy.	CEDB	L	30-Jun-2017	
1.2.2.08	Implement the Lawn Bowls Facilities Plan.	CG	L	30-Jun-2017	
1.2.2.09	Deliver the externally funded KGV Sports and Community Precinct Project.	CG	L	31-Dec-2016	
1.2.2.11	Partner with other stakeholders to support initiatives which address social disadvantage such as problem gambling, mental health and alcohol and other drugs.	CEDB	L	30-Jun-2017	
1.2.2.12	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	L	30-Jun-2017	
1.2.2.13	Review Council's Community Safety Action Plan	CEDB	L	30-Jun-	

2018

1.2.2.14	Implement the Council's Community Safety Framework and Action Plan.	CEDB	L	30-Jun-2017	
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OBJECTIVE: 1.3 Facilitate and/or deliver services to our communities.

STRATEGY: 1.3.1 Directly deliver defined service levels to our communities.

Code	Description	Lead	Priority	Target Date	Status
1.3.1.01	Operate Council's Child Care Centres in accordance with the Education and Care Services National Law and Regulations.	CEDB	L	30-Jun-2017	
1.3.1.02	Maintain, renew and replace Council's infrastructure in accordance with Council's asset management framework.	CSI	M	30-Jun-2017	
1.3.1.03	Develop a whole of Council Customer Experience Strategy.	CEDB	L	31-Mar-2017	
1.3.1.04	Implement the Customer Experience Strategy.	CEDB	L	30-Jun-2017	
1.3.1.05	Review current infrastructure service levels.	CSI	M	30-Jun-2017	
1.3.1.06	Administer kerbside waste collection services, promote waste minimisation, recycling and environmentally responsible disposal options.	CSI	L	30-Jun-2017	

STRATEGY: 1.3.2 Identify and engage in partnerships that can more effectively deliver defined service levels to our communities.

Code	Description	Lead	Priority	Target Date	Status
1.3.2.01	Undertake an Operational Service Level Review.	Whole of Council	M	30-Jun-2017	
1.3.2.02	Identify opportunities for outsourcing services that will create value for money and meet the expectations of the community.	Whole of Council	L	30-Jun-2017	



COMMUNITY GOAL: OPEN FOR BUSINESS**OBJECTIVE: 2.1 Stimulate a prosperous economy.****STRATEGY: 2.1.1 Foster an environment that encourages investment and jobs.**

Code	Description	Lead	Priority	Target Date	Status
2.1.1.01	Develop an economic development strategy for Glenorchy.	CEDB	L	30-Jun-2017	
2.1.1.02	Progress the Interim Planning Scheme to a Single State-wide Planning Scheme.	CSI	L	28-Feb-2018	
2.1.1.03	Implement the Wilkinson's Point and Elwick Bay Precinct Master Plan.	CEDB	L	30-Jun-2017	
2.1.1.04	Implement the business & marketing strategy for the Derwent Entertainment Centre.	CEDB	L	30-Jun-2017	
2.1.1.05	Actively promote events held at the Derwent Entertainment Centre and other city facilities.	CEDB	L	30-Jun-2017	

STRATEGY: 2.1.2 Build relationships with government and the private sector that create job opportunities for our communities.

Code	Description	Lead	Priority	Target Date	Status
2.1.2.01	Advocate, lobby or represent the interests of business with state or federal agencies, organisations and groups.	CEDB	L	30-Jun-2017	

OBJECTIVE: 2.2 Identify and support priority growth sectors.**STRATEGY: 2.2.1 Target growth sectors based on our understanding of the City's competitive advantages**

Code	Description	Lead	Priority	Target Date	Status
2.2.1.01	Partner with Destination Southern Tasmania to increase local tourism visitation.	CEDB	L	30-Jun-2017	
2.2.1.02	Develop a Property Strategy.	CG	L	30-Jun-2017	
2.2.1.03	Implement the Property Strategy.	CG	L	30-Jun-2018	

COMMUNITY GOAL: VALUING OUR ENVIRONMENT**OBJECTIVE: 3.1 Create a liveable and desirable City.****STRATEGY: 3.1.1 Revitalise our CBD areas through infrastructure improvements.**

Code	Description	Lead	Priority	Target Date	Status
3.1.1.01	Implement the Glenorchy CBD Strategic Framework.	CSI	M	30-Jun-2017	
3.1.1.02	Implement the externally-funded Streetscape Improvement Project.	CEDB	L	30-Jun-2017	

STRATEGY: 3.1.2 Enhance our parks and public spaces with public art and contemporary design.

Code	Description	Lead	Priority	Target Date	Status
3.1.2.01	Develop a Master Plan for Tolosa Park.	CG	M	30-Jun-2017	
3.1.2.02	Implement the Tolosa Park Master Plan.	CG	M	30-Jun-2018	
3.1.2.03	Develop a Master Plan for the Berriedale Peninsula.	CG	L	30-Jun-2017	
3.1.2.04	Implement the Berriedale Peninsula Master Plan.	CG	L	30-Jun-2018	
3.1.2.05	Update the KGV Master Plan.	CG	L	30-Jun-2018	
3.1.2.06	Identify business and funding opportunities for the further development of the Glenorchy Arts and Sculpture Park (GASP!) including art development.	CEDB	L	30-Jun-2017	
3.1.2.07	Use Council's adopted Open Space Strategy in it's decision-making.	Whole of Council	L	30-Jun-2017	

STRATEGY: 3.1.3 Manage the City's transport network to promote sustainability, accessibility, choice, safety and amenity.

Code	Description	Lead	Priority	Target Date	Status
3.1.3.01	Implement actions from the Greater Hobart Regional Bicycling plan.	CG	L	30-Jun-2017	
3.1.3.02	Manage the City's transport network to promote sustainability, accessibility, choice, safety and amenity.	CSI	H	30-Jun-2017	



STRATEGY: 3.1.4 Deliver new and existing services to improve the City's liveability.

Code	Description	Lead	Priority	Target Date	Status
3.1.4.01	Develop a nature strip management policy and procedure.	CSI	L	30-Dec-2017	
3.1.4.02	Implement a nature strip management policy and procedure.	CSI	L	31-Dec-2018	
3.1.4.03	Develop a tree management policy and guideline.	CSI	L	30-Jun-2018	
3.1.4.04	Implement a tree management policy and guideline.	CSI	L	31-Dec-2018	
3.1.4.05	Ensure compliance with the relevant building legislation for Council properties.	CG	M	30-Jun-2017	
3.1.4.06	Implement Council's Disability Discrimination Act Action Plan.	CEDB	L	30-Jun-2017	
3.1.4.07	Ensure the construction and maintenance of safe and healthy buildings through compliance with building and plumbing codes.	CSI	H	30-Jun-2017	
3.1.4.08	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-2017	
3.1.4.09	Protect the City's heritage through planning scheme listing and assessment processes.	CSI	L	30-Jun-2017	
3.1.4.10	Implement the revised management plan for the Rosetta and Casuarina Crescent Landslip A Zones.	CSI	M	30-Jun-2017	
3.1.4.11	Continue to implement the Council's Graffiti Action Plan.	CSI	L	30-Jun-2017	
3.1.4.12	Deliver the capital works program for roads and stormwater	CSI	L	30-Jun-2017	
3.1.4.13	Deliver program for Council property, parks and reserves	CG	L	30-Jun-2017	
3.1.4.14	Promote, implement and monitor public health standards.	CSI	M	30-Sep-2016	
3.1.4.15	Implement the Waste Management Strategy	CSI	M	30-Jun-2023	
3.1.4.16	Implement the Heritage Information Update project and develop information package.	CSI	L	30-Jun-2017	

OBJECTIVE: 3.2 Manage our natural environments now and for the future.

STRATEGY: 3.2.1 Identify and protect areas of high natural values.

Code	Description	Lead	Priority	Target Date	Status
3.2.1.01	Implement Priority Actions identified in the Environment Strategy	CSI	L	30-Jun-2018	
3.2.1.02	Manage the fire risk in the city's bushland reserves	CSI	L	30-Jun-2017	
3.2.1.03	Protect the City's natural values through planning processes, enforcement, on-ground activities and community NRM support.	CSI	L	30-Jun-2017	

STRATEGY: 3.2.3 Enhance, protect and celebrate the Derwent Foreshore.

Code	Description	Lead	Priority	Target Date	Status
3.2.3.01	Participate in the Derwent Estuary Program.	CSI	L	30-Jun-2017	
3.2.3.02	Monitor recreational water quality.	CSI	L	30-Sep-2016	



COMMUNITY GOAL: LEADING OUR COMMUNITY**OBJECTIVE: 4.1 Govern in the best interests of our community.**

STRATEGY: 4.1.1 Manage Council for maximum efficiency, accountability and transparency

Code	Description	Lead	Priority	Target Date	Status
4.1.1.01	Establish a professional development program for Mayor and Aldermen.	CG	L	30-Jun-2017	
4.1.1.02	Develop a communications strategy including internal, external, public relations, advertising and social media.	CG	M	31-Dec-2017	
4.1.1.03	Implement the communications strategy including internal, external, public relations, advertising and social media.	CG	M	31-Dec-2018	
4.1.1.04	Implement the performance reporting system for corporate strategic planning.	CEDB	M	30-Sep-2016	
4.1.1.05	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	M	30-Jun-2017	

STRATEGY: 4.1.2 Manage the City's assets soundly for the long term benefit of the Community.

Code	Description	Lead	Priority	Target Date	Status
4.1.2.01	Manage the operation and maintenance of the Derwent Park Stormwater Re-use scheme.	CSI	M	30-Jun-2017	
4.1.2.02	Develop an Accommodation Strategy.	CG	H	30-Apr-2017	
4.1.2.03	Implement the Accommodation Strategy.	CG	H	30-Jun-2018	
4.1.2.04	Implement Asset Management Strategy, including Asset Management Plans for each asset class.	CSI	H	30-Jun-2017	
4.1.2.05	Deliver the maintenance program for Council in accordance with agreed service levels.	CSI	M	30-Jun-2017	
4.1.2.06	Undertake a Plant and Fleet Review.	CSI	M	30-Jun-2017	
4.1.2.07	Implement the Plant and Fleet Review recommendations.	CSI	M	30-Jun-2017	
4.1.2.08	Implement the public toilet facilities plan.	CG	L	30-Jun-2017	

4.1.2.09	Implement the 10 year maintenance and capital plan for the DEC.	CG	M	30-Jun-2017	
4.1.2.10	Ensure preparedness for disaster by maintaining and continually reviewing the City's Emergency Management Strategies.	CSI	M	30-Jun-2017	

STRATEGY: 4.1.3 Maximise regulatory compliance in Council and the community through our systems and processes.

Code	Description	Lead	Priority	Target Date	Status
4.1.3.01	Ensure community compliance with legislative requirements on matters of material importance within Council's jurisdiction.	CSI	M	30-Jun-2017	
4.1.3.02	Ensure community compliance with legislative requirements on matters of material importance within Council's jurisdiction.	CG	M	30-Jun-2017	
4.1.3.03	Develop a Governance Strategy	CG	M	30-Apr-2017	
4.1.3.04	Implement the Governance Strategy	CG	M	31-Dec-2017	
4.1.3.05	Facilitate Council compliance with Commonwealth and State legislative requirements on matters of material importance.	CG	L	30-Jun-2017	

OBJECTIVE: 4.2 Prioritise resources to achieve our communities' goals.

STRATEGY: 4.2.1 Deploy the Council's resources effectively to deliver value.

Code	Description	Lead	Priority	Target Date	Status
4.2.1.01	Coordinate development and production of Council's Annual Plan.	CEDB	L	30-Jun-2017	
4.2.1.02	Implement the information and communications technology (ICT) strategy.	CEDB	H	30-Jun-2017	
4.2.1.03	Implement the Improvement Plan including efficiency, savings program, resource utilisation improvements and end of year performance review of key service streams.	Whole of Council	L	30-Jun-2017	
4.2.1.04	Develop the Corporate Risk Management Plan	CG	H	30-Jun-2017	
4.2.1.05	Implement the Corporate Risk Management Plan	CG	H	31-Dec-2017	



4.2.1.06	Undertake a Community Facility Utilisation Review of maintenance, user & lease requirements.	CG	M	30-Jun-2017	
4.2.1.07	Develop an Innovation Strategy.	Whole of Council	L	30-Jun-2018	
4.2.1.08	Develop grant management processes	CEDB	M	30-Jun-2017	
4.2.1.09	Implement grant management processes	CEDB	M	30-Jun-2017	
4.2.1.10	Prepare Management Team Protocols, Roles & Responsibilities.	Whole of Council	M	30-Jun-2017	
4.2.1.11	Develop a GCC Project Management Methodology.	CG	L	30-Jun-2017	
4.2.1.12	Develop a Procurement Strategy.	CG	M	31-Mar-2017	
4.2.1.13	Implement the Procurement Strategy.	CG	M	31-Dec-2017	
4.2.1.14	Prepare a Financial Processes Improvement Plan	CEDB	L	31-Dec-2017	

STRATEGY: 4.2.2 Ensure that we have a skilled, capable and safety-focused workforce.

Code	Description	Lead	Priority	Target Date	Status
4.2.2.01	Develop a Human Resources Strategy.	CG	H	30-Jun-2017	
4.2.2.02	Implement the Human Resources Strategy.	CG	H	30-Jun-2018	
4.2.2.03	Negotiate a new enterprise agreement	CG	M	31-Dec-2016	
4.2.2.04	Implement the new enterprise agreement	CG	L	30-Jun-2017	
4.2.2.05	Develop a Work Health and Safety Strategy.	CG	H	30-Jun-2017	
4.2.2.06	Implement the Work Health and Safety Strategy.	CG	H	31-Dec-2017	
4.2.2.07	Deliver a Management Training & Development Program.	Whole of Council	M	30-Jun-2017	

OBJECTIVE: 4.3 Build strong relationships to deliver our communities' goals.

STRATEGY: 4.3.1 Foster productive relationships with other levels of government, other Councils and peak bodies to achieve community outcomes.

Code	Description	Lead	Priority	Target Date	Status
4.3.1.01	Liaise with the State Government as appropriate on matters of strategic priority.	CEDB	M	30-Jun-2017	
4.3.1.02	Participate in the review of the role and functions of local government.	Whole of Council	L	30-Jun-2017	
4.3.1.03	Continue to contribute to the local government reform process in accordance with Council's guiding principles.	Whole of Council	L	30-Jun-2017	
4.3.1.04	Identify and formalise external council relationships to partner and, where feasible, share resources.	Whole of Council	H	30-Jun-2017	
4.3.1.05	Actively participate in peak local government bodies (LGAT & the STCA) to advance community priorities.	Whole of Council	M	30-Jun-2017	



'REVIEW REQUIRED' ACTIONS – Report detail**Action:** 2.1.1.01 Develop an economic development strategy for Glenorchy.**Lead:** CEDB **Priority:** L **Target Date:** 30-Jun-2017

The budget business case for funding in the 2016/17 budget year was unsuccessful. Project planning has commenced. A further business case seeking funding in the 2017/18 financial year has been submitted to the budget process.

YEAR	2016/17	2017/18	2018/19	2019/20
	Y	Y		

MEASURE		Status	Comments
	Strategy adopted by Council	 Not likely to meet	

Action: 3.1.4.16 Implement the Heritage Information Update project and develop information package.**Lead:** CSI **Priority:** L **Target Date:** 30-Jun-2017

Conducted workshop with Aldermen in December. Community engagement was scheduled to commence mid April 2017 however the onerous heritage requirements

imposed by the Minister in developing the Local Provisions Schedule for the State Planning Scheme is likely to delay this. This matter is currently being followed up with the TPC.

YEAR	2016/17	2017/18	2018/19	2019/20
	Y			

MEASURE		Status	Comments
	Stage 1. Project completed	 Achieved	
	Stage 2. Information package developed	 Likely to meet	

Action: 3.2.1.02 Manage the fire risk in the city's bushland reserves

Lead: CSI **Priority:** L **Target Date:** 30-Jun-2017

A Fire Management Coordinator has been employed, expectations were that he would deliver bushfire management strategies as a priority however evaluations of our current

bushfire risk has meant that operations were required urgently and this has now delayed the development of the strategies and policies. A revised date will be announced soon.

YEAR	2016/17	2017/18	2018/19	2019/20
	Y	Y	Y	Y

GEMC meeting last held 12/12/16

MEASURE		Status	Comments
	1. Provide appropriate resources to manage risk	 Achieved	A FTE has been appointed
	2. Develop Fire Strategies and Policy	 Not likely to meet	Fire Strategies and Policies commenced

Action: 4.1.1.04 Implement the performance reporting system for corporate strategic planning.

Lead: CEDB **Priority:** M **Target Date:** 30-Sep-2016

The next round of quarterly annual plan progress reporting via Cambron is scheduled for the quarter ending 31/3/2017. An independently-facilitated Council workshop

was held on 10/10/2016 to review Council's corporate reporting system. A report has been received from Blackadder Associates recommending a set of KPIs. The recommendation will be considered by an internal working group of Council staff before being reported to a forthcoming Council workshop.

YEAR	2016/17	2017/18	2018/19	2019/20
	Y	Y	Y	Y

MEASURE		Status	Comments
	Reporting prepared for the Management Team and ELT	 Not likely to meet	

Action: 4.1.1.05 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.

Lead: CEDB **Priority:** **Target Date:**
M 30-Jun-2017

Annual Plans are already developed down to Department & Section level and the HR Strategy Review (Performance Appraisal process) will be the final link

YEAR	2016/17	2017/18	2018/19	2019/20
	Y			

MEASURE		Status	Comments
	Sessions completed. Documented accountability framework inserted into the performance management framework	 Not likely to meet	

Action: 4.1.2.01 Manage the operation and maintenance of the Derwent Park Stormwater Re-use scheme.

Lead: CSI **Priority:** **Target Date:**
M 30-Jun-2017

Agreement with Nyrstar for WTP2 requires review, further development and consultation with Nyrstar staff before progressing.

Operation of WTP1 is sub optimal. A report summarising the operation of the Scheme, both operationally and financially, has been compiled. The report has been forwarded to the original project manager for comment and is likely to be subject to independent review.

YEAR	2016/17	2017/18	2018/19	2019/20
	Y	Y	Y	Y

MEASURE		Status	Comments
	System optimised to maximise net return	 Not likely to meet	

Action: 4.2.1.02 Implement the information and communications technology (ICT) strategy.						
Lead: CEDB		Priority: H	Target Date: 30-Jun-2017			
The ICT Strategy 2013-2016 terminated at the end of 2016 and a new ICT Strategy for the future period will be required.						
Implementation of the Strategy to date has		YEAR	2016/17	2017/18	2018/19	2019/20
			Y	Y	Y	Y
been overseen by the ICT Governance Committee. Project TOM (Technology One Reimplementation) is on schedule for Go Live dates of Financials 1/7/2017 and ECM, Property & Rating 1/10/2017. Project Jerry (cloud project) is the subject of discussions with the vendor at the GM/CEO level						

MEASURE		Status	Comments
	Satisfactory progress on projects Jerry and Technology One reimplementation	 Assessment premature	

Action: 4.2.1.04 Develop the Corporate Risk Management Plan						
Lead: CG		Priority: H	Target Date: 30-Jun-2017			
Revised Risk Appetite and Risk Tolerance Statements to be presented to Council for consideration and adoption in April/May 2017. This will underpin the new Risk Oversight and Management Policy (and associated protocol) to be presented at a future Council meeting for consideration and adoption. Work in this area has been hampered by suspension of Council in February 2017.						
		YEAR	2016/17	2017/18	2018/19	2019/20
			Y	Y	Y	

MEASURE		Status	Comments
	Corporate Risk Management Plan adopted by Council	 Assessment premature	

Action: 4.2.1.05 Implement the Corporate Risk Management Plan				
Lead: CG	Priority: H	Target Date: 31-Dec-2017		
Management workshops scheduled to be held in Q3/Q4 to overview consequence, likelihood, risk matrix and risk escalation tables for draft Risk Management Protocol.		YEAR	2016/17	2017/18
			Y	Y
			2018/19	2019/20
			Y	Y
Work in this area has been hampered by Council suspension in February 2017 and non-adoption of Council's risk appetite and tolerance statements.				

MEASURE		Status	Comments
	Year 1 actions in the Corporate Risk Management Plan are implemented	 Assessment premature	

Annual Plan Progress Report – as at Q3 31 March 2017.

Compiled by Erin McGoldrick using Cambron corporate reporting software.

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Glenorchy City Council

Glenorchy City Council Corporate Performance Indicators

March 2017



Profit & Loss

• Monthly Profit and Loss - Revenue	5	•	
• Monthly Profit and Loss - Expenditure	8	•	
• Grants Revenue – All Departments	11	•	
• Total Revenue (excluding rates and grants)	11	•	
• Total Expenditure	12	•	
• City Services and Infrastructure	13	•	
• Community Economic Development & Business	14		
• Corporate Governance	15		

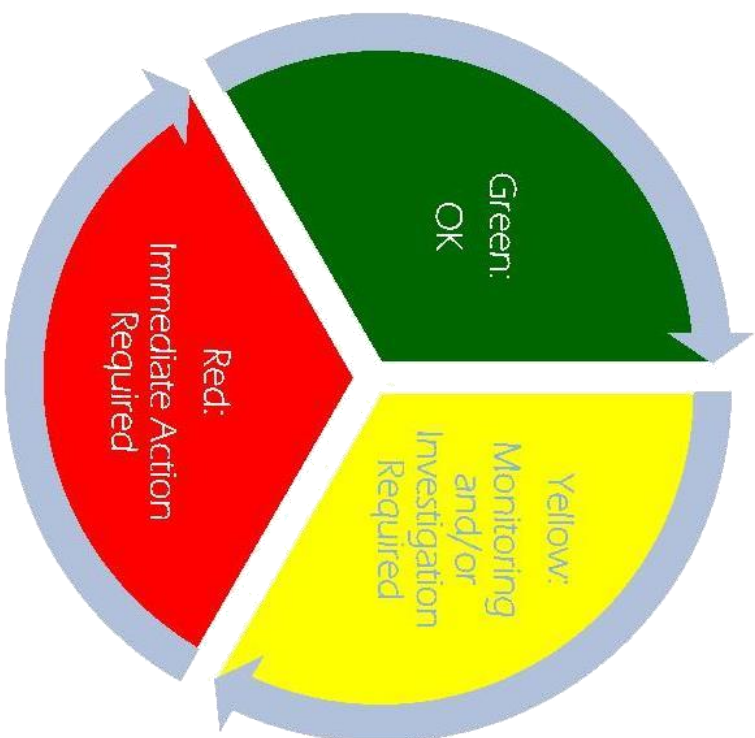
People & Safety

Salaries & Wages including on-cost – Operational	24
Salaries & Wages including on-costs – Capital Projects	24
Other Employment Costs – Operational	25
Staff Turnover Rate	25
Average Sick Leave by Department Indicator	26
Lost Time Injury Frequency Rate	26

Balance Sheet

• Total Capital Expenditure	17
• Capital – Roads	18
• Capital – Property	18
• Capital – Stormwater	19
• Capital – Other	19
• Cash Flow Movement	20
• Investment Profile and Interest Earned	20
• Loan Profile and Interest Expense	21
• Annual Growth AAV	21
• Percentage of Rates Outstanding	22
• Accounts Receivable	22

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

March 2017

Monthly Profit and Loss Summary								
Revenue \$'000	Actual Month	Budget Month	Variance Month	Actual YTD	Budget YTD	Variance YTD	% Variance	
Rates Income (includes SFL)	37	19	18	34,425	34,286	139	0%	
Statutory Charges	157	132	25	1,725	1,614	111	7%	
User Charges	413	435	(23)	7,274	7,686	(412)	-5%	
Grants Subsidies	540	62	478	4,242	3,025	1,217	40%	
Investment Income	106	119	(13)	2,037	2,157	(120)	-6%	
Water Wastewater Charges	24	34	(10)	183	300	(117)	-39%	
Reimbursements	46	30	17	440	447	(7)	-2%	
Other Income	151	107	44	771	655	116	18%	
Total Revenue	1,474	938	536	51,098	50,170	928	2%	

**REVENUE - COMMITMENTS FOR MONTHLY VARIANCE:
(\$'000)****Rates - \$18 over budget**

Two supplementary rates notices were levied during the month.

Statutory Charges - \$25 over budget

Lower application fees for plumbing activities were more than offset by higher fees for large residential developments.

User Charges – \$23 under budget

Primarily due to below budget revenues from the Derwent Entertainment Centre and Childcare facilities.

Grants Subsidies - \$478 over budget

Primarily due to the receipt of a Roads to Recovery grant and two grants from the State Government for matching Sport & Rec funding.

Investment Income - \$13 under budget

Primarily due to lower interest income and a lower tax payment received from Taswater.

Water Wastewater Charges - \$10 under budget

Sales to Nyrtar were lower than budget.

Reimbursements - \$17 over budget

Primarily due to recovery of event costs at Derwent Entertainment Centre.

Other Income - \$44 over budget

Primarily due to payments from Federal Government re Fuel tax credits.

(\$'000)

Rates - \$139 over budget

Primarily due to an increase in rateable properties after the budget was finalised.

Statutory Charges - \$111 over budget

Primarily due to a higher number of building applications being received and animal charges fees received earlier due to improved reminder process.

User Charges – \$412 under budget

Primarily due to lower income from Childcare operations and lower income from the Derwent Entertainment Centre.

Grants Subsidies - \$1,217 over budget

Primarily due to payments from the State Government for Blackspot Roads program and Federal Government for Roads to Recovery program.

Investment Income - \$120 under budget

Primarily due to a lower dividend received from Taswater.

Water Wastewater Charges - \$117 under budget

Primarily due to lower than budgeted sales due to no Stage 2 sales.

Reimbursements - \$7 under budget

Electricity cost recoveries on KGV tenancies are below budget.

Other Income - \$116 over budget

Primarily due to one off funding for two Childcare Centres, provision of a regional waste education officer and royalties received for landfill gas extraction.

Monthly Profit and Loss Summary								
Expenditure \$'000	Actual Month	Budget Month	Variance Month	Actual YTD	Budget YTD	Variance YTD	% Variance	
Finance Charges	33	30	(3)	283	276	(7)	-3%	
Employee Costs	1,603	1,573	(30)	14,757	14,460	(297)	-2%	
Admin Office Costs	427	334	(93)	4,293	4,362	69	2%	
Materials, Contractors & Other	880	811	(69)	6,456	7,126	671	9%	
Depreciation	1,172	1,232	60	10,358	11,193	835	7%	
Rates Expenses	1,264	1,264	-	3,792	3,792	-	0%	
Total Expenditure	5,378	5,244	(134)	39,938	41,208	1,270	3%	
Total Surplus (Deficit)	(3,904)	(4,306)	402	11,160	8,962	2,198	25%	

(\$'000)

Finance Charges – \$3 over budget

Due to increased incidence of Bpay payments being processed by Council.

Employee Costs – \$30 over budget

Primarily due to delays in the implementation of savings strategies outlined in the CT Management Report, as well as overspends in a small number of areas as a result of seasonal activity or uneven work patterns partially offset by underspends in other areas.

Admin Office Costs – \$93 over budget

Primarily due to payment of legal expenses incurred in Corporate Governance and back payments made to IT service providers where the accounts were previously being disputed.

Materials, Contractors & Other – \$69 over budget

Primarily due to payment of Taswater invoices earlier than budgeted, partly offset by reduced costs relating motor vehicles leases and fuel.

Depreciation and asset write-off – \$60 under budget

Primarily due to lower than budget depreciation on IT Systems \$29 due to delays in project implementation.

Rates Expenses – \$0 on budget

**EXPENDITURE - COMMITMENTS FOR YTD VARIANCE:
(\$'000)****Finance Charges – \$7 over budget**

Due to increased incidence of Bpay payments being processed by Council.

Employee Costs – \$297 over budget

Primarily due to delays in the implementation of savings strategies outlined in the CT Management Report, as well as overspends in a small number of areas as a result of seasonal activity or uneven work patterns partially offset by underspends in other areas.

Admin Office Costs – \$69 under budget

Primarily due to underspends on electricity, Derwent Entertainment Centre catering costs and insurance premiums, partially offset by higher legal expenses.

Materials, Contractors & Other – \$671 under budget

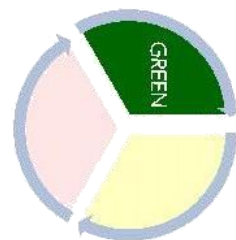
Primarily due to underspends in contractors and motor vehicle costs (leases and fuel).

Depreciation and asset write-off – \$835 under budget

Primarily due to lower than budget depreciation on IT Systems \$357 due to delays in project implementation and profit on disposal of assets which were not budgeted.

Rates Expenses – \$0 on budget

On budget.



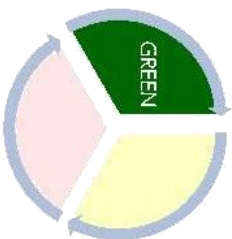
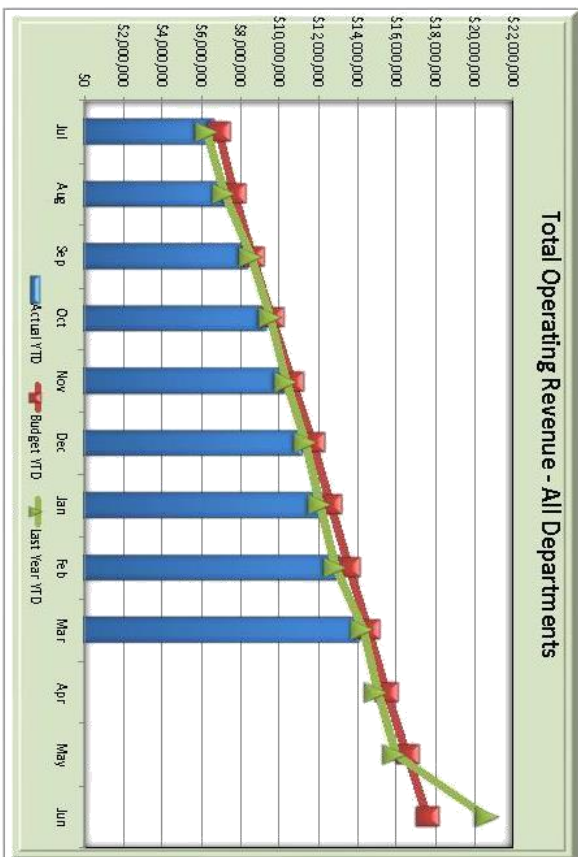
Grants Revenue for All Departments – Graph 1

The total of grants revenue received from Government bodies.

Responsible: Executive Leadership Team

- Actual YTD:	\$4,242
- Budget YTD:	\$3,025
Over Budget:	\$1,217

Refer to comments on pages 6-7



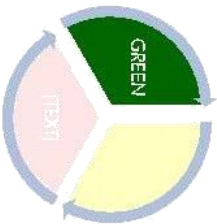
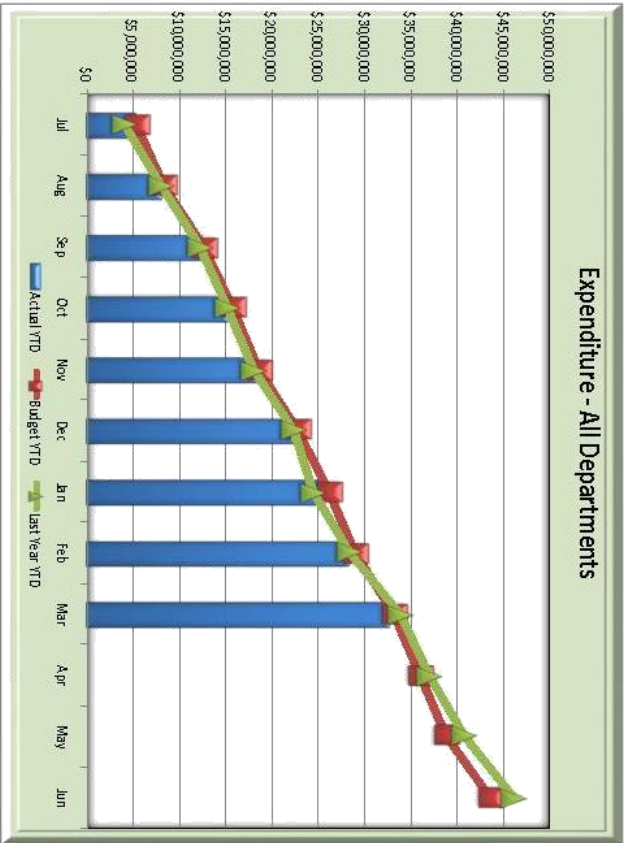
Total Operating Revenue (excluding rates, grants, Tas/Water income) – Graph 2

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

Responsible: Executive Leadership Team

- Actual YTD	\$14,159
- Budget YTD	\$14,559
Under Budget	\$ 400

Refer to comments on pages 6-7



Total Operating Expenditure (excludes depreciation) – Graph 3

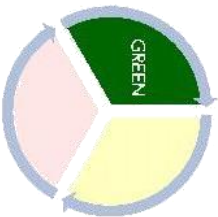
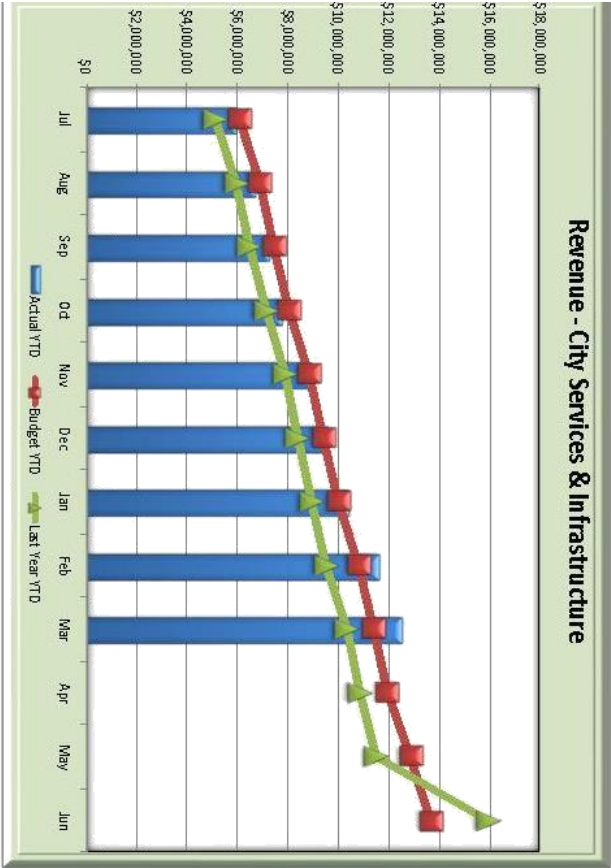
Total op. expenditure for all areas of the council compared to budget.

Responsible: *Executive Leadership Team*

-	Actual YTD	\$32,756
-	Budget YTD	\$33,184
-	Under Budget	\$ 428

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	\$12,584
-	Budget YTD	\$11,394
	Over Budget	\$ 1,190

State Government Blackspot Road grant funding was not budgeted for.

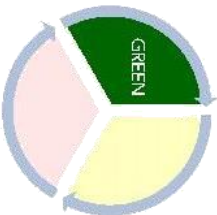
City Services and Infrastructure Expenditure - Graph 5

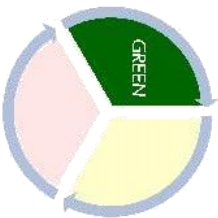
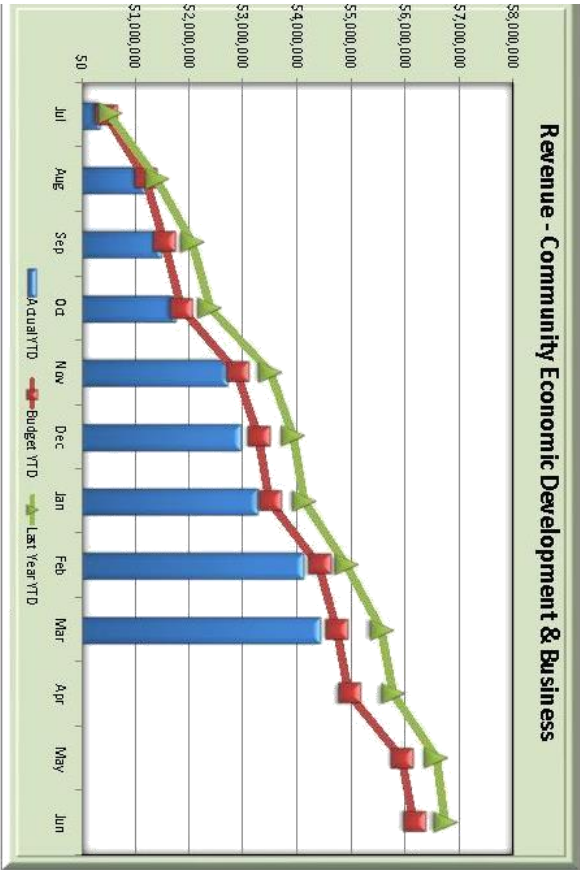
Total expense for City Services and Infrastructure compared to Budget, less depreciation.

Responsible: *Director City Services and Infrastructure*

-	Actual YTD	\$15,694
-	Budget YTD	\$16,358
	Under Budget	\$ 664

Some budgeted spends have been deferred to later in the year..





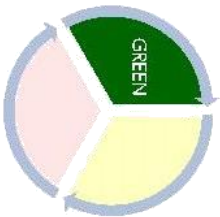
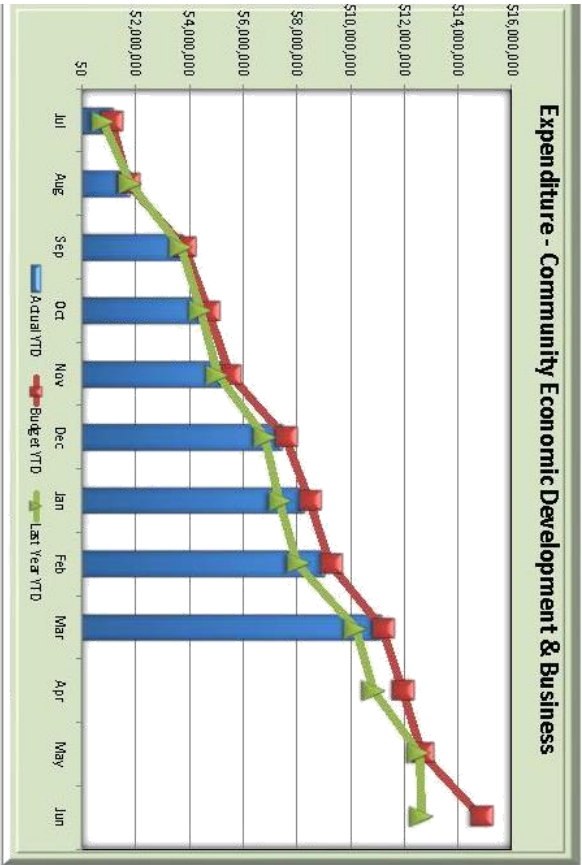
Community Economic Development and Business Revenue – Graph 6

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

Responsible: *Director Community Economic Development and Business*

\$'000		
- Actual YTD		\$4,414
- Budget YTD		\$4,733
Under Budget		\$ 319

Refer to Comments on Page 6-7.



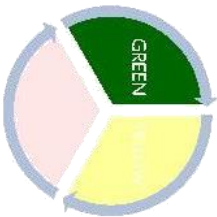
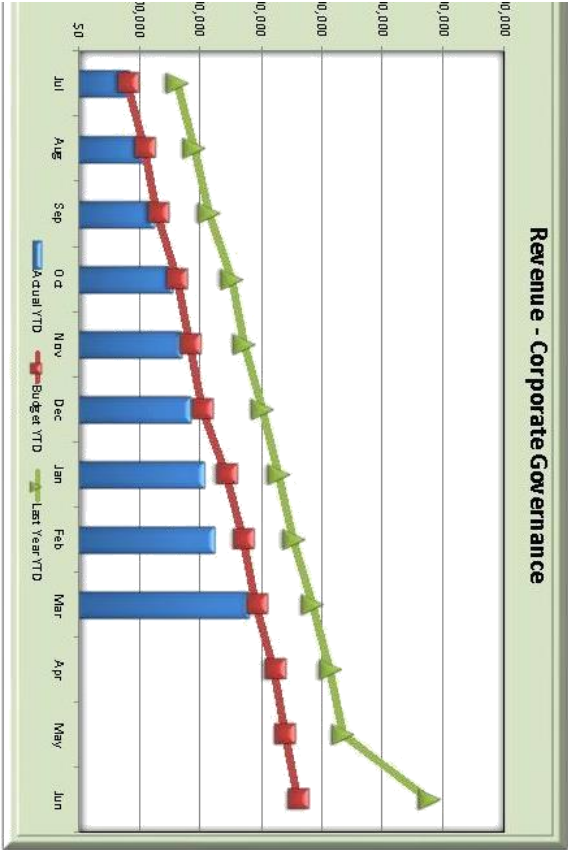
Community Economic Development and Business Expenditure – Graph 7

Total expense for *Community Economic Development and Business*.

Responsible: *Director Community Economic Development and Business*

\$'000		
- Actual YTD		\$11,153
- Budget YTD		\$11,177
Under Budget		\$ 24

Lower catering expenses and contract labour have been partly offset by above budget wages and salaries expenses.



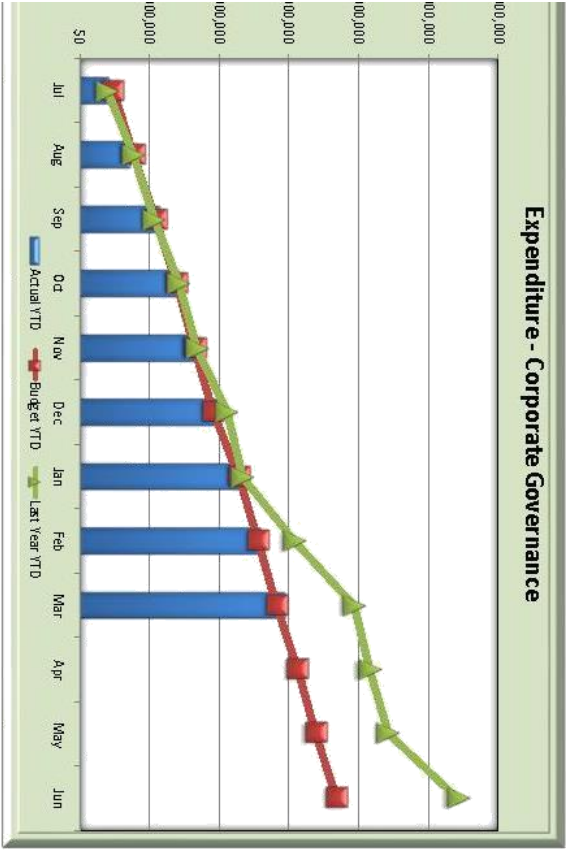
Corporate Governance Revenue - Graph 8

Total revenue for Corporate Governance.

Responsible: Director Corporate Governance

-	Actual YTD	\$1,404
-	Budget YTD	\$1,457
	Under Budget	\$ 53

Capital grants partly offset lower facilities hire and electricity recovers from KGV tenants..



Corporate Governance Expenditure - Graph 9

Total expense for Corporate Governance compared to budget (exc. depreciation).

Responsible: Director Corporate Governance

-	Actual YTD	\$5,910
-	Budget YTD	\$5,650
	Over Budget	\$ 260

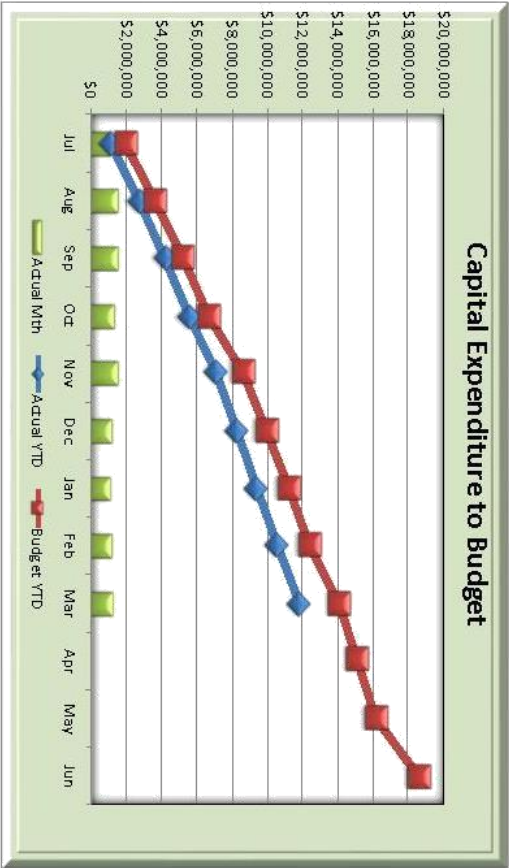
Legal expenses, consultancy and property costs were well above budget.



Balance Sheet

Corporate Performance Indicators

March 2017



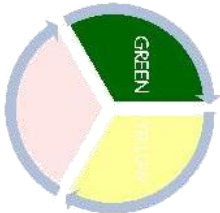
Total Capital Expenditure – Graph 14

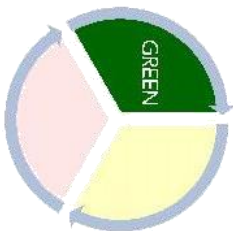
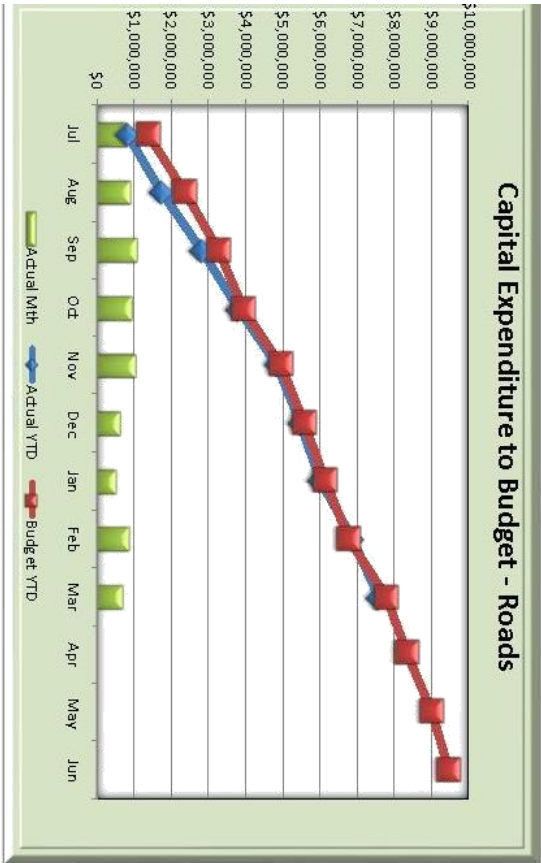
Total Capital expenditure compared to budget.

Responsible: Executive Leadership Team

	\$'000
- Actual YTD	\$11,862
- Budget YTD	\$14,055
Under Budget	\$ 2,193

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

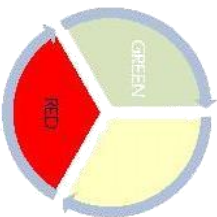
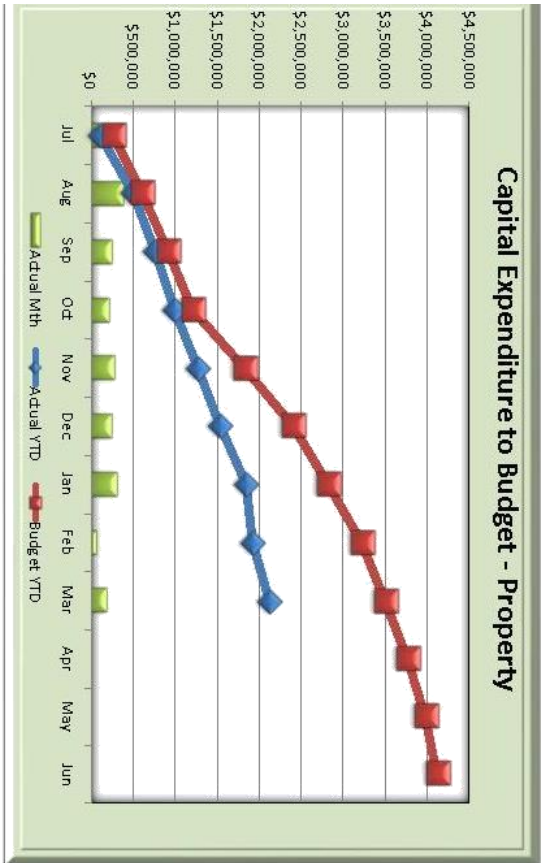




Capital Expenditure - Roads – Graph 15
Total expenditure for roads compared to budget
Responsible: Director City Services and Infrastructure

-	Actual YTD	\$7,561
-	Budget YTD	\$7,763
	Under Budget	\$ 202

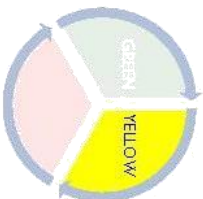
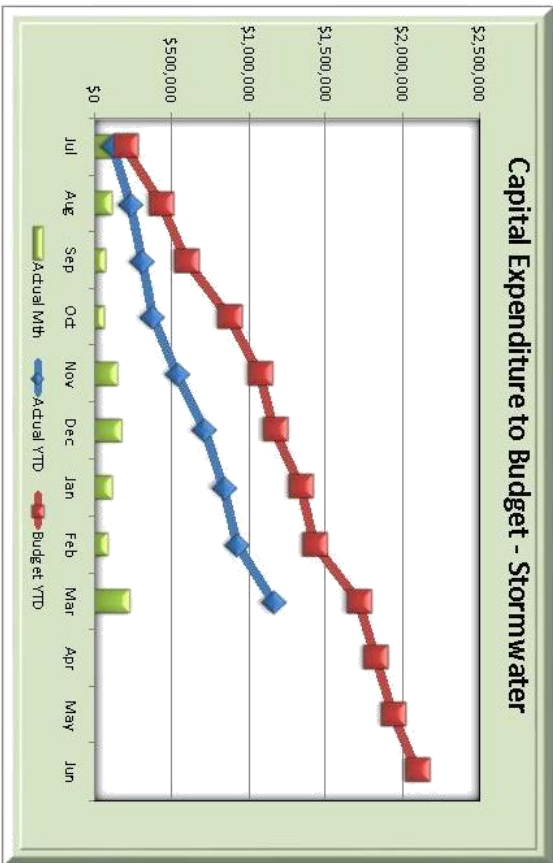
Additional information regarding capital variances is contained in Appendix B.



Capital Expenditure - Property – Graph 16
Total expenditure for property compared to budget
Responsible: Director Corporate Governance

-	Actual YTD	\$2,130
-	Budget YTD	\$3,509
	Under Budget	\$1,379

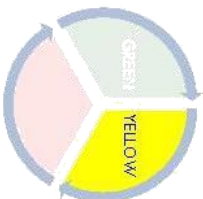
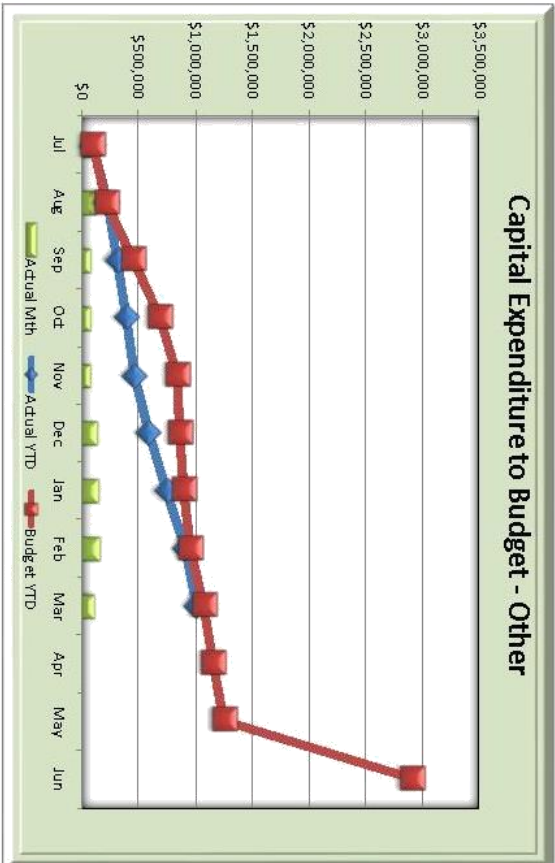
Additional information regarding capital variances is contained in Appendix B.



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

-	Actual YTD	\$1,158
-	Budget YTD	\$1,718
-	Under Budget	\$ 560

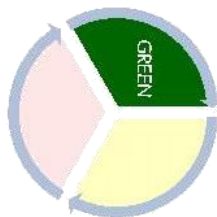
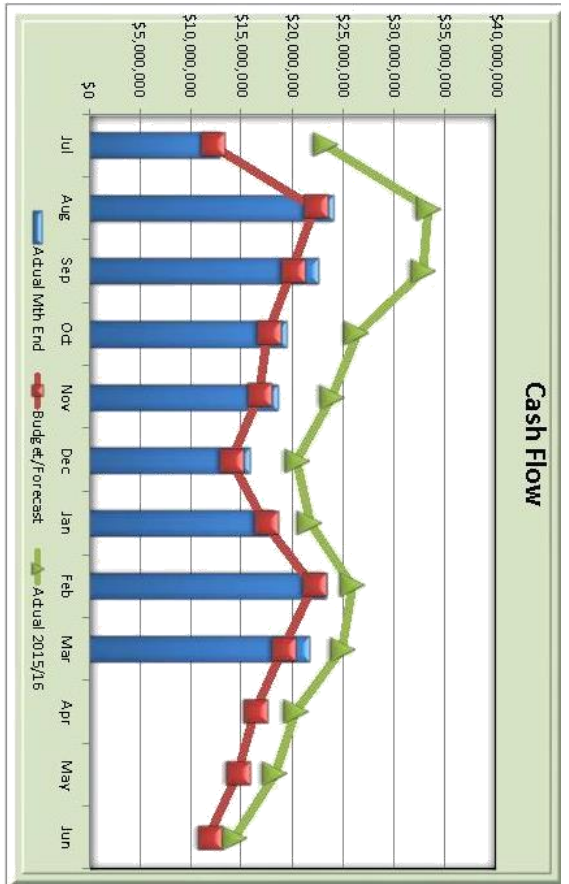
Additional information regarding capital variances is contained in Appendix B.



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	\$1,013
-	Budget YTD	\$1,065
-	Under Budget	\$ 52

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	\$21,698
-	Budget	\$19,055
-	Variance	\$ 2,643

\$'000

Interest Earned – Graph 20

Total interest earned (accrued and received) compared to budget

Responsible: Director Community Economic Development

and Business

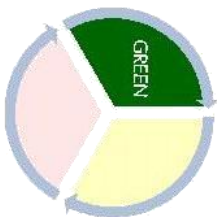
-	Actual YTD	\$ 295
-	Budget YTD	\$ 276
-	Over Budget	\$ 19

\$'000

Effective Interest Rate: 2.55%

Benchmark:

RBA Cash Rate (currently 1.50%) + 0.50% = 2.00%



Investment Profile		
Maturity	Total Amount	Average Rate
Cash on hand	\$ 98,421	0.00%
At call	\$ 2,060,024	1.80%
30 - 60 days	\$ 5,040,049	2.04%
61 - 90 days	\$ 4,500,000	2.51%
91 - 120 days	\$ 8,000,000	2.72%
120+ days	\$ 2,000,000	4.15%
Total	\$ 21,698,494	2.55%

Loan Profile		
Maturity Date	Rate	Loan Balance YTD
15-Jun-21	4.84%	\$ 779,552
15-Jun-22	6.76%	\$ 727,909
15-Jun-24	3.49%	\$ 269,544
15-Jun-25	4.78%	\$ 447,758
15-Jun-27	4.75%	\$ 261,759
30-Jun-22	5.01%	\$ 3,113,173
Total		\$ 5,599,695



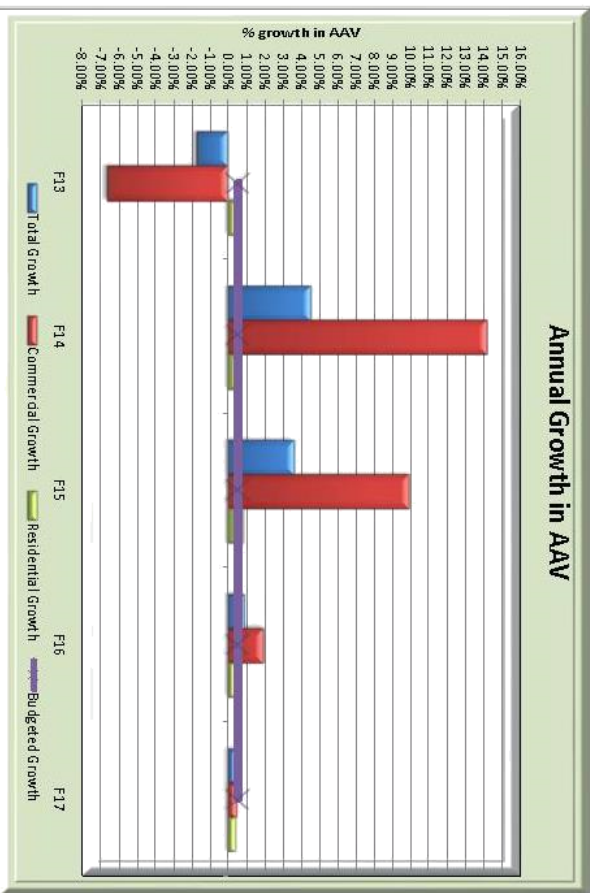
Interest Expense – Graph 21

Total interest expense (accrued and paid) compared to budget

Responsible: Director Community Economic Development and Business

	\$'000
- Actual YTD	\$ 228
- Budget YTD	\$ 223
Variance	\$ 5

Comment: Total loan repayments due during year ending 2016/17 is \$1,145.



Annual Growth in AAV – Graph 22

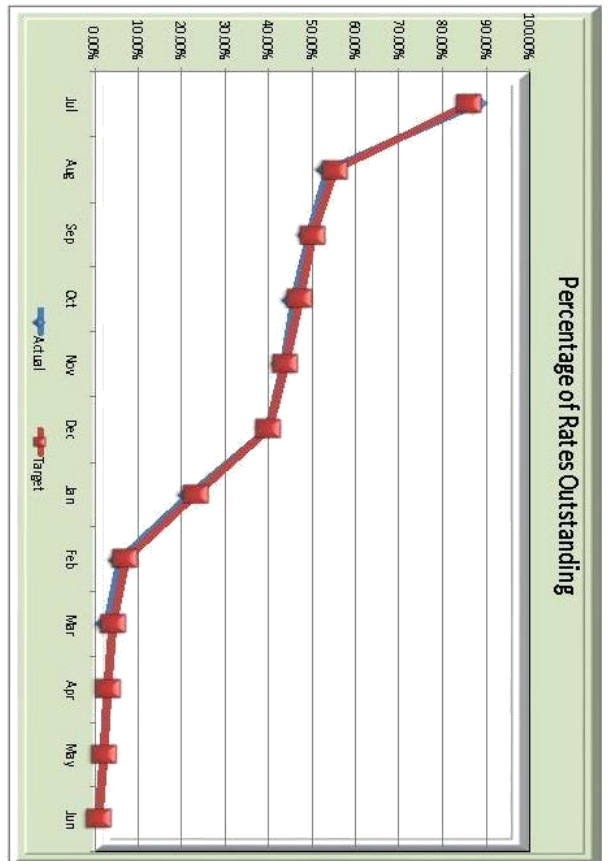
A comparison of the annual growth in the Assessed Annual Value (AAV) for Commercial, Residential and Overall Total.

Responsible: Director Community Economic Development and Business

AAV growth 2016/17 on July 1st 2016 Base

- Commercial 0.50% (being 69% of the total AAV growth)
- Residential 0.43% (being 31% of the total AAV growth)
- Total AAV growth 0.45%

Target 0.50% AAV growth compared to previous year



Percentage of Invoiced Rates Outstanding – Graph 23

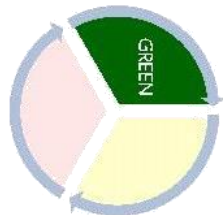
Shows the percentage amount of invoiced rates not paid.

Responsible: Director Community Economic Development and Business

- Actual 31 March 2017: 2.85%
- Target 31 March 2017: 4.00%
- Variance: 1.15%

Total outstanding 31 March 2017: \$1,046 \$'000

Arrears as at	this month	last month	Movement
2016:	\$133	\$147	\$14
2015:	\$45	\$50	\$5
2014:	\$1	\$6	\$5
2013:	\$2	\$3	\$1
2012 +:	\$0	\$0	\$0
TOTAL	\$181	\$206	\$25



Accounts Receivable (AR) – Graph 24

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

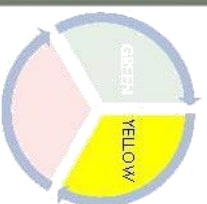
Responsible: Director Community Economic Development and Business

- Total 31 March 2017: \$2,661 \$'000
- % of AR 61 days & over: 63.7 %

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.

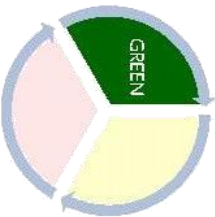
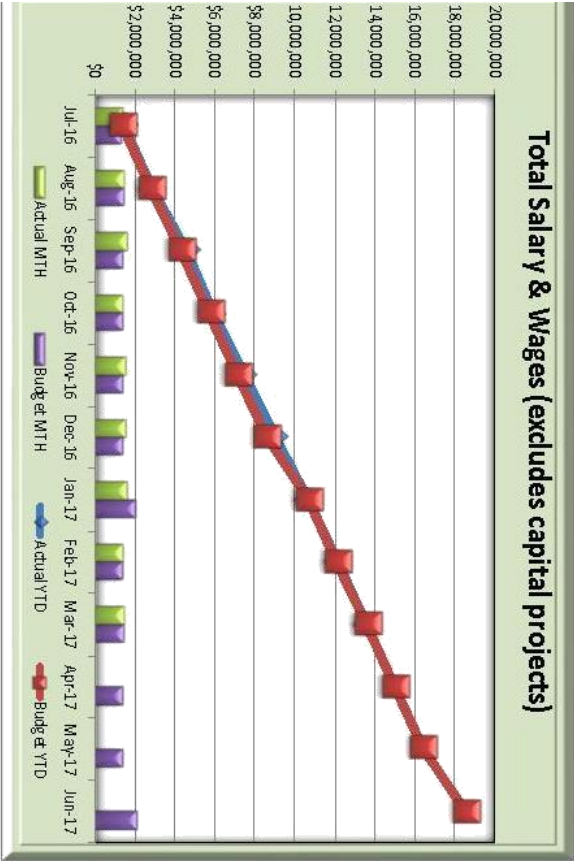




Glenorchy City Council

People & Safety Corporate Performance Indicators

March 2017



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

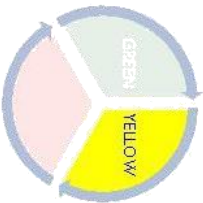
Total operational salary costs compared to budget
Responsible: Executive Leadership Team

-	Actual YTD	\$13,602
-	Budget YTD	\$13,565
	Over Budget	\$ 37

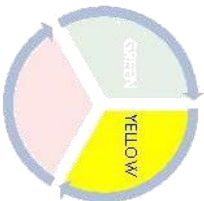
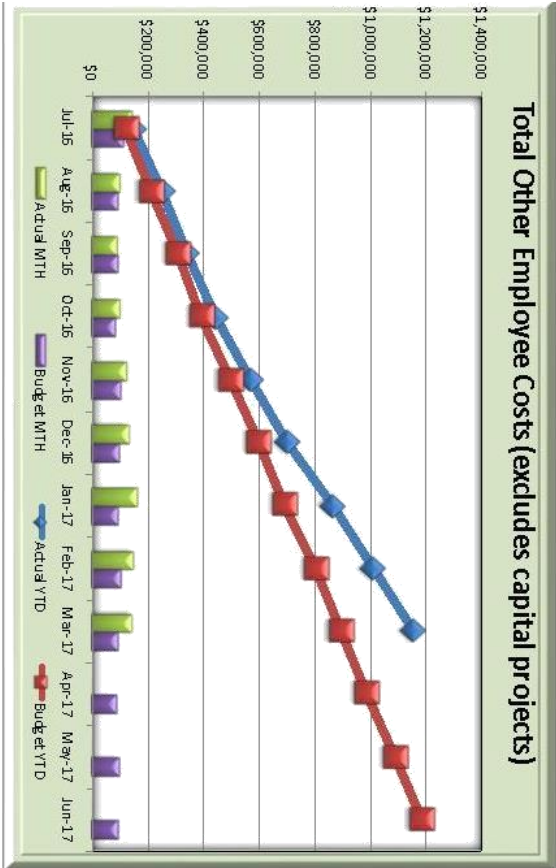
Salaries & Wages including on-costs – Capital Projects – Graph 26

Total salary costs for capital projects compared to budget
Responsible: Executive Leadership Team

-	Actual YTD	\$1,994
-	Budget YTD	\$2,560
	Under Budget	\$ 566



Some works that were budgeted to be completed internally are now being provided by external contractors, whilst some other works have been delayed.



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	\$ 1,155
-	Budget YTD	\$ 895
	Over Budget	\$ 260

Permanent Staff Turnover Rate – Graph 28

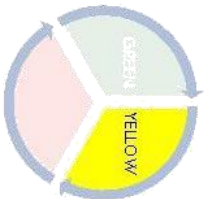
Total staff turnover is the total number of terminations over the last twelve months divided by the number of staff as at the last day of the month. This ratio represents the percentage of our total workforce who leave the council.

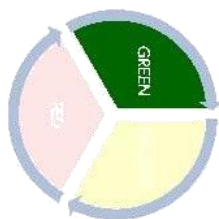
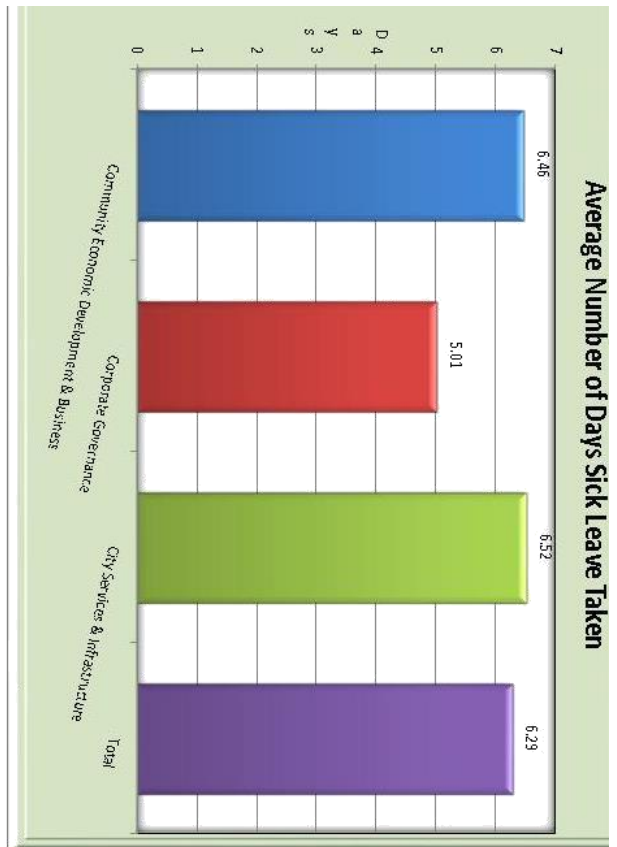
Responsible: Executive Leadership Team

Rolling 12 month av. turnover rate calculations used

	2016	2015
Rolling 12 month turnover rate	13.81%	9.25%

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

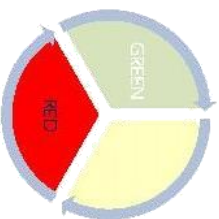
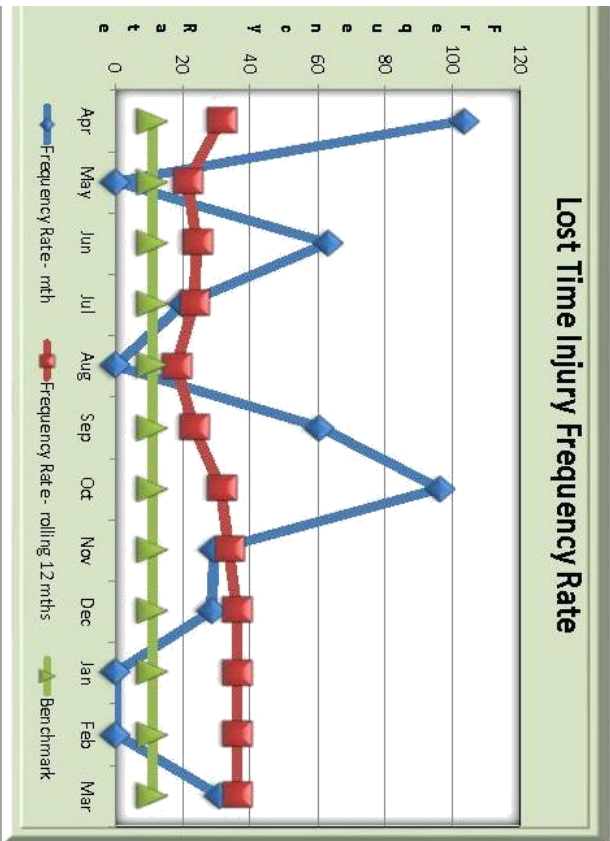
- Total average sick leave days taken last 12 months:

last 12 mths: 6.29 Days

Prev. 12 mths: 7.79 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 35.95

• Current month 30.76

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

Capital Expenditure Summary (\$'000)		31/03/2017
2016/17 Capital Budget Year to Date		14,055
2016/17 Capital Year to Date Expenditure		11,862
Total Over/(Under) Spend		(2,193)
Total Over/(Under) Spend Comments		
Roads Capital - Under Budget \$202		
Primarily under budget due to:		
12014 - Ashbourne Grove \$191 - this project deferred due to school closure		
12013 - Panorama Crescent \$184 - works underway.		
11854 - Terry Street Carpark \$146 - delayed but has now commenced		
12019 - Moreton Crescent \$136 - late start to project.		
11855 - Browning Road \$119 - contract awarded and will commence soon.		
12008 - Bernedale Roundabout \$(568) - blackspot project now completed		
Property Capital - Under Budget \$1,379		
Primarily under budget due to:		
11865 - Elwick Bay Seawall \$252 - awaiting seawall quotes		
12005 - Public Space Revitalisation Grant \$250 - delayed		
3961 - Glenorchy Skate Park \$245 - project delayed due to ongoing community consultation.		
12173 - Montrose Bay Jetty \$180 - awaiting consultants report		
3031 - KGV project \$(375) - cost overruns due to tenant fitout changes		
Stormwater Capital - Under Budget \$560		
Primarily under budget due to:		
300* - Denwent Park Reuse Scheme \$109 - delays with gas co-generation commissioning. (now completed)		
12159 - Goodwood Road \$147 - project delayed		
11856 - Browning Road \$105 - project design delayed (combined with road project)		
12015 - Peronne Avenue \$69 - project deferred until early 2017 due to design.		
Other Capital - Under Budget \$52		
Primarily under budget due to:		
3433 - Tech1 reimplementation \$110 - under spend due to change in task allocations		
3296 - External website redevelopment \$101 - project delayed		
MV's - various MV purchases - (\$54)		

Emergency/Unforeseen Projects Commenced (No budget allocated in 2016/17 Funded from IMG Unallocated Capital a/c \$400,000)			
Project Number	Description	Budget Approved	Comments
3296	GCC Website	\$117,690	Approved IMG 28/7/16
12167	Tolosa Hut renovations	\$21,400	Approved IMG 22/9/16
3975	Cresswell Beakley Lift alterations	\$9,835	Approved IMG 22/9/16
12009	Goodwood Community Centre Extension	\$12,500	Approved IMG 22/9/16
12179	DEC curtains / rigging / mechanical system	\$26,982	Approved IMG 29/11/16
Total		\$188,407	balance now \$211,593

Emergency/Unforeseen Projects Commenced (No budget allocated in 2016/17) Funded from Reserve funds			
Project Number	Description	Estimated Full Cost of Project	Comments
	Four projects (DEC floor, CBD CCTV, Nth Chigwell sports ground lighting, chicane gates)	\$505,500	Four projects approved by Council at October meeting
Total		\$505,500	balance now \$112,339

Budgeted 2016/17 projects that will not be undertaken this Financial Year			
Project Number	Description	Annual Budget	Comments
Total		0	

Outstanding Actions List - Open Council Meeting

Council Meeting Date	Clause Number	Subject/Issue	Council Adopted Action	Department Responsible	Comments/Update	Estimated Completion Date
10/06/2014	22.3	Notice of Motion - Alderman C. Lucas - 2 Car Parking Strategy	Council provide a report on current Car parking strategy in the City commercial precincts including: 1. The present parking strategy for the future of the city, and any proposed changes. 2. Details Cash-In-Lieu payments in Commercial areas, Glenorchy precinct, Moonah and Claremont – Including total fees collected and numbers of spaces-in-lieu by year since the year 2000. 3. Any feedback received from developers. 4. How application of this policy and fee levels relate to the Regional Planning scheme. 5. A schedule of fee rates for all Southern councils.	City Services and Infrastructure	A Council Workshop was held on 9 January 2017 to present a summary of the proposed Parking Strategy to Aldermen. A briefing on the draft strategy was given to the Commissioner on 2 April 2017. The draft report is targeted to be presented to Council at the June 2017 Council meeting, seeking Council's approval to commence public consultation. It is hoped that the Strategy will be presented to Council in July or August 2017 for formal endorsement, following the completion of the consultation process.	01-Jul-17
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)	City Services and Infrastructure Community, Economic Development and Business Development	An audit of the location and condition of existing security cameras has been undertaken using a new contractor. An estimate of the cost involved with rectifying a range of identified issues has been provided. A report was presented to Council at meeting on 24 October 2016, at which Council agreed to an additional funding allocation to repair and upgrade the cameras. A contractor has been engaged to carry out the works. The Scope of Works for the project is in the process of being amended to ensure that it complies with Tasmania Police's requirements. An MOU with Tas Pol will shortly be executed, after which the installation work will commence. The CCTV System is a standing item on the Safer Communities Committee agenda. Following the adoption Council's new Sponsorship Policy in March 2017, this item can now be considered 'complete'	30-Jun-17
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 Derwent Entertainment Centre and other Council facilities.	Community, Economic Development and Business Development	Blackadder Consultants provided a draft report to Council on 27 December 2016. The The draft report has been circulated to departmental managers who are currently formulating a structure for the reporting model. The reporting model and potential actions will be presented to Council at a future meeting.	30-Jun-17
9/06/2015	13.3	Notice of Motion Alderman M. Stevenson	That a brief projects and major operational items summary be provided at each Council meeting.	Corporate Governance	Given that the Greater Glenorchy Precinct Group is no longer associated with Council, the Community Garden project will need to find a new auspicing group. The final completion date is dependent on how long that process takes. A meeting between Council officers and the Community Garden Group was held on 6 October 2016. Council is currently waiting for feedback from the Precinct Group about their negotiations with potential auspicing groups before deciding how best to proceed and being able to provide an estimated completion date.	To be advised
3/08/2015	8	Community Garden - Kenbrae Avenue and Pitcairn 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 Pitcairn Street on either side of the footpath to develop a community garden for the benefit of our community.	Corporate Governance	A report will be presented to Council at the 15 May 2017 Council meeting at which Council will be presented with the new Community Engagement Framework, consisting of a Community Engagement Policy, Community Engagement Toolkit and Community Engagement Strategy.	TBA (subject to feedback from Precinct Group)
3/08/2015	15.1	Notice of Motion - Alderman D. Pearce	That Council re-examines its consultation processes and methods.	Community, Economic Development and Business Development	The Director of Local Government has granted a final extension of the grant until 30 June 2017.	15-May-17
3/08/2015	20	Public Space Enhancement Grant - Project Selection	That the General Manager or his delegate write to the Director of Local Government advising of the allocation of grant funding to the children's playground and café project and seeking payment by invoice of the second grant instalment of \$250,000.	Community, Economic Development and Business Development	Following a quotation process, the successful contractor has now been notified and works will commence shortly.	30-Jun-17
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. 2. We invite Professor David Adams (leader in this area) to talk at the forum.	Community, Economic Development and Business Development	Council officers have researched potential forum options and partnerships. Forum format has been identified, confirmed and advertised. The forum will be held on 11 May 2017 at Council's chambers	11-May-17

Council Meeting Date	Clause Number	Subject/Issue	Council Adopted Action	Department Responsible	Comments/Update	Estimated Completion Date
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.	(c) That Council ENDORSES a database associated with all traffic signs and road markings within Glenorchy municipality be developed. (d) 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. (e) 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. (f) That Council ENDORSES that the existing 'No Stopping' signs also be reviewed subsequent to the development of the proposed database. (g) That Council ENDORSES a long term plan for line marking maintenance to be developed subsequent to the development of the proposed database.	City Services and Infrastructure	Council's Transport Engineer has commenced work on the development of the traffic signs and line marking database. Additional resources are required to collect and process the data. A 'trial' of a suburb or similar area is needed to clarify the time needed to complete the database.	Estimated time to be advised following completion of a 'trial area' to assess resource needs.
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 Derwent Park Road/Springfield Avenue	City Services and Infrastructure	A number of meetings have taken place between Council, the Department of State Growth and Metro. A project manager has been appointed and several design iterations have been produced. The timeline for the completion of the project has now been delayed to allow for further community consultation with affected businesses.	TBA (subject to DSG progressing further consultation and design)
25/01/2016	25	Notices of Motions - Question on Notice / Without Notice (Closed)	Alderman Branch-Allen Raised the issue as to why the Mayor ex-officio had tabled documents at a Rail Corridor Committee and sought clarification as to role of the Mayor at that Committee. Mayor replied that the Lord Mayor of Hobart, herself and the two respective Council General Managers were able to attend the same but this would be clarified in writing for Alderman's information.	Mayor	At the 24 October Council meeting, Mayor Johnston advised that a verbal request has been made to the Lord Mayor of Hobart. Mayor Johnston advised that she would write to the Lord Mayor seeking clarification. The matter will be placed on-hold during the period of Alderman's suspension and pending the outcome of the BOI.	To be advised
25/01/2016	11	Actions List - Update Report	Corporate Performance Reporting • Management to provide a framework at February workshop. • Clarification as to reporting requirements of the Council.	Whole Organisation	Blackadder Consultants provided a draft report to Council on 27 December 2016. The draft report has been circulated to departmental managers who are currently formulating a structure for the reporting model. The reporting model and potential actions will be presented to Council at a future meeting.	To be advised
15/02/2016	10	KGV Community Park	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.	Corporate Governance	At its meeting on 20 March 2017, Council instructed that further community consultation was to be undertaken over the following two months to attempt to address certain concerns raised by stakeholders. A further Community Forum was held held at Council's chambers on 1 May 2017, which was well attended. A further report will be presented to Council at the meeting on 15 May 2017.	15-May-17
15/03/2016	9	Inter-city Cycleway Proposed Chicane Gate Changes at Road Intersections	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 Inter-city cycleway.	City Services and Infrastructure	At the 24 October 2016 meeting, Council approved the release of \$105,000 from the Strategic Asset Management Reserve to fund the project. Project planning has been completed and line marking and the first stage of signage installed. Cycling South is ordering the remaining signs and these will be installed over the coming months.	30-Jun-17
13/04/2016	10	Smoking Ban Along the Inter-city Shared Pathway	That this item lay on the table for further information and consideration of this item at a future Council Workshop.	City Services and Infrastructure	A Council workshop was held on 20 June 2016. Council formally wrote to Hobart City Council (HCC) in August 2016 seeking HCC's support in jointly lobbying the State Government to declare the Inter-city Shared Pathway smoke-free. If HCC's support is obtained, other bodies such as Quit Tasmania, the Heart Foundation, the Cancer Council and the AMA will be invited to support the initiative. HCC's City Planning Committee approved HCC's support for the initiative at its meeting on 10 April 2017. HCC will provide a formal letter of support to Council, and Council will commence lobbying the State Government to declare the Cycleway a smoke free zone.	TBA (subject to receiving formal response from HCC)
9/05/2016	11	Proposed Environmental Amentiy By-law	That Council: DECLARES its intention to make the Environmental Amentiy By-law No. 1 2016 pursuant to s156 of the Local Government Act 1993; and APPROVES the initiation of the statutory process required under Part 11 of the Local Government Act 1993 for making the proposed Environmental Amentiy By-law No. 1 of 2016.	City Services and Infrastructure	Public consultation on the proposed By-law and Regulatory Impact Statement closed on 6 Jan 2017. 3 submissions were received (1 each from a resident, DPAC and DIPWE). Council is currently reviewing the submissions and will determine whether any amendments are required to the draft law as a result. A report is expected to be presented to the June 2017 Council meeting seeking Council's final endorsement of the new By-law.	30-Jun-17

Council Meeting Date	Clause Number	Subject/Issue	Council Adopted Action	Department Responsible	Comments/Update	Estimated Completion Date
4/07/2016	9	Request to join Coalition of Community Organisations Concerned About Gambling	That Council: AGREE to join the Coalition of Community Organisations Concerned About Gambling; and AUTHORISE the General Manager to provide a submission on Council's behalf to the State Government expressing its concern over the high number of EGMs in Glenorchy's Clubs and Hotels and the consequent impact on the Glenorchy Community. The submission also strongly urge, that if the State Government choose to make change to the industry, transitional arrangements be put in place to manage any potential impact on the industry and employment That Council: APPROVE Council Officers negotiations and settlement of the purchase of private land at 2/1 Dalmada Place for the purpose of allowing Council to formalise and maintain a public walkway through Dalmada Place to Bosco Drive APPROVE Council Officers to continue negotiations to dispose of part of the public land at 23 Bosco Drive for the purpose of extending the private rear yard of 19 Bosco Drive, subject to the compliance of the requirements of section 178 of the Local Government Act 1993 (noting the investigation of the possibility of a similar sale to the owners of 21 Bosco Drive, to establish a safe, easily maintained and monitored piece of land which will comprise part of the public walk way). APPROVES the advertising of Council's intention to dispose of any part of the public land at 23 Bosco Drive under section 178 of the Local Government Act 1993.	General Manager	The local government sector made presentations to the Joint Select Committee on 14 February 2017. Council's presentation was delivered by officers from Community and Customer Service section. The parties are currently waiting for the Joint Select Committee to deliver its report, the date for which is not presently known.	To be advised
4/07/2016	11	Acquisition and Disposal of Land - Bosco Drive AND Dalmadia Place	That Council: APPROVE Council Officers negotiations and settlement of the purchase of private land at 23 Bosco Drive for the purpose of allowing Council to formalise and maintain a public walkway through Dalmada Place to Bosco Drive APPROVE Council Officers to continue negotiations to dispose of part of the public land at 23 Bosco Drive for the purpose of extending the private rear yard of 19 Bosco Drive, subject to the compliance of the requirements of section 178 of the Local Government Act 1993 (noting the investigation of the possibility of a similar sale to the owners of 21 Bosco Drive, to establish a safe, easily maintained and monitored piece of land which will comprise part of the public walk way). APPROVES the advertising of Council's intention to dispose of any part of the public land at 23 Bosco Drive under section 178 of the Local Government Act 1993.	Corporate Governance	The owners of 19 Bosco and 2/1 Dalmatia Place have been notified of Council's decision. Discussions with the owners of 21 Boscoe Drive regarding a potential sale of part of the public land on 23 Bosco Drive have progressed. A survey plan was received on 8 December 2017. The division of the affected parcels of land has been agreed. A contract for the purchase of the adjoining parcel of land (to be used by Council as a reserve) is currently with the vendor for execution.	30-Jun-17
1/08/2016	13.3	Notice of Motion - Alderman D. Pearce	That Council ends its formal relationship with the Community Precinct Consultation System. That Council re-direct the money used to support the precincts to provide small one-off grants to facilitate community based initiatives on merit	Community, Economic Development and Business Development	A report in relation to a small, one-off grants process, will be presented to Council in the second half of 2017.	31-Oct-17
29/08/2016	17.1	Notice of Motion - Alderman J Branch-Allen	1. That Aldermen be on a rotating roster system at Council once a month to meet with the community. 2. Appointment could be pre arranged for members of the community who wanted to book or a drop-in system. 3. Advertising to be put in the Glenorchy Gazette each month of who is on duty and day and time they will be at Council. 4. That the office down stairs used by the JP on duty be used with similar signage outside the door, and 5. That this be conducted on a 3 month trial.	Community, Economic Development and Business Development	Planning was under way to implement this process in the first quarter of 2017, with a trial planned for Feb, Mar and April 2017. However, the process has been placed on hold due to the suspension of Aldermen and will be resumed subject to the outcome of the Board of Inquiry.	To be advised
26/09/2016	11	Community and Multi-Cultural feasibility Study - Election Commitment Grant/Deed	That Council conducts an Expression of Interest process to find an entity to lease the usage of the Hopkins St Centre for the specific purpose outlined in the plan.	Community, Economic Development and Business Development	An EOI Process for the lease of the Hopkins Street Centre has been undertaken with expressions closing on 10 April 2017. Preferred responders are now being invited to tender.	30-Jun-17
21/11/2016	10	Council Decision to Join the Coalition Against Gambling	Ald. Branch-Allen requested that Ald. Johnston provide regular updates to Council about the progress of the COAG and Council's involvement	Mayor	Mayor Johnston was previously to provide updates. Updates may instead be able to be provided by officers during the period of the Aldermen's suspension.	Ongoing
21/11/2016	25	Delegation of Powers Under Strata Titles Act (Section 31)	Alderman Quick 1. How much has Council have spent on external legal costs in ensuring complaints are dealt with regarding challenges by persons making a representation (planning matters, enforcement, infringements etc.) 2. How much has Council received in terms of costs awarded by Tribunal.	Corporate Governance	A response to Ald. Quick's question will be provided at the June 2017 Council meeting	30-Jun-17
21/11/2016	19.4	Question on Notice - Alderman M. Stevenson	Alderman Stevenson noted that the Shared Services Agreement included a requirement that the committee receive an Annual Report on the group's activities. He requested that Council receive regular reports on the activities of the Shared Services Committee.	Governance	Council received a final draft of the LGSS Agreement on 10 March 2017, which is currently being reviewed. A report presenting the draft agreement to Council and making recommendations will be presented to Council at a future meeting.	To be advised
19/12/2016	7	Petitions/Deputations	In response to a deputation received from Mr. John Avery and Mr. Michael Galpin, seeking Council's support for a proposed Prince of Wales Bay Plan of Action ('Clean up the Bay') which Mr. Avery and Mr. Galpin have been developing and have discussed with a number of State and Federal politicians, it was agreed that officers would carry out investigations and report back to Council outlining if and how Council can support the proposed plan.	City Services & Infrastructure	A meeting was held with Mr. Galpin and Mr. Avery to explore this proposal further. The issue of limited resources to lead such a project was discussed with Mr. Galpin and Mr. Avery. They proposed that they would put together a draft project plan and pursue seed-funding from the Federal Government. They will contact Council again with a progress report in due course.	Ongoing
19/12/2016	14	Annual General Meeting	Council resolved to Note a resolution made at the AGM in respect of a motion by George Burrows (Granton) that Council give consideration to the implementation of Citizens Juries for matters such as rates and fee increases.	Community, Economic Development and Business Development	This matter is addressed as part of a Community Engagement Strategy, which is to be presented to Council at the 15 May 2017 meeting.	15-May-17

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23/01/2017	11	Question taken on notice - Alderman Stevenson	Management to provide a report to Council identifying the deficiencies in items that are included in the Good Governance Framework which was adopted by Council on 23 January 2017.	Governance	A report will be provided to Council before 30 June 2017.	30-Jun-17
23/01/2017	14.1	Notice of Motion - Alderman Dunsby	That Council auspice a working party to enable planning to commence for community celebrations to mark Australia Day in 2018 and beyond. That Council: 3. EXPAND the CBD Revitalisation Project Steering Committee by invitation to the Moona Glenorchy Business Association to nominate a representative, and 4. REQUIRE that a progress report for project is provided to Council bi-monthly.	Community, Economic Development and Business Development	A working party has been established and has had the met on several occasions. A report will be presented to Council providing an update on progress and seeking further guidance later in 2017	31-Aug-17
20/03/2017	8	CBD Revitalisation Project		City Services & Infrastructure	MSBA was invited to provide a representative, and the MSBA's representative attended the most recent steering committee meeting on 19 May 2017. The first of the bi-monthly progress reports will be presented to Council at the 15 May 2017 Council Meeting.	Complete (MSBA Rep Ongoing (Report)