GLENORCHY CITY COUNCIL

ATTACHMENTS

MONDAY, 20 MARCH 2017

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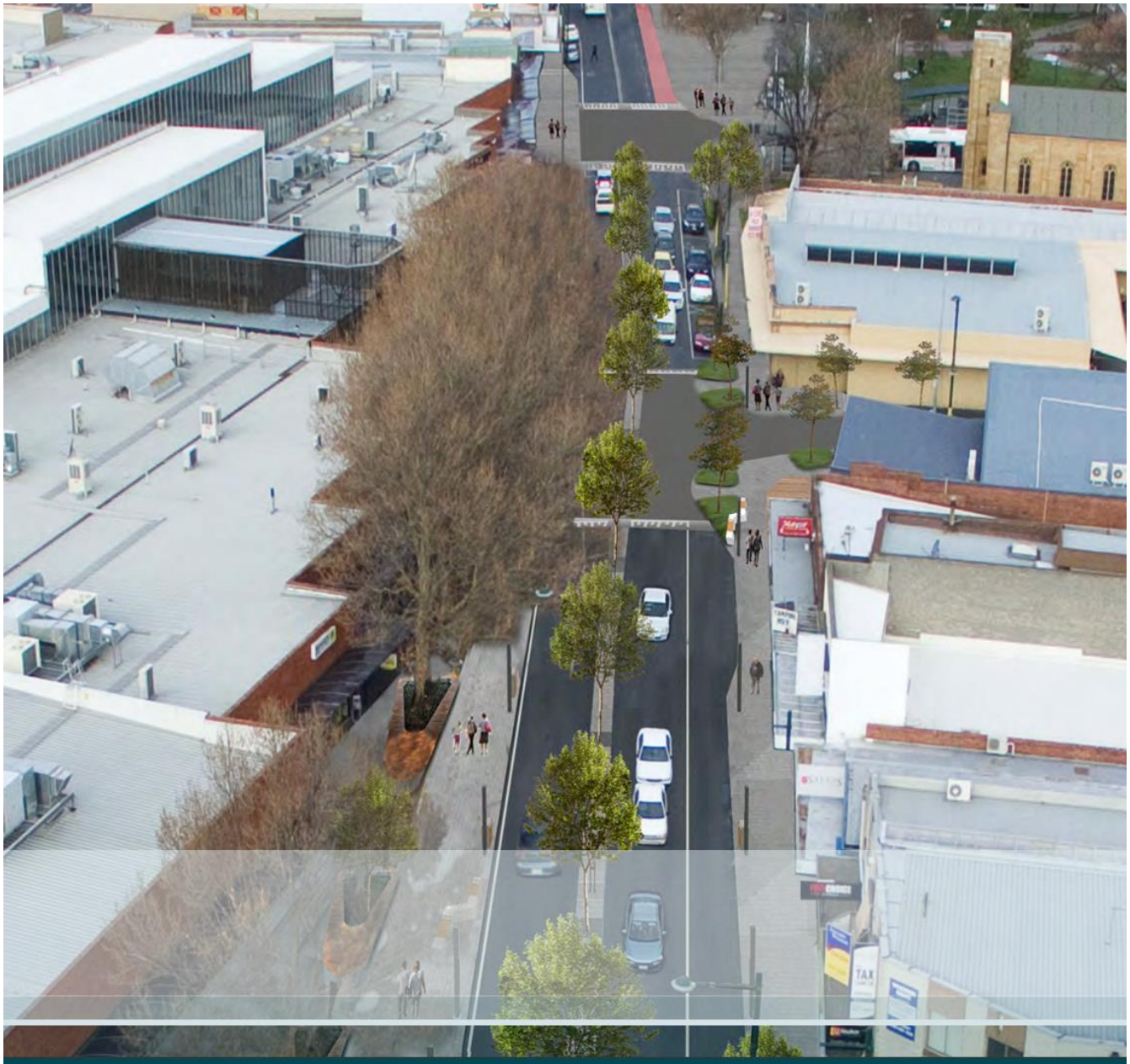
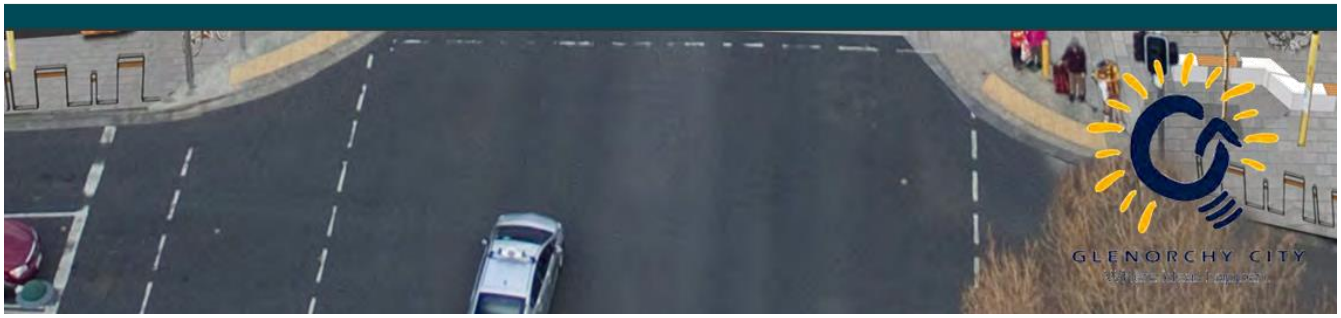


BUSINESS CASE

GLENORCHY CBD REVITALISATION PROJECT



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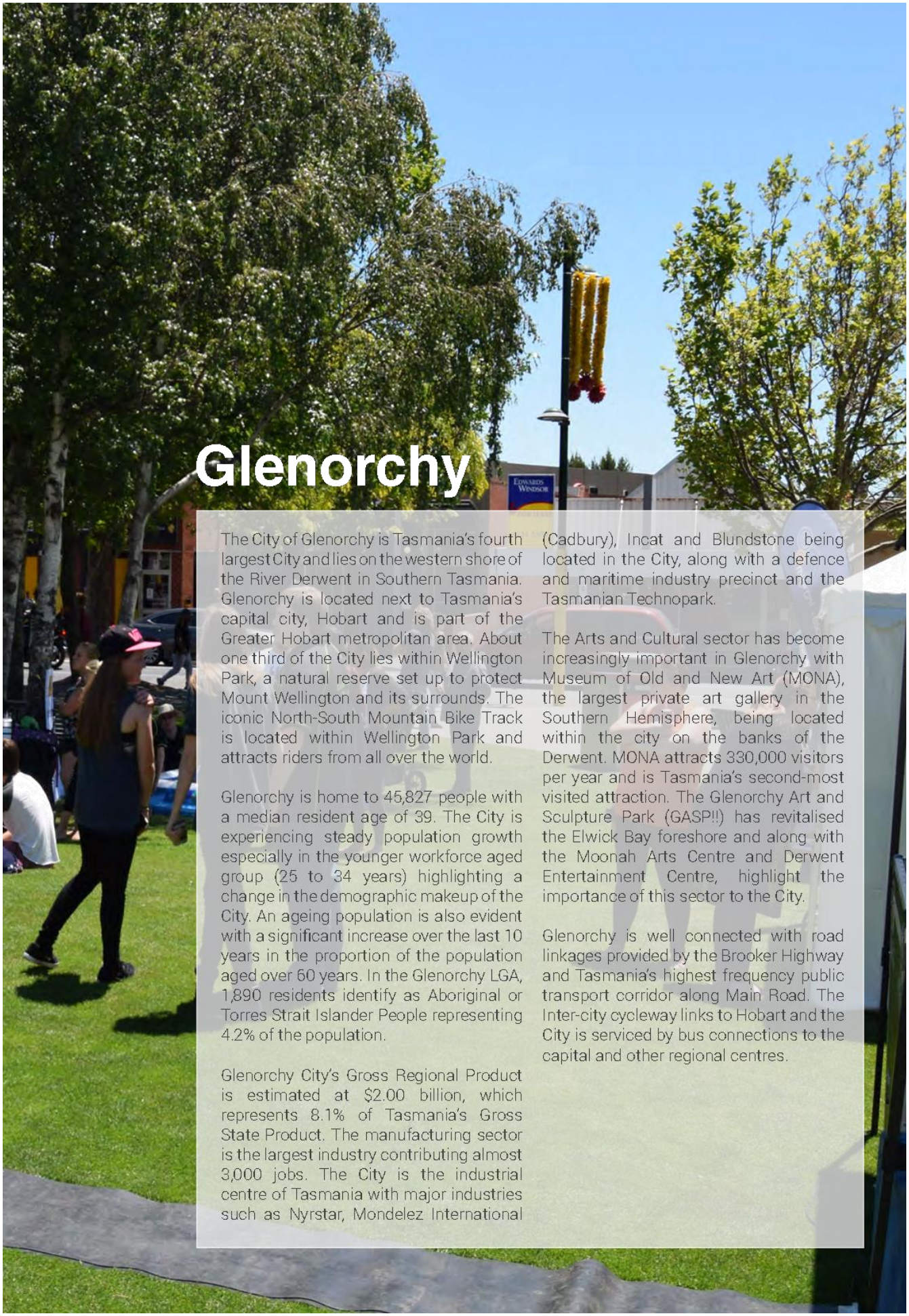


Glenorchy

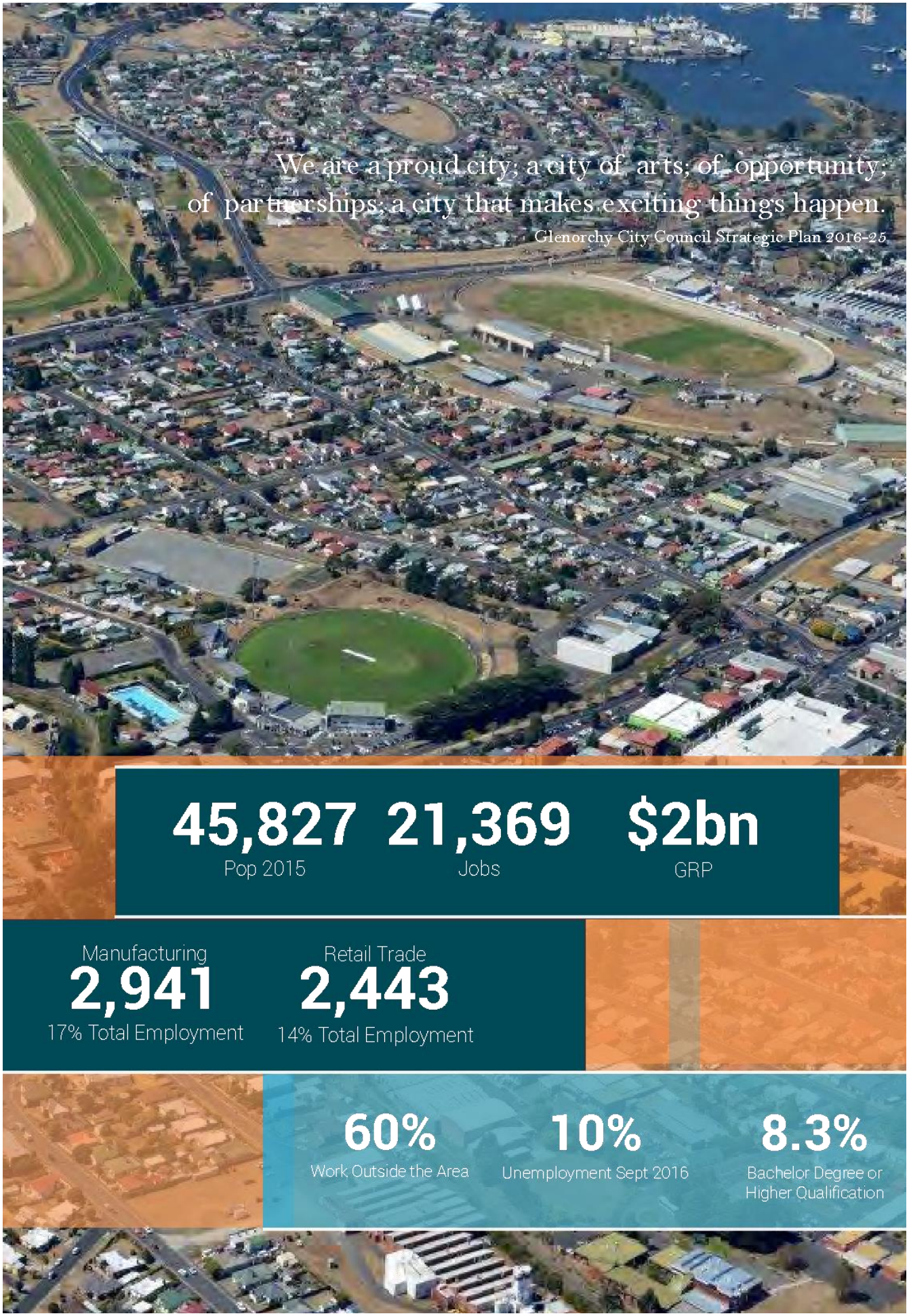
The City of Glenorchy is Tasmania's fourth largest City and lies on the western shore of the River Derwent in Southern Tasmania. Glenorchy is located next to Tasmania's capital city, Hobart and is part of the Greater Hobart metropolitan area. About one third of the City lies within Wellington Park, a natural reserve set up to protect Mount Wellington and its surrounds. The iconic North-South Mountain Bike Track is located within Wellington Park and attracts riders from all over the world.

Glenorchy is home to 45,827 people with a median resident age of 39. The City is experiencing steady population growth especially in the younger workforce aged group (25 to 34 years) highlighting a change in the demographic makeup of the City. An ageing population is also evident with a significant increase over the last 10 years in the proportion of the population aged over 60 years. In the Glenorchy LGA, 1,890 residents identify as Aboriginal or Torres Strait Islander People representing 4.2% of the population.

Glenorchy City's Gross Regional Product is estimated at $2.00 billion, which represents 8.1% of Tasmania's Gross State Product. The manufacturing sector is the largest industry contributing almost 3,000 jobs. The City is the industrial centre of Tasmania with major industries such as Nyrstar, Mondelez International (Cadbury), Incat and Blundstone being located in the City, along with a defence and maritime industry precinct and the Tasmanian Technopark.

The Arts and Cultural sector has become increasingly important in Glenorchy with Museum of Old and New Art (MONA), the largest private art gallery in the Southern Hemisphere, being located within the city on the banks of the Derwent. MONA attracts 330,000 visitors per year and is Tasmania's second-most visited attraction. The Glenorchy Art and Sculpture Park (GASP!!) has revitalised the Elwick Bay foreshore and along with the Moonah Arts Centre and Derwent Entertainment Centre, highlight the importance of this sector to the City.

Glenorchy is well connected with road linkages provided by the Brooker Highway and Tasmania's highest frequency public transport corridor along Main Road. The Inter-city cycleway links to Hobart and the City is serviced by bus connections to the capital and other regional centres.


We are a proud city; a city of arts; of opportunity; of partnerships; a city that makes exciting things happen.
Glenorchy City Council Strategic Plan 2016-25
45,827
Pop 2015
21,369
Jobs
$2bn
GRP
Manufacturing
2,941
17% Total Employment
Retail Trade
2,443
14% Total Employment
60%
Work Outside the Area
10%
Unemployment Sept 2016
8.3%
Bachelor Degree or Higher Qualification

Glenorchy CBD
Revitalisation Project

The Glenorchy CBD Revitalisation Project will re-energise and stimulate the commercial and social functions within the Main Road area of Glenorchy. The current Central Business District (CBD) is ageing, has little street appeal and poor amenity and does not encourage the community to actively stay within the Precinct.

The Project aims to minimise the impact of cars on the amenity of the CBD and enhance the experience of the street for pedestrians and others. The outcomes will be the attraction of social and commercial activity and new use for underused and empty spaces therefore extend the life of the CBD.

The overarching **objectives** of the Glenorchy CBD Revitalisation Project are identified as:

1. An economic catalyst Glenorchy's civic heart contains high quality, welcoming and activated spaces where business thrives.
2. Inviting & activated: There is a network of accessible and safe public spaces, easy for people to explore and enjoy both day and night.
3. Our unique identity: An authentic and distinctive place; true to the Glenorchy community's culture and heritage; and connected to our unique landscape setting.
4. Well connected: A CBD that is easy to access by a range of transport modes – whether by walking, cycling, public transport or car.

The Glenorchy CBD is home to more than 140 businesses and the Main Metro Transport Interchange. It also contains a range of community services, public spaces and leisure and sporting infrastructure. Currently the main shopping precinct has 2-3 empty shops on Main Road, however the types of shops are low value, charity and discount shops. There are no destination shops and little opportunity to dine within the space. Currently, there is not a lot of reason to browse or linger in the Precinct reducing the chance of increasing retail expenditure.

The provision of funding to complete the Glenorchy CBD Revitalisation Project will act as the catalyst to drive economic activity in the Region.

The Glenorchy CBD Revitalisation Project will re-energise and stimulate commercial and social functions within the CBD and provide the catalyst for future activity. The Project will assist with the attraction of new businesses to the CBD, stimulate employment generation, improve property values and inject additional money into the local economy by boosting the retail and tourism sectors.

Glenorchy has a significant tourism market already visiting the City to attend cultural attractions such as the Museum of Old and New Art (MONA), Glenorchy Art and Sculpture Park (GASP!) and Moonah Arts Centre) or ride the cycling trails at Mount Wellington and along the Derwent River.

A bustling, distinctive CBD full of quality spaces, street art and a strong retail sector will encourage these visitors to stop and increase expenditure in the CBD.

The dedicated cycling lane will encourage active transport in Glenorchy and will provide significant health and social benefits for the broader community and contribute to lower congestion. Improved amenity within the CBD will contribute to higher land values and encourage additional business investment.

The improved safety for pedestrians and cyclists through changed traffic conditions, feature lighting and improved signage will encourage the community to walk in and around the CBD and provide essential connections to other areas of the City.

The Project has strong community support and is a key element in the strategic planning for the City. The Glenorchy CBD will be a modern, vibrant and accessible city centre steeped in history but always looking to the future. The revitalisation will ensure that the CBD will be the place where people want to do business, shop, work, visit and engage in the life of the community. (Strategic Framework: 2014)

The Revitalisation will include the following elements:

- Pavement widened to provide outdoor dining options;
- Memorial gardens in front of the town centre will be revitalised and will include a coffee shop and children's playground;
- Dedicated street art and sculpture spaces to add to the amenity and link to other art and cultural elements within the City;
- High quality street furniture with flexible arrangements to encourage people to stop, sit and engage;
- A flush central median to allow a staged crossing of the street for pedestrians;
- Street trees, including new trees, will be enclosed to create rooms within the CBD and provide informal seating;
- Extended dedicated bicycle lanes to the CBD with secure bike stands to encourage active transport;
- Feature lighting poles to define the street and to improve safety;
- Evolving street art in lane ways that will connect parking, sporting facilities and GASP!;
- Realignment of the Main Road to reduce traffic speeds;
- Removal of standard kerbs and the introduction of accessible parking to increase access for people with a disability; and
- Designated Maxi Taxi and motorcycle parking spaces.

As accessibility and connectivity are the hallmarks of a successful city, there is a clear need to transform Glenorchy's CBD to provide the capacity needed to meet the demand generated by the city's growing population, increase safety and showcase the culture of the region.

Project
Scope & Context

Context and Need

The Glenorchy CBD Revitalisation Project will re-energise and stimulate the commercial and social functions within the Main Road area of Glenorchy. The current CBD is ageing, has little street appeal and poor amenity and does not actively encourage the community and visitors to engage in the environment.

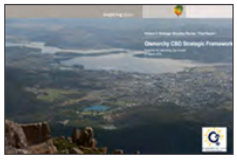
The Project aims to minimise the impact of cars on the amenity of the CBD and enhance the experience of the street for residents, visitors, business owners and employees. The outcomes of the Project will be the attraction of social and commercial activity and will reactivate underused and empty spaces. This will extend the social and commercial life of the CBD.

The Project will make the roadway more permeable for pedestrians by minimising the impact of vehicles on the amenity of the street. Further, the Revitalisation will enhance the experience of pedestrians through street art, feature lighting and wide pavements which will attract more people into the CBD and to encourage them to stay longer and engage with the life of the City.

Background

Glenorchy City Council has undertaken extensive work on the development of the CBD Revitalisation Project. Council commissioned experienced consultants to develop a Strategic Framework for the Project. On completion of the Framework, traffic experts were engaged to examine the implications of the designs on traffic conditions in and around the Precinct.

The community have been extensively engaged in the development of the Project, which is evidenced through a comprehensive Community Engagement Strategy. The strength of this strategy is reflected in the Community Strategic Planning process where the CBD Revitalisation was given a high priority by the community and reflected extensively during each input of the Planning process.



Glenorchy CBD Strategic Framework

The Glenorchy CBD Strategic Framework, prepared by Inspiring Place Landscape Architects in March 2014, examined role, function and success of the existing CBD. The Framework found that the current CBD:

- Lacked distinctive appeal and a compact core;
- Is cut off from the residents and it is difficult for pedestrians to walk around; and
- Is inactive and unloved.

More specifically the Strategy found a lack of integration and function within the CBD noting that the area is mono-functional and daytime focused, is cut off from its surrounds and is dominated by cars. They also found that the CBD is unattractive for pedestrians to walk in, internalised and ignores its environmental underpinning.

The Strategic Framework identifies a Vision:
"The Glenorchy CBD will be a modern, vibrant and accessible city centre steeped in history but always looking to the future. It will be the place where people want to do business, shop, work, visit and engage in the life of the community".

The Report highlighted six over-arching imperatives to be addressed if this vision were to be achieved. These are:

- Glenorchy's CBD needs to be a distinctive place;
- The CBD should be easy to reach;
- The CBD needs to be a vibrant, lived in place;
- The CBD should be easy to get around;
- The CBD should be much cared for; and
- The density of living within walking distance to the CBD should be intensified.

This Strategic Framework provided the foundation for further work and the development of the Concept Urban Design. The Framework was well received, with the concept winning the Australian Institute of Landscape Architects (Tasmania) Award for Excellence in Urban Design.

> "The design-led strategy investigates and analyses the strategic economic, social, and environmental opportunities of place, to provide the rationale for a series of strategic initiatives to revitalise the CBD area. Benchmarking best practice from cities across the world, the strategy is underpinned by the principle that a great place for people supports a healthy economy. The Strategic Framework demonstrates leadership, and the ability of the landscape architect as lead consultant, to work collaboratively, spatially and strategically at the city scale. The document presents a well-structured and coherent story for change, and demonstrates the importance of taking a broader and strategic view to city investment."

Concept Urban Design for the Glenorchy Central Business Directory

As a result of the ideas developed in the Glenorchy CBD Strategic Framework, Council commissioned Inspiring Places, Landscape Architects to undertake the additional urban design work as recommended in the Framework to develop and progress the Project.

The three main aims of this study were to:

- Evaluate the various street layouts to determine an appropriate direction for new infrastructure works;
- Define a new street configuration that will better manage the flow of cars within the CBD, improve the access and enhance the experience for pedestrians, bicycles and public transport and establish a series of well-connected public spaces; and
- Recommend a suite of street furnishings.

This document has provided the overarching direction for development of the Project to its current status. Council has used the Glenorchy CBD Concept Urban Design as a tool to:

- Guide the City's engineers in their planning, design and construction documentation of the street's infrastructure as part of their asset renewal program; and
- Assist related Council departments to consider public art, interpretation and opportunities to activate the CBD.

The report concluded that both aspects will work in tandem to make the CBD cared for, distinctive, vibrant and easy to reach and get around.

> The Project will make the CBD the place it aspires to be – the place where people want to do business, shop, work, visit and engage in the life of the community.

Glenorchy CBD Traffic Impact Assessments

GHD prepared a series of reports assessing the potential impacts on traffic flows in and around the Precinct under several different options. The analysis was undertaken using evidence-based traffic modelling of the Glenorchy CBD. The traffic model was developed to be capable of assessing potential changes to the physical road network and/or the functional traffic network.

The biggest impact across the network was that Option 8 (the preferred model) reduced the attractiveness of Main Road to vehicular traffic. This resulted in vehicles diverting onto adjacent parallel roads, such as King George V Avenue and Barry Street, to complete their journey. The report found that with the increase in traffic anticipated over a 10 year period, the majority of the performance measures within the network (such as effects on cyclists and public transport) remain relatively unchanged. However, the report also found significant safety benefits through a reduction in pedestrian and car crashes as a result of implementing the proposed changes to Main Road.

Community Engagement Strategy

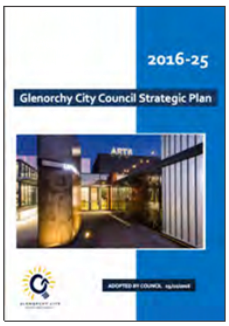
A Community Engagement process was undertaken by Inspiring Place Landscape Architects with the aim of 'involving' the community and stakeholders in an iterative process that ensured public concerns and aspirations were consistently understood and considered when developing the Project.

The extensive engagement program included a trader's workshop; a workshop with Council's committees; meetings with Council's professional staff and outdoor workforce; meetings with major stakeholders located in the CBD, public display in the Council offices for the general public, 3-day pop-up exhibition in and around the CBD and a questionnaire distributed to the Glenorchy Matters Community Panel and the general community.

Overall, respondents in all of the various feedback received indicated that the proposed improvements would lead to an enhanced sense of pride in their community and positive impacts on the livability of the CBD.

Specifically, the community broadly supported:

- Investment in an upgrade to the CBD, including new pavements and street furniture;
- Closure of the parking lane along Northgate enabling the shift of the roadway to the north;
- Narrowing of vehicle lane widths;
- Widening of the pavement on the southern side of Main Road to allow greater use of the footpath for activation purposes;
- The inclusion of increased landscaping, including the use of street trees;
- Development of the plaza at the front of the Council chambers to include a coffee shop and a toddlers play area; and
- Cycling enhancements, particularly the protected cycle lane along Peltro Street.



Glenorchy City Council Strategic Plan 2016-25

The Glenorchy City Council Strategic Plan was developed after extensive consultation with the community. Almost 2,000 people of all ages, cultural backgrounds and locations in Glenorchy provided over 7,500 ideas and thoughts about the future of the City. The importance of the Project to the Community is evident as it directly links to a number of priorities including:

- Creating a strong economy; creating more local jobs; encouraging investment; revitalising our CBD areas
- Providing a safe city with quality open space and community and recreation facilities and services for all age groups

Key Elements of the Project

Reducing the Width of the Road Pavement

A key element of the Project will be the reduction in traffic lane width which will slow traffic without impeding flow or safety for drivers. Slower road speeds reduce the number of road crashes and the impact of collisions between vehicles, pedestrians and cyclists. The lower speeds will also ensure that experienced cyclists will be able to safely share the road with cars, therefore making the City "cycle friendly" for residents and visitors.

The reduced lane widths combined with a 2-metre-wide central median to be constructed along Main Road, will allow staged crossing of the street for pedestrians, slows traffic and gives pedestrians more time to cross the road. This will improve the safety for all residents and greatly assists those with reduced mobility.

Improvement in Access for Residents with Mobility Issues

The Project will see the standard kerbs replaced with lower kerbs which will increase access for people with a disability. Further, Main Road does not currently have any designated disability car parking, where as the Project will see the addition of three designated accessible car parking spaces. The new parking arrangements will also make allowance for Maxi Taxi parking.

Realignment of the Roadway to Reduce Traffic Speeds

The current straight run along Main Road contributes to increased traffic speed, higher than desired within the shopping precinct. The Project will see the realignment of sections of Main Road including:

- The removal of some parallel parking places to allow the footpath to be widened and create more space for pedestrians;

- Kerb bulbing;
- Tightening turning restrictions at intersections along the road to reflect the traffic movement and to protect the dedicated cycle lane; and
- Realignment of the kerb to meet Australian standards for accessible parking and Maxi Taxis.

Lower Speed Limits

The proposed changes to traffic infrastructure will facilitate a lower speed limit in the CBD area. Currently speed limits are generally 50kph in the CBD; through implementation of the project speed limits will reviewed with a view to adopting a 40kph limit.

Dedicated Street Art and Sculpture Spaces

A strategic program of Public Art will be included as part of the Project. This will add to the amenity of the Precinct and provide linkages to other art and cultural elements within the City and help create community ownership in the Project and revitalised CBD.

This is well supported by Council and the Community with a policy that requires areas of the CBD to be revitalised with a strong emphasis open spaces and public art. Further, Council's Public Art Policy suggests that Arts activities will be supported as part of a redevelopment of public space, to create and sustain opportunities to ensure the city and suburbs are vibrant, engaging and dynamic.

Evolving Street Art

Murals and projection art will be encouraged in a range of areas throughout the CBD.

High Quality Street Furniture

Quality street furniture plays an important role in determining the success of the urban environment and in representing the image of a city.

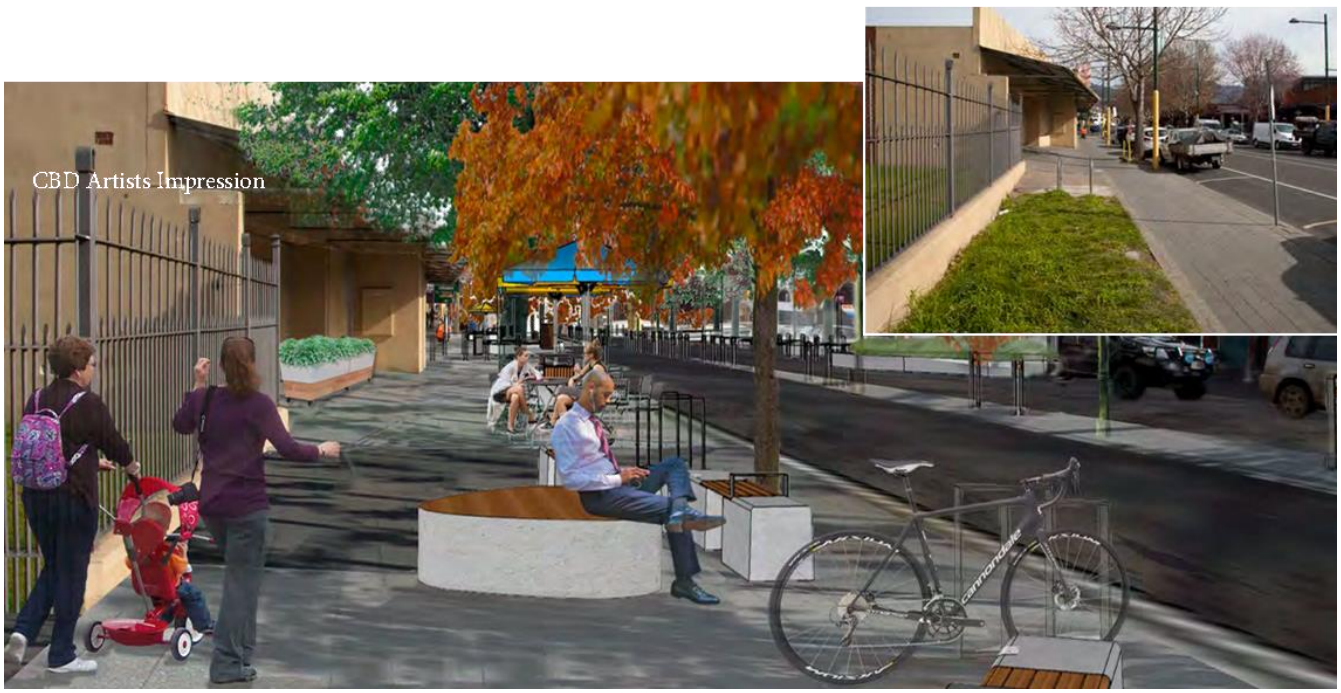
The Project will include a suite of furniture types that:

- Will be comfortable and easy to install;
- Robust in design;
- Are a shared aesthetic with other elements in the CBD; and
- Are vandal resistant and suited to the local climate.

The recommendations for street furniture includes USB charging points, external power points, lighting and drinking water. The infrastructure will support events and activation of the streetscape with the aim to have flexible arrangement of the seating to encourage people to stop, sit and engage.

Feature Lighting

Street lighting serves multiple functions including road safety, pedestrian perception of crime and as crime prevention. Current lighting in the CBD meets the standard for an urban centre however lighting is uneven on the footpaths as a result of trees and awnings. Additional lower height lighting poles will be installed as part of the Project to increase the amount of available footpath lighting and as a decorative element. This will address a perceived need for additional street level lighting identified through the community engagement.



Widening of the Pavement

The reduction in traffic lane width will enable a widening of available space on the footpath for activation, particularly on the southern side of the street where direct sunlight is highest. This will facilitate further investment in the hospitality sector with the availability of footpath dining, as well as creating a wider space for those with prams and mobility aids.

Street Trees and Garden Beds

Plantings and large canopy street trees are seen as a critical element of the livability infrastructure of the city. Existing trees will be retained wherever possible, with new selected trees planted across the Precinct. This will create 'rooms' within the CBD and provide informal seating options on Main Road as well as providing shade.

Cycling Infrastructure

Bicycle lanes, bike racks and bicycle storage units will be included as part of the Project. Dedicated bike lanes and reduced traffic speed through the CBD will encourage riders into the CBD. A culture of cycling exists within the City with renowned bike trails on Mount Wellington and a dedicated Intercity Cycleway along the river connecting to Hobart.

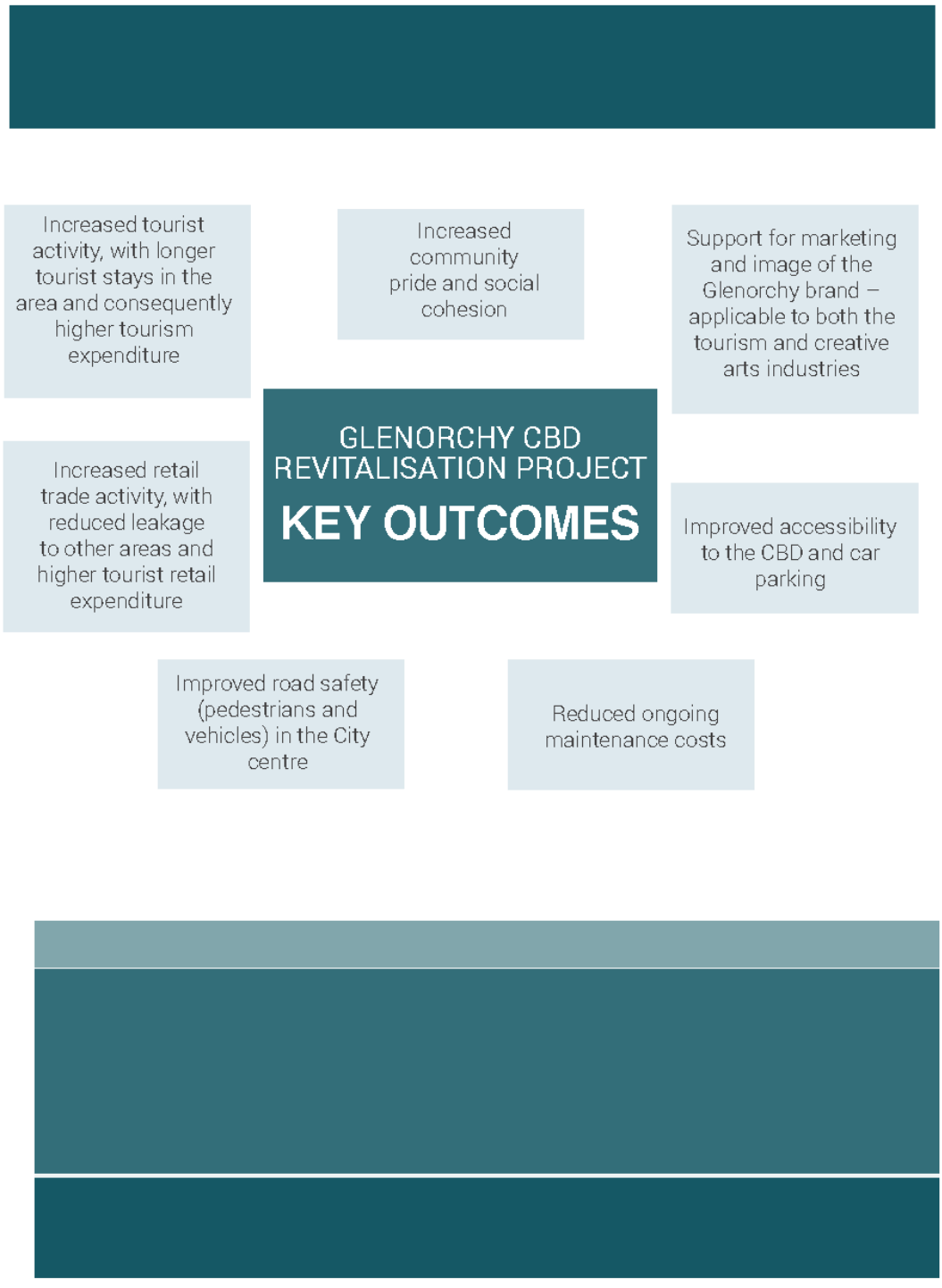
Lockers would allow safe all day storage for commuter cyclists heading into the city, or north on public transport. Bike racks will provide convenient and safe storage for people visiting the CBD. Active transport options are vital for a healthy, vibrant city. By providing this key infrastructure, the Project will facilitate and encourage active transport in Glenorchy.

Memorial Gardens at Town Centre

The forecourt of the Council Chambers situated on Main Road will be revitalised with a coffee shop and children's playground. These facilities will provide an invitation to people to come and stay in the street. This element of the Project has received strong support with Council having applied for and received state funding assistance to enable the construction of these facilities.

New Parking Arrangements

The Project will reduce the number of parking places within the CBD. This is a deliberate measure to decrease congestion in the Main Road, as studies have shown 1/3 of all traffic congestion is made up of drivers searching for a parking spot. Investigation has shown that there is sufficient parking off street and on street at nearby locations to meet the demand. The new parking arrangements will make provision for dedicated disability parking and for Maxi Taxi and motorcycles, which are not currently provided.


GLENORCHY CBD REVITALISATION PROJECT
KEY OUTCOMES
Increased tourist activity, with longer tourist stays in the area and consequently higher tourism expenditure
Increased community pride and social cohesion
Support for marketing and image of the Glenorchy brand – applicable to both the tourism and creative arts industries
Increased retail trade activity, with reduced leakage to other areas and higher tourist retail expenditure
Improved accessibility to the CBD and car parking
Improved road safety (pedestrians and vehicles) in the City centre
Reduced ongoing maintenance costs

Project Activities

PROJECT ELEMENT	INCLUSIONS	COST	TOTAL COST PROJECT ELEMENT
Main Road Revitalisation	Preliminaries	$709,282.50	$5,295,000.00
	Site Preparation	$300,000.00	
	Roads, Footpaths and Paved Areas	$1,378,417.50	
	Landscaping and Improvements	$642,925.00	
	Site Electrical Services	$848,125.00	
	External Services Generally	$251,250.00	
	Special provisions	$295,000.00	
	Contingencies	$670,000.00	
	Fees	$200,000.00	
Playground, Coffee Shop Sub - Project (Partnership Project with State Government)	Design, Admin & Construction Costs	$500,000.00	$500,000
TOTAL PROJECT COST			$5,795,000.00

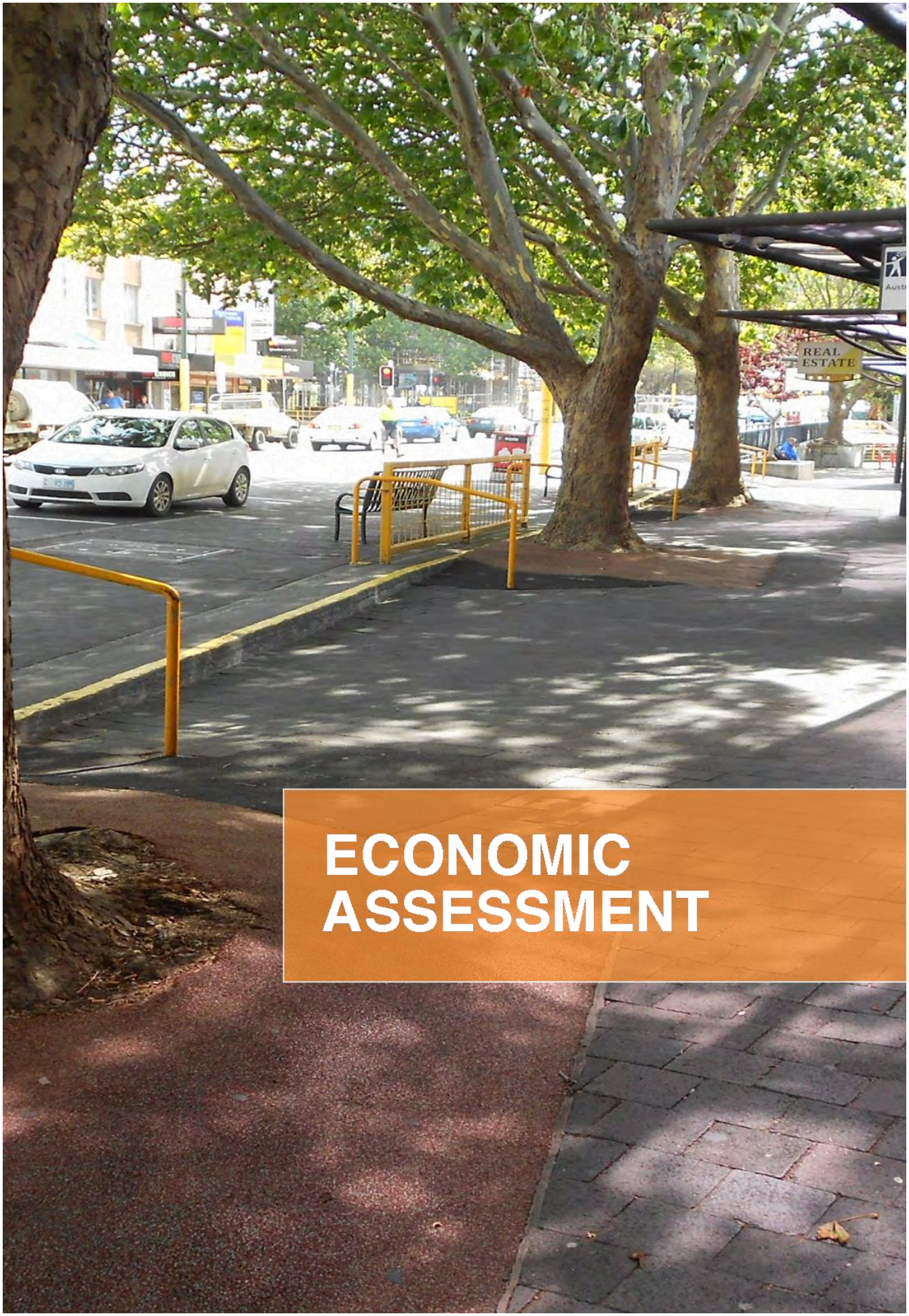
1.70
BCR
$3.7
NET PRESENT VALUE
64
JOBS DURING CONSTRUCTION
11
JOBS POST CONSTRUCTION
$6.0m
PROJECT CONTRIBUTION TO GRP
$5.795m
TOTAL PROJECT COST
$2.505m
Federal Government
$2.505m
Glenorchy City Council
$500k
Tasmanian Governme
FUNDING PARTNERS

Project Geographical Location

PROJECT LOCATION

LOCATION OF GLENORCHY

GLENORCHY CITY COUNCIL
MAIN ROAD GLENORCHY
TERRY STREET TO O'BRIENS BRIDGE
PROJECT LOCATION AND EXTENT OF WORKS
15-01



ECONOMIC ASSESSMENT

Economic Assessment

The Glenorchy CBD Revitalisation Project will re-energise the commercial and social activities within the Main Road precinct which will drive retail expenditure whilst reducing retail leakage. It will attract investment and encourage visitors to explore the area and additionally, the Project will improve safety for pedestrians and cyclists, reduce maintenance costs and lower the level of crime in the area.

Numerous reports and studies and community feedback, coupled with Council's asset management plans provide significant evidence that the street infrastructure in the Glenorchy CBD is in need of renewal and creates little incentive for residents and visitors to use the area to its full capacity. Investment and business attraction is limited due to this, as well as opportunities to drive economic activity.

> The Project aims to minimise the impact of cars on the amenity of the CBD and enhance the experience of the street for pedestrians and others. The outcomes will be the attraction of social and commercial activity and new use for the currently underutilised and empty spaces. This will extend the social and commercial life of the CBD.

Glenorchy has a significant tourism market already visiting the region to attend cultural attractions such as the Museum of Old and New Art (MONA) and the Glenorchy Art and Sculpture Park (GASP!) or to ride the cycling trails at Mount Wellington and along the Derwent River. A bustling, distinctive CBD full of quality spaces, street art and a strong retail sector will encourage discretionary expenditure within the Precinct and assist in increasing visitors length of stay.

The dedicated cycling lane will encourage active transport in Glenorchy and will provide significant health and social benefits for the broader community and contribute to lower congestion and emissions. Improved amenity within the CBD will contribute to higher land values and encourage additional business investment.

The improved safety for pedestrians and cyclists through changed traffic conditions, feature lighting and improved signage will encourage the community to walk in and around the CBD and provide vital connections to other areas of the City.

Additionally, the Project will reduce the retail expenditure leakage by local residents to other regional centres, such as Hobart, with consequent reductions in travel costs as well as energy and greenhouse gas reductions.

The Project has strong community support and is a key element in the strategic planning for the City. The Glenorchy CBD will be a modern, vibrant and accessible city centre steeped in history but always looking to the future. The revitalisation will ensure that the CBD will be the place where people want to do business, shop, work, visit and engage in the life of the community. (Strategic Framework: 2014)

Cost-Benefit Analysis

A cost-benefit analysis of the key infrastructure was undertaken by Business Sense. A full copy of the analysis can be found in the Annexures. The key assumptions adopted in preparing the cost-benefit analysis are summarised below.

Costs

Project costs were developed as part of the detailed Main Road Urban Concept Design and checked independently by a Quantity Surveyor. The total project costs are $5.795 million. Glenorchy City Council is seeking $2.465 million from the Building Better Regions Fund. The Tasmanian Government is contributing $500,000 towards the construction of the children's playground and coffee shop space. Glenorchy City Council will contribute the remaining funds toward the Project ($2,505 million).

Benefits

A range of benefits were identified as a part of the analysis. These benefits were both quantified and non-quantified. The quantified benefits are summarised below.

Safety

A clear objective of the Glenorchy CBD Revitalisation Project was to improve the experience of pedestrians within the Main Road area. In particular, increased safety for pedestrians was identified as key objective of the Project Design. This will be met through a range of measures including:

- Reduction of the traffic lane widths and realignment of the road along the route to slow cars and give pedestrians more time to cross the road. This will in turn reduce the number of cars along the route diverting them onto other roads by passing the CBD; and
- Introduction of a median strip that will allow pedestrians to stop in the middle of the road when crossing allowing easier road crossing, especially for pedestrians with mobility issues.

As part of the Project Planning, Glenorchy Council commissioned GHD to conduct a Traffic Impact Assessment of the proposed CBD Improvements. The initial report, Glenorchy CBD Improvements, Traffic Modelling Report was completed by GHD in October 2015 and assessed a range of options on the traffic flows around the CBD. An addendum was released in October 2016, providing detail on the performance of the CBD network under the selected option.

As part of the report, GHD estimated the impact of safety on both pedestrians and cars under the new traffic arrangements. The report found that the pedestrian safety improvements would impact positively on the 10 year pedestrian crash rate. This is shown in Table 1 below.

Table 1: Pedestrian Safety Improvements

Pedestrian Safety Improvements		
Scenario	Pedestrian Safety Improvements	Expected 10 Year Pedestrian Crash Rate
Existing		Total Crashes: 11.0 Casualty: 10.0
Proposed Option	Median refuge island, kerb bulbing and raised tables to improve crossings, reduce traffic volumes and speeds	Total Crashes: 5.8 Casualty: 5.1

With regard to road safety, the proposed changes will reduce the speed of cars which will lead to a diversion of considerable traffic to other existing bypass routes. The report found that the changes will result in a large decrease in the crash rate on Main Road. The report concluded that the net impact on the crash rate would be positive however, further measure may need to be considered on the alternative bypass routes in the future. The results are shown in Table 2 and 3.

Table 2: Expected Crash Performance Main Road

Pedestrian Safety Improvements		
Scenario	10 Year Crash Rate	
	Total	Casualty
Existing	435	67
Proposed Option	385	38

Source: GHD – Glenorchy CBD Improvements

Table 3: Expected Crash Performance King George V Avenue between Main Road and Peltro Street

Crash Improvements		
Scenario	10 Year Crash Rate	
	Total	Casualty
Existing	24	6
Proposed Option	30	7

Source: GHD – Glenorchy CBD Improvements

Prevention of pedestrian and car crashes result in considerable cost savings to Government. The Department of Infrastructure & Regional Development produce a Treatment/Crash Reduction Matrix (www.investment.infrastructure.gov.au/publications/administration/pdf/Blackspot_Matrix.pdf) that is used to cost proposals for Black Spot funding.

Based on the information provided in the matrix, the following assumptions have been used in the cost-benefit analysis:

- The average cost of a casualty accident involving a pedestrian is estimated to be $165,000 (Tables 1 & 2a -Metro areas)
- For casualty accidents involving cars only, an average of the costs for the types of accidents that may be possible to occur within the Project area is $132,000 (Tables 1 ,2a & 2b).

Increased in Retail Expenditure

Glenorchy CBD is tired, run down and has low foot traffic volumes. A major shopping centre opens onto Main Road, however is most commonly accessed from the carpark underneath the Centre. There are 2-3 empty shops on Main Road, however the types of shops are low value, charity and discount shops. There are no destination shops and little opportunity to dine within the space. Currently, there is not a lot of reason to browse or linger in the Precinct, reducing the chance of increasing retail expenditure.

There are direct economic benefits of improvement of retail environments, which can be both immediate and strategic. A paper commissioned by the Heart Foundation, South Australia noted that "Both walking and cycling are sufficiently slow and flexible to allow their adherents to stop and spend en route more easily than can a car driver or bus passenger. Indeed, given their heightened awareness of the environment around them - of shops, window displays, stalls etc - walkers are more likely to notice the opportunities to spend. The key issue though is the improvement in the quality of the urban environment that results from a rise in the volume of walkers and a fall in the dominance of cars. It is that quality which results in higher visitation levels and frequencies, longer dwell times, and higher levels of expenditure per head."

In addition, the report noted that "in walkable cities there is good customer retention for local shops: in the Netherlands, the town of Houten, with its high levels of cycling (and walking) has retail turnover 2.5 times higher per square metre than elsewhere in the country."

A key aim of the Glenorchy CBD Revitalisation Project is to improve the Precinct for pedestrians and cyclists. The proposed upgrade of existing infrastructure, the introduction of key walking and cycling elements and the improvement in the overall amenity will encourage additional pedestrians and cyclists into the area.

The impact of the enhancement of public spaces has been cited in a many global studies. A study in Bangkok by Kumar and Ross (2006) found that increasing the number of pedestrians in an area had a positive impact on surrounding businesses.

The report also found that on the basis of previous research good access for pedestrians encouraged local people to buy goods and services in their own neighbourhoods and attracted more customers from a wider area.

Research suggests that well planned improvements to public spaces can boost footfall and trading by up to 40%. Turner et al. (2011) conducted a before and after study of new or improved facilities in eight New Zealand cities which had limited access for pedestrians. Improvements included the provision of kerb extensions, refuge islands and controlled crossings. The research found that pedestrian use increased in seven of the eight sites, ranging from 7 per cent to 90 per cent. As similar improvements are planned in the Glenorchy CBD Project, it is assumed that pedestrian access to the CBD will increase significantly.

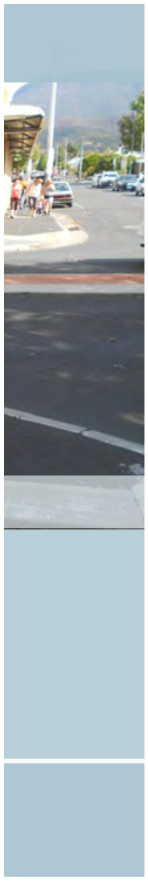
It is unlikely that the Project will increase expenditure in supermarkets and grocery stores, the single biggest component of retail spend, however it may encourage additional discretionary expenditure in other retail outlets. The impact would also be enhanced if these outlets are locally-owned businesses, as these generally have higher local impacts, in terms of contribution to gross regional product, than chain-operated retailers. The upgrade of Main Road in the Glenorchy CBD will provide an excellent opportunity for local entrepreneurs to open new retail shops and dining options. Discussions with local real estate operators have indicated that there is interest in investing in the retail space if the upgrade is undertaken.

It has been assumed that the Glenorchy CBD Revitalisation Project will increase the discretionary expenditure by pedestrians and cyclists. Data was drawn from the Australian Bureau of Statistics regarding retail turnover by sector in Tasmania for the year ending December 2016 (ABS 8501.0 Retail Trade, Australia). This was converted to per capita turnover per annum. In order to prepare estimates of retail turnover per capita for Glenorchy data from the following sources was used:

- Estimated resident population of the City (ABS 3218.0, Regional Population Growth, Australia);
- Average taxable income per head compared with the Tasmanian average (Australian Taxation Office);
- Estimates of retail sales made on-line (business.nab.com.au online retail sales index); and
- Estimates of out-shopping from Glenorchy, derived from estimates of total retail expenditure derived from a regional input output table.

As the retail sector most likely to benefit from the Project is anticipated to be "cafes, restaurants and takeaway food services" in the first instance, the assessed benefits have been assumed to be derived from increased expenditure in this sector, currently estimated to have turnover approximating $6.96 million (2016 dollar values). A ten per cent increase in expenditure per capita in this sector equates to an increase in spend made locally of $0.29 per resident per week. When flow-on impacts are taken into account, this equates to an increase in the gross regional product of Glenorchy of approximately $1.00 million per annum.

The above assessment is conservative as it only incorporates a marginal increase in expenditure by local residents in cafes, restaurants and takeaway food outlets made in the local region. No allowance has been made for increased expenditure in other retail outlets as there is no real estimate on the type, size or number of these establishments as this stage. However, once the Project is complete, it is expected that investment in the retail sector in the CBD will increase, creating highly quality, destination shops that will encourage pedestrians to stop, browse and purchase.



Reduction in Maintenance Costs

Glenorchy Council has undertaken a comprehensive assessment of the maintenance required in the CBD both currently, and after the Project is complete. Glenorchy Council estimates that, on average Council undertakes 115 maintenance activities work tickets each financial year in the CBD. An estimate identified the activities within the Project area and on average the Project will result in 16 less work tickets per year. These will include elimination of tripping hazards, loose pavers and replacement of broken or old service pit lids.

The Project will increase civic pride and public surveillance which will reduce incidents such as vandalism and graffiti. Currently, these result in 10 work tickets per year within the Project area with a estimated reduction of 50% upon completion of the Project.

Based on these assumptions, Council has estimated that the savings in maintenance as a result of the Project will be $31,737 per annum.

Assessment

The results of the cost-benefit analysis are summarised in Table 4 below.

Table 4: Cost Benefit Analysis

Cost Benefit Analysis				
Discount Rate	NPV of net cash flow ($million)	NPV of Costs ($million)	NPV of Benefits ($million)	Benefit Cost Ratio
3%	$6,321	$5,596	$11,918	2.13
7%	$3,742	$5,351	$9,093	1.70
10%	$2,346	$5,181	$7,527	1.45

Using the central discount rate of 7 per cent, the Project is estimated to generate a net present value of net cash flow of approximately $3.7 million with a benefit cost ratio of 1.70. As the benefit cost ratio is greater than 1 and the net present value is positive, the Project can be deemed an efficient use of funds.

Other Benefits

In addition to the quantified benefits already outlined, the Revitalisation Project will contribute a range of non-quantified benefits. These are summarised below:

Increased Visitor Expenditure

Glenorchy has a significant tourism sector. Museum of Old and New Art (MONA), the largest private art gallery in the Southern Hemisphere, is located within the city on the banks of the Derwent. MONA attracts 330,000 visitors per year and is Tasmania's second-most visited attraction. The Glenorchy Art and Sculpture Park (GASP!!) has revitalised the Elwick Bay

foreshore and along with the Moonah Arts Centre and Derwent Entertainment Centre highlight the importance of this sector to the City.

A culture of cycling exists within the City with renowned bike trails on Mount Wellington and a dedicated bike path along the river connecting to Hobart. More than 30,000 people visit Mount Wellington each year for hiking, walking, cycling and other activities.

Currently, there is little within the Glenorchy CBD to attract these tourists, to extend their stay and to increase their expenditure. The Project will provide improved facilities in the CBD including well-designed spaces, additional dining options and a Public Art project. Additionally, signage and linkages to attractions will encourage tourists to visit the CBD as part of an overall visit to Glenorchy, leading to increased expenditure.

Landlord and Business Investment in Existing Buildings
Streetscape enhancement adds value to an area. This is associated with higher rents and the attraction of new tenants/ businesses and can also increase land values for residential and commercial properties. The Project will improve liveability in Glenorchy and assist in improving the rateable value of property within the CBD and residential areas.

Spanning the CBD, the roadway and associated infrastructure will provide a variety of amenities, such as attractive views, open space preservation and convenient recreation opportunities. People value these amenities and this can be reflected in increased real property values and increased marketability for property located near the CBD. Developers also recognise these values and incorporate open space into planning, design, and marketing new and redeveloped properties.

The transformation of any public domain space provides a variety of amenities, such as attractive views and cultural opportunities. The community value these amenities and this is often reflected in increased real property values.

An investment in the CBD infrastructure will ultimately pay for itself in a short period of time due in part to increased property stamp duty revenues from higher values of property. Research indicates that demand is expected to continue in the coming decade as demographic changes and consumer preferences shift toward denser, more compact residential environments. Additional factors that support the renewal of the CBD, include:

- Urban job growth,
- Tight urban housing markets,
- Preferences for urban amenities and support for Council policies and investments that favour revitalisation,
- Alternative transportation modes,
- Historic preservation and urban parks and open space.

Open space with CBDs such as the new playground area will also enhance the value of nearby development land, allowing compact development to command a premium in the residential real estate market. The location of this project within the CBD and near the new transport nodes fits perfectly with this research and the anticipated positive economic impact

For developers, these economic benefits can translate into reduced financial liability, faster sales and ultimately higher profits. Consequently, these benefits can realise positive fiscal outcomes for the Government through sales and stamp duty revenue. The evidence for higher land value in CBD areas is consistent with other cities and towns that have revitalised their town centres, such as Sheparton and Mackay.

Savings as a Result of Active Transport

The ability to walk / cycle to work, shops, restaurants and cultural and sporting facilities generates health benefits for community. Studies have shown that increased exercise contributes to better health outcomes which, in turn, provide direct economic benefits to the community. A Queensland Government report found that "Active transport has significant population health benefits in both the child and adult population. Chief among them are the numerous health impacts associated with increased physical activity. When increases in active transport are also associated with reduced motor vehicle travel, additional benefits accrue from improved air quality, reduced noise pollution, greenhouse gas abatement and enhanced community liveability" (Cost and Health Benefit of Active Transport in Queensland: Stage 1 Report: Research and Review).

A key component of the Project is the incorporation of Active Transport options into the planning. Dedicated bike lanes with links to other cycling trails will be included in the design. Additional components include bike racks to provide short term bike parking in the CBD and bike lockers to provide longer term storage for commuters riding to the CBD to lock up their bikes and travel to work on public transport.

The costs of physical inactivity, obesity and associated diseases such as Type 2 diabetes, osteoporosis and cardiovascular disease are well documented. In 2007, a study conducted for Medibank Private estimated that the net health costs associated with physical inactivity amongst people aged between 18 and 75 years (i.e. after deducting costs associated with sports injuries and the cost of participating in fitness related activities) was approximately $670 million.

Further, a report prepared for the Australian Institute of Sport noted that a "4 per cent

sustainable increase in productivity could be achieved for those workers who commence regular sport and recreational physical activity".

The Active Transport options incorporated into the Glenorchy CBD Revitalisation Project support a global trend to encourage people to exercise more and improve health outcomes. Any improvement in exercise will contribute to long term increased savings to Government.

Savings Associated with a Reduction in Crime
The Australian Institute of Criminology reports that community safety and security is essential in order to facilitate economic growth, as well as improving community well-being and cohesion. One of the most successful methods of improving community safety and security is through crime prevention.

Crime prevention is defined as a series of measures that are used to reduce the likelihood of a crime being committed. The Victorian Government community crime prevention strategy reports that "well designed and managed public places promote community safety and attractive urban environments. Urban design is important for crime prevention because poorly designed and managed built environments can create opportunities for crime and make people feel unsafe".

Graffiti has been estimated to cost the community around $200 million each year and is seen as a key priority in crime prevention (Australian Institute of Criminology). This is likely to be a conservative estimate given that graffiti and other forms of criminal damage are not necessarily always reported to police. Research also suggests that graffiti can have a negative impact on community perceptions of safety and public amenity.

The Project will provide significant improvements in the CBD to improve safety and reduce crime. Council expects a decline in graffiti due to an increase in civic pride. Further, improved lighting and the removal of "dead spots" within the area as well as an increase in foot traffic, will contribute to a safer environment with less crime, presenting cost savings to Government.

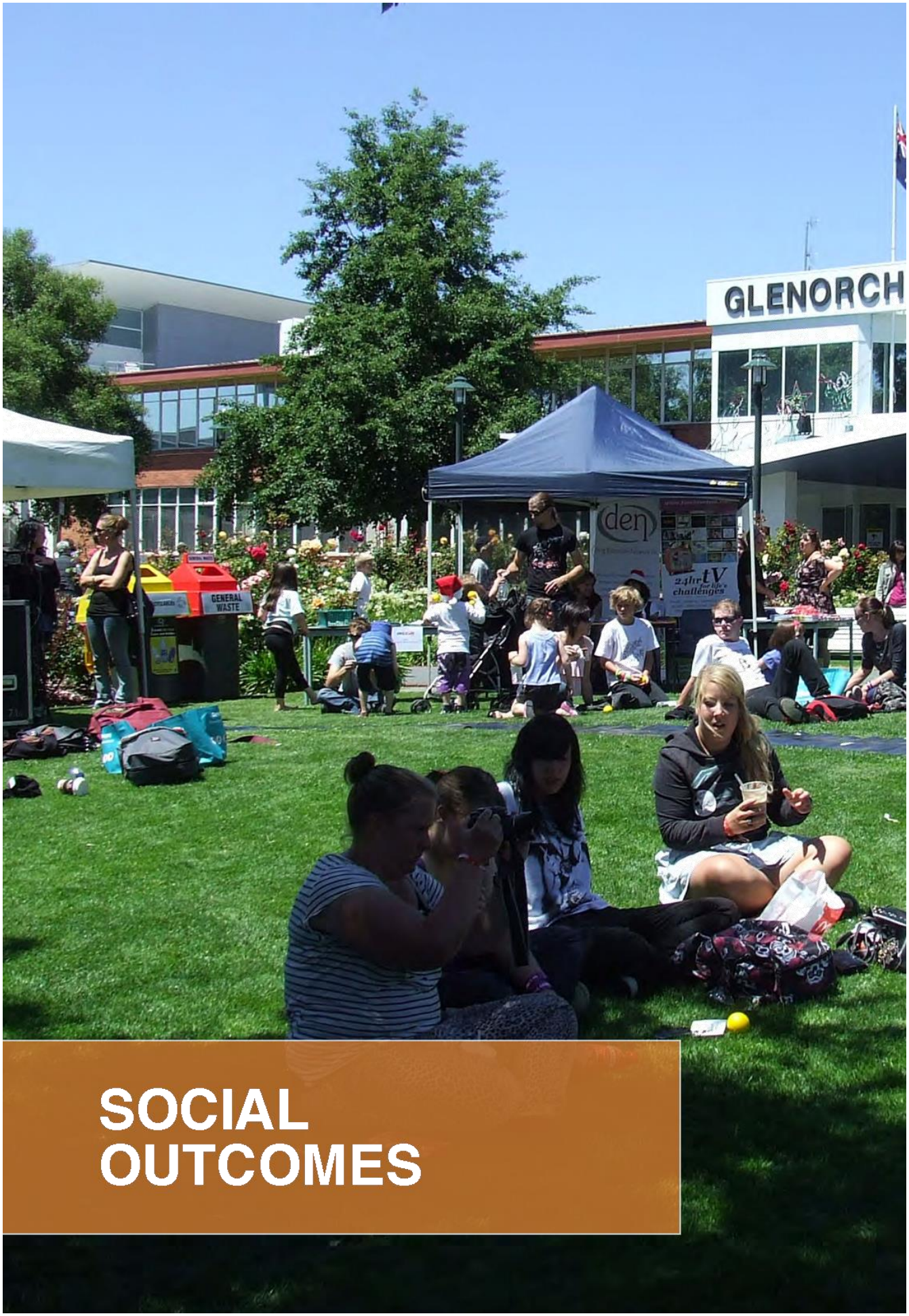
Support for the Creative Industries
The Creative Industries within Glenorchy are thriving with large scale attractions such as MONA and GASP!. Community sentiment via the Community Strategic Plan indicated that this sector should be supported and should lead the economic revival of the City. With a heavy reliance on manufacturing, diversification into other industry sectors will ensure future growth in population, industry and employment within the City.

Economic Impact of Construction
The impact of construction expenditure on job creation has been assessed using an input output table developed for Tasmania for 2014-15, based on the most recent National table published by the ABS.

Based on the estimated project expenditure on construction of $5.795 million, it is estimated that 61 FTE jobs will be generated. Whilst these will primarily be in the construction sector, the flow-on impact would be expected to create additional employment, particularly in retail trade; accommodation & food services; and professional, scientific & technical services.

Economic Impact of Ongoing Tourism Activity
The economic analysis has indicated that the on-going impact of the Glenorchy CBD Revitalisation Project will be increased retail expenditure within the City. This will undoubtedly lead to the creation of further jobs in the retail sector (and flow-ons to other sectors).

The economic impact of ongoing tourism activity as a result of the proposed CBD Revitalisation Project has been based on an average increased expenditure of $1.0 million dollars per annum following construction. The economic impact of the increased retail expenditure, including flow-on effects is $1.16 million in GRP and 11 FTE jobs on average each year.



SOCIAL OUTCOMES

Social Outcomes

The Glenorchy CBD Revitalisation Project is based on the principles of placemaking. The Sustainable Cities Collective defines placemaking as a creative and inclusive process that brings people together to develop a community's social, economic and cultural identity. The organisation suggests that projects that utilise placemaking highlight unique aspects of the city's history, draw attention to areas that need improvement and make people feel established in the places they live.

> The Glenorchy CBD Revitalisation Project captures all aspects of placemaking as it aims to re-energise underutilised and run-down infrastructure to draw people into the historical centre of the City.

The current CBD is uninviting, run-down and provides very little reason to visit. Through the completion of the project, the community will regain pride in the heart of their community and reinvigorate the social hub of the City. Main Road will be revitalised as a key community space for facilitating social inclusion amongst residents, visitors, businesses and the disadvantaged community members through the provision of a hub to meet, participate in community based activities and promote connectivity.

The Project will help instil a sense of place for residents and the community of Glenorchy through the following key elements:

- The improvement of access and connection to the transport hub through active transport options and linkages to other parts of the City;
- The design has a pedestrian focus to encourage the community to enter and engage in the space;
- The improvements will increase the range of uses for the CBD with activities occurring from day to night, from season to season. The CBD will be a place for local daily activities through to unique events;
- The CBD will create a safe, clean and comfortable environment to be in;
- The Project will promote the local history and encourage people to explore the surrounding area; and
- The CBD will promote co-operation and neighbourliness and improve access to allow all members of the community to enjoy the space.

Importance of the Main Street and the CBD

The main street of any community is a reflection of the image, pride, prosperity, and level of investment within the region, which are critical factors in business retention and recruitment efforts (Main Street America). A town with a main street that is run down and unattractive discourages investors from staying and has a flow on to the rest of the community. A town that presents an exciting and fresh main street shows future investors that while times may be tough, the community is proud of the town and the people.

The Property Council of Australia launched its *Regional Main Street's Best Practice Guide* in October 2014, which noted that "the social, cultural and economic sustainability of main streets play an important role in defining our towns, cities and communities". The Planning Institute of Australia says that visually attractive plazas and space within the CBD are critical for enhancing community cohesion. The Planning Institute reported that 'paved open pedestrian spaces

commonly found at the heart of a town centre, provide important gathering places and focus for a range of activities, public interactions and the development and enhancement of community cohesion and social capital.

> The Project will result in more places to meet and socialise in the Glenorchy CBD than before with double the amount of seating, and the potential for an increase in cafés and restaurants compared to the existing streetscape.

Glenorchy's CBD has traditionally been the centre of the City with key public buildings and the largest shopping precinct in the City. However, the capacity of the CBD to engage the local community and visitors has declined over the years. The Project will re-energise the CBD, increase the local pride in the space and return the CBD to the social hub of the City.

Enhance Community Connections

Central urban spaces create and instil a sense of shared history and reinforce feelings of connectedness among community members. "Greater social cohesion increases a community's social capital" and its ability to solve problems and achieve common goals". (Putnam 2000; Policy Research Institute 2005)

The CBD provides an important civic forum, where members of the community can congregate. Parades, special events, and celebrations held in the CBD can reinforce the intangible sense of community (Main Street America). Further, Mainstreet Australia believes that a successful and sustainable main street provides a sense of connection, belonging and identity to where people live (Property Council Main Street Guide).

Revitalizing the Glenorchy CBD will help preserve long-established social ties and community networks. The Precinct will provide a modern, accessible venue for community celebrations and other public events that bring people together. The Strategic Framework developed to guide the Revitalisation Project noted that the multi-cultural population base will also contribute to the potential for the CBD to be a dynamic city centre (Inspiring Place). Measures to improve accessibility for people with a disability, improved lighting, better and additional seating and places to secure bikes and the inclusion of Public Art, will draw the all members of community into the CBD, improving connections and instilling a sense of ownership in the CBD.

Support Local History

The Strategic Framework for the Glenorchy CBD Revitalisation prepared by Inspiring Place Landscape Architects, noted that much of the history of Glenorchy's settlement has been subsumed by modern development. However, important elements such as the Methodist Chapel at Main Road and Chapel Street, O'Briens Bridge and St Matthew's Church still remain.

St Matthews Church is a significant heritage feature on Main Road. The sandstone church and its landscaped churchyard with its historic graves create a quiet place of reflection away from the roadway.

Increased Use of Public Transport

Public transport fosters a sense of community as people travelling together are more likely to feel a community connection than those travelling in cars in isolation (Victorian Government). Public transport also encourages people to have a more active healthy lifestyle, particularly if they are walking or cycling to their station or stop. Public transport increases accessibility to work, shopping and other activities as it is available for people regardless of demographics such as income or age.

The Project will improve access to the Main Metro Transport Interchange. Dedicated cycling lanes, bike racks and bicycle storage lockers will encourage people to cycle to the CBD and connect to public transport. The increase in residents between the age of 25-34 would suggest a growth in residents who would be likely to commute to Hobart for work. Improving the amenity, safety and accessibility to the transport interchange will increase the likelihood of residents utilising public transport.

Tourism

Tourists provide more than just an economic benefit to a community. A steady influx of tourists can create a buzz in the community, bringing life to the retail, commercial and cultural attractions within a region. Tourism can bring about a real sense of pride and identity to communities. By showcasing distinct characteristics of their ways of life, history and culture, tourism can encourage the preservation of traditions evident in the community. (Responsible Tourism)

Trip Advisor, social media and word of mouth significantly influence tourism choices on places to visit and towns to stay in. Tourists talk about towns that provide a positive experience where the opposite is true, if they find it unattractive and a place not worth visiting again. Glenorchy aims to capture some of the significant tourist numbers that visit their region and entice them to the CBD where they can spend more time in the Glenorchy community.

Currently, there is little to draw tourists to the Glenorchy CBD. However, the Project will transform

the centre of the City into a vibrant place, with linkages to other attractions across the CBD. Tourists will be encouraged to engage with the Public Art, browse the retail outlets and enjoy the dining options, which will inturn enhance the amenity and atmosphere within the CBD.

Reduction in Crime

Run-down areas of a city particularly within a CBD, often attract higher levels of crime. Council reports significant costs of removing graffiti each year and local businesses have reported that safety is a concern within the CBD. Fear of crime makes a community anti-social as it makes people distrustful of one another.

The Australian Crime Prevention Council reports that areas in which crime prevention strategies have been employed have been seen to have lower fear of crime, increasing property values and in turn, higher quality of life (Schneider & Kitchen 2002).

The Revitalisation Project includes CPTED (Crime Prevention Through Environmental Design) design principles to discourage crime. Improved lighting, activation of underutilised areas and an increase in people within the CBD, will discourage crime within the area. Reducing the level of fear of crime within this Precinct will have the benefit of encouraging people to utilise and enjoy the area increasing community connection.

Walkable Areas

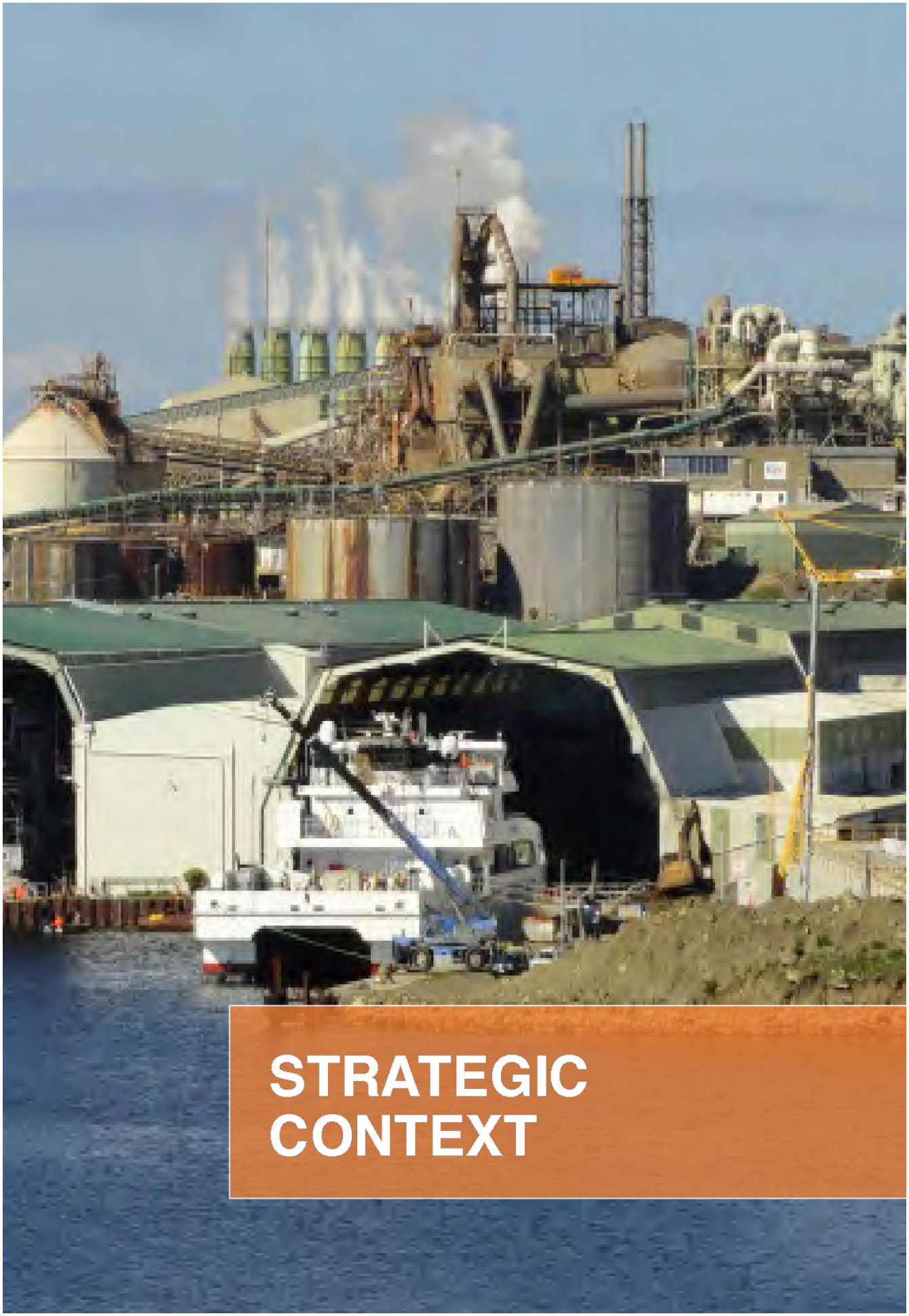
Research demonstrates that enhancing and creating walkable environments in main streets and central business districts enhances a sense of community and social capital by encouraging and facilitating social ties and community connections. The Project will facilitate through the provision of accessible, picturesque open spaces with the CBD opportunities for residents to meet, interact and engage.

The Project will, through a comprehensive design framework and engagement process,provide a high quality well connected public domain that is convenient, safe, and attractive and encourages social and economic interaction and exchange. The Heart Foundation defines "sense of place" as describing "the prevailing character or atmosphere of an individual's' relationship with a place. It is used in relation to those qualities and characteristics that make a place special or unique, and that makes people feel connected to a location and foster a sense of human attachment and belonging."

Changing Demographics

As the population of Glenorchy increases, the heart of the CBD needs to reflect a new urban lifestyle. Providing an attractive place for people to work, visit and live is vital. Glenorchy is experiencing demographic change with an increase in the number of residents aged 25-34, a diversification of the industry profile with the growth of the arts and culture sector and a growing tourism market. The Community Strategic Plan, as well as the community engagement for the development of the CBD Revitalisation Strategy, reflects this change. Reinvigoration of the CBD will support the change.

A well designed, vibrant CBD will provide positive experiences and be a place to visit over again. As the population of Glenorchy increases the heart of the CBD needs to reflect a new urban lifestyle. Providing an attractive place for people to work, visit and live is vital and Project will be a catalyst to deliver this for the Glenorchy community.



STRATEGIC CONTEXT

Strategic Context

State, regional and local strategic plans for Glenorchy, highlight the importance of the creative arts and tourism sectors driving economic and social change in the local community. The Revitalisation of the Glenorchy CBD is critical in achieving many objectives outlined in a series of strategic plans which are currently being implemented.

Australian Infrastructure Plan

The Australian Infrastructure Plan outlines a program of reforms to deliver infrastructure to communities that is well-coordinated makes better use of new technology, and builds resilience and economic opportunities.

The Plan recognises that infrastructure should meet the needs of a highly urbanised nation, enhance the liveability of our cities and foster the skilled jobs and innovative businesses that cities create.

The Project will deliver an upgrade of vital urban infrastructure for the community with a clear direction of its future. The Revitalisation will enhance the liveability of Glenorchy by improving the amenity of its centre and encourage residents and visitors to visit, work, shop and engage. It will promote new business in the CBD. The renewal of existing buildings and will facilitate the continued growth of creative industries through its Public Art.

T21 - The Tasmanian Visitor Economy Strategy 2015-2020

T21 is a partnership agreement between the Tasmanian Government and the Tasmanian tourism industry that demonstrates a shared commitment to the growth and development of Tasmania's visitor economy. T21 has four main priorities which are:

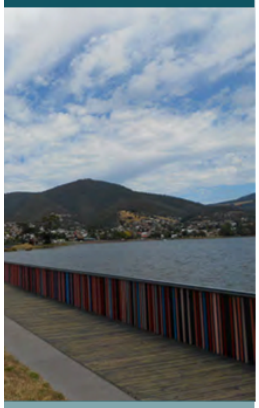
1. Growing demand for travel to Tasmania;
2. Expanding air and sea access;
3. Investing in quality tourism infrastructure; and
4. Building capability, capacity and community.

The Project directly links to two of these priorities.

PRIORITY 3: Invest in quality visitor infrastructure. Investment in private and public infrastructure is essential if we are to grow the visitor economy. To achieve 1.5 million visitors a year by 2020 requires the ongoing development of exciting new visitor experiences to drive interest in Tasmania, stimulate visitor demand and encourage travel within the state.

The Revitalisation of the Glenorchy CBD Project will expand the local visitor economy by providing an engaging space for visitors to shop and eat. Glenorchy has a significant number of visitors each year to MONA and Mount Wellington Park however there are currently no linkage to the CBD. The addition of quality open space, additional cafés and high quality shops will attract additional day trips visits and encourage current visitors to stay longer.

PRIORITY 4: Building capability, capacity and community. Tasmania has a welcoming culture. The friendliness and helpfulness of Tasmanians is a regular and frequent response from visitors about their Tasmanian travel experience.



The Project will result in the provision of a welcoming space for visitors to Glenorchy's attractions. It will directly link to attractions such as GASP! and bike trails and will provide the opportunity for visitors to spend more time experiencing the Glenorchy community.

National Cycling Strategy

The Australian National Cycling Strategy 2011-16 was developed as a coordinating framework identifying responsibilities of all levels of government, community and industry stakeholders. The strategy recognises that increasing the number of people who ride a bike for transport and recreation has a host of benefits to individuals and society.

The Project will build on a strong cycling culture within the Glenorchy region, improving safety within the CBD for cyclists with dedicated bike lanes and slower traffic speeds. Additional facilities such as bike racks will encourage riders into the CBD, with lockers encouraging commuters to connect with public transport options. The Project will link directly to existing trails along the Derwent River and on Mount Wellington.

Healthy Tasmania Five Year Strategic Plan July 2016

The Healthy Tasmania Five Year Strategy is a Tasmanian Government Strategy that aims to develop new approaches to support communities to become engaged and to encourage each other to make healthy lifestyle changes.

"Action 13" aims to increase physical activity via low cost promotion of active tourism. This initiative will provide at cost advertising opportunities for places and events that encourage us to be physically active. This initiative will have benefits for our wellbeing, as well as increase economic activity and employment, particularly for regional areas.

The Revitalisation of the Glenorchy CBD Project will develop a place that encourages the community to be physically active. Dedicated cycle lanes as well as bike racks and lockers will improve the active transport options within the CBD and provide linkages with public transport options for commuters.

Arts Tasmania Vision

Arts Tasmania is the Tasmania Government's arts funding, policy and advice body. The vision of Arts Tasmania is "for a robust, diverse, vibrant arts sector in Tasmania which is valued by Tasmanians and which is nationally and internationally recognised. A Tasmania where all communities are artistically vibrant places with rich and varied creative opportunities. Communities where the arts are collaborative, accessible and inclusive to all".

The Arts and Cultural sector has become increasingly important in Glenorchy with the Museum of Old and New Art (MONA), the largest private art gallery in the Southern Hemisphere, being located within the city on the banks of the Derwent. MONA attracts 330,000 visitors per year and is Tasmania's second-most visited attraction. The Glenorchy Art and Sculpture Park (GASP!!) has revitalised the Elwick Bay foreshore and along with the Moonah Arts Centre and Derwent Entertainment Centre highlight the importance of this sector to the City.

The CBD Revitalisation Project will provide key linkages with the important arts sector in Glenorchy. The Project will deliver an engaging community space with a dedicated Public Art program supporting the local arts community. Signage, laneways and paths will link the CBD to GASP! on the river and encourage visitors to enjoy the vibrant creative arts sector in Glenorchy.

RDA Tasmania Regional Plan

The Regional Development Australia (RDA) Tasmania Regional Plan outlines its strategic direction and regional priorities. Priorities were developed through working with our wide range of stakeholders and the experience and expertise of the RDA Tasmania committee.
Four broad priorities were identified by RDA Tasmania to focus project work and provide context and direction. These priorities reflect the RDA Tasmania committee's view of the key challenges for the region as reflected by the profile and statistical overview.

Tasmania currently records social and economic outcomes well below the national average. A more robust and growing economy with increased employment opportunities will create associated community benefits and improved social outcomes.

The Project supports a Community Plan that actively encourages the growth of an emerging sector, driving economic growth and delivering a broad range of social outcomes. The Project will revitalise a rundown CBD, encouraging business investment and creating a vibrant retail sector. It will support the creative arts sector through the Public Arts Program and entice visitors to Glenorchy's attractions to spend additional time in the City driving employment in these sectors.

Glenorchy City Council Strategic Plan 2016-25

The Glenorchy City Council Strategic Plan was developed after extensive consultation with the community. Almost 2,000 people of all ages, cultural backgrounds and locations in Glenorchy provided over 7,500 ideas and thoughts about the future of the city. The CBD Revitalisation Project aligns directly to a number of priorities:

Becoming the hub for arts and culture in Tasmania and forging a national and international reputation as a leading destination for arts tourism

The Project will support the existing arts and culture sector through the Public Art program scheduled as part of the Revitalisation. Signage, laneways and paths will link the CBD to GASP!

and encourage visitors to enjoy the vibrant creative arts sector in Glenorchy. MONA, located within Glenorchy, is the second most visited attraction in Tasmania, highlighting the importance of creative arts to the City and this Project will assist with the community's aim of the becoming an art and cultural hub.

Creating a strong economy; creating more local jobs; encouraging investment; revitalising our CBD areas.

The Project directly aligns with this priority as it aims to revitalise the CBD which will facilitate investment and create more jobs in the retail, tourism and hospitality sector. The Project will support existing attractions, current recreation facilities and encourage residents to see the CBD as a centre of their community.

Providing a safe city with quality open space and community and recreation facilities and services for all age groups

The Project will provide the community with well-designed public space that can be enjoyed by residents and visitors. Safety in the CBD will be increased through improvement in lighting and activation of the area as a place to meet and stay. Increasing access for people with a disability will ensure that the space will be available to all members of the community.

Building city pride, appearance and reputation

The Project will build city pride by creating a place where residents want to meet, do business, shop, work, visit and engage. The revitalisation will improve the appearance of a run down and tired CBD and the Public Art associated with the design will enhance the reputation of Glenorchy as an arts and creative hub.

Glenorchy City Council Public Art Policy

The Public Art Policy is underpinned by Council's Cultural Development Policy and stems from directions identified in the Cultural Plan 2002. Council has been developing public art in locations throughout the City since 1993. Projects have arisen from across the spectrum of Council departments and have involved partnerships with schools, community organisations and businesses within the City.

The Project aligns with the Glenorchy Public Art Policy, ensuring that the design fosters the creative arts sector within the city and builds on the reputation of the City as art and cultural hub.

PROJECT DELIVERY

Project Delivery

The Glenorchy Revitalisation Project will be a partnership between three tiers of Government, and the community of Glenorchy. The Council has allocated substantial funding in the 2017/2018 financial budget for this Project. It is viewed as a strategic priority not only in terms of the provision of valued community amenity but also to act as a catalyst to facilitate retail vitality and boost community confidence in the Region. The Tasmanian Government has committed $500k towards the Project. In addition Council has expended over $240k in ensuring the Project is well designed and meets the needs and desires of residents and businesses within the CBD. Council is proud of the extensive structured approach implemented to ensure the Project is well scoped to proceed to construction stage.

The revitalisation of Main Road and associated infrastructure has been a long-term strategic priority for the community of Glenorchy for many years.

The Project will be managed by Glenorchy City Council who has considerable experience in managing major infrastructure projects and delivery of Projects. The proposed works will be project managed by fully qualified and experienced engineering staff within Glenorchy City Council's City Services and Infrastructure Directorate. The Directorate has a range of qualified designers and works coordinators. In total the Directorate has a total of 20 technical based staff.

Councils Works Department manages a wide range of public works including road maintenance and construction, waste management, parks and recreation, and water and sewage infrastructure. Council currently operates a $54 million operating budget and continues to contribute a healthy proportion of funding to be allocated for maintenance, improvement of and addition to the regions strategic physical assets.

The costs derived for the Project are based on the cost estimates provided by the appointed Urban Design Consultants and an independent quantity surveyor.

The process for developing the cost framework included the following:

- Finalisation of design proposals
- Cost framework developed by Consultant team and tabulated
- Measurements developed from CAD design documentation
- The process for developing the cost framework for the Project also included the review of all design proposals and costings by members of Council's Project Team..

Works such as re-paving or re-design/re-orientation of garden beds is not subject to an approvals process. Should the final design require a development application and construction certificate it is unlikely to be an onerous process and be completed in a timely manner.

Experience to Deliver

Glenorchy City Council has proven performance when managing state and federal grant funding. Council currently operates a $54 million operating budget and continues to contribute a healthy proportion of funding to be allocated for maintenance, improvement of and addition to the regions strategic physical assets.

Glenorchy City Council has extensive experience in managing funding from various sources particularly over the past 10 years. All previous grants have been properly acquitted and subject to audit, both from Councils auditors and from the Australian National Audit offices on behalf of the relevant government departments. The following table illustrates Council's ability to manage the Project highlighting recent examples of Projects funded in Partnerships with the Tasmanian and Federal Governments.

EXAMPLES OF FUNDED PROJECTS			
DESCRIPTION	OUTCOMES	TOTAL COST OF PROJECT	GRANT FUNDING RECEIVED
Glenorchy Art & Sculpture Park (Stage 1) 2010-13			
The Project consisted of the following: A number of boardwalks and shared paths that connect a range of facilities around the Elwick Bay foreshore. It includes the Elwick Bay Boardwalk and Shared Paths, the Brooker Highway Shared Path, the Montrose Bay High and Foreshore Linkage and a new Jetty at Wilkinson's Point. The project has been a great success and has gained national and international exposure, as can be seen in the website links below.	Please see the website links below, that show just a few of the many activities that are now occuring around this previously disused area	$5,027,196	Fed Gov Funding (RLCIP 1229) $2,731,362
boardwalk-opened-by-prime-minister,	http://GASP!.org.au/		State Gov Funding $1,795,834
GASP!-stage 1wins-national-award	mona-GASP!-fun-run/		GCC Funds $500,000
Glenorchy Art & Sculpture Park (Stage 2) 2011-14			
Stage 2 of the Project included additional shared paths connecting the existing GASP! boardwalk to Wilkinson's Point, landscaping and water sensitive and environmental design features and a building space at Wilkinson's Point to service the ferry jetty. The project has been a great success as can be seen in the website links below.	Please see the website links below, that show just a few of the many activities that are now occuring around this previously disused area	$2,879,000	Fed Gov Funding $2,329,000
Stage-2-works-launched-by-minister	http://GASP!.org.au/		State Gov Funding $150,000
GASP!-stage-2-wins-national-award	worlds-top-foodies-treated-dinner-GASP!/		GCC Funds $400,000

EXAMPLES OF FUNDED PROJECTS			
DESCRIPTION	OUTCOMES	TOTAL COST OF PROJECT	GRANT FUNDING RECEIVED
Upgrade of the Moonah Arts Centre 2012-15			
The new MAC is an inviting, accessible arts hub that has enriched the Moonah urban environment. It has consolidated a range of creative, cultural and community activities onto a single site. It has been designed to maximize the budget available for the project; it has been sustainably built and is easy to manage with low operating costs. The new MAC is fabulous, providing a number of spaces which are unique in terms of other cultural facilities in Southern Tasmania and will be an arts and cultural resource for the City and be of significance within Greater Hobart and Southern Tasmania.	Please see MAC website link below, that shows evidence of the many activities that have or are now occurring at the MAC	$4,020,000	$4,000,000 Fed Gov Funding (RDA,LG,A&S)
	http://www.moonahartscentre.org.au/		$20,000 GCC Funds
Berriedale Rd Roundabout (BlackSpot Project - 2015/16)			
The roundabout was initially proposed between consultations with The Dept of State growth and Glenorchy Council to address numerous safety concerns. State Growth engaged Glenorchy Council, under a contract agreement, to undertake planning and development of design plans. Australian Government Blackspot funding was approved for 2015 / 2016 financial year and construction undertaken and completed in 2016. The (historical layout) Brooker highway northbound off-ramp met Berriedale Road at an acute entry angle. The non-standard arrangement made it difficult for merging drivers to safely identify gaps in the traffic. Additionally the Brooker Highway northbound on/off ramp arrangement at Berriedale Road was restrictive as vehicles exiting the Highway could not make a right hand turn to Berriedale Road East. This arrangement forced northbound drivers on the Brooker Highway to use the preceding Booker highway / Main Rd slip road junction at Rosetta if they wanted to access eastern Berriedale.	The new roundabout facilitates access from the Brooker Hwy to Berriedale East and ultimately reduces vehicle movements currently utilizing the preceding off ramp to Main Road This provides safety benefits for vehicle movements to the Berriedale area and reduces the historical high crash rate. Additionally the roundabout location is the preferred route for north bound vehicles to access the "Museum of old & New Art (MONA)	$700,000.00	$730,000 as per grant deed. Australian Government Blackspot program (2015-2016)

RISK MANAGEMENT

Council has undertaken a comprehensive risk management approach to the Project. Council recognizes that risk management is essential for sound strategic and financial planning not only for the Project but for the continuing operations of the Council. Apart from minimising financial loss and adverse publicity, risk management for the Project will balance legal requirements and public expectations, together with providing for the safety and wellbeing of employees, contractors and the community in general.

In developing the risk management framework for the Project, Council has adopted AS/NZS: 31000:2009 Risk Management Standard to ensure that Council meets its duty of care. This Standard will form the basis of Council's risk management philosophy, strategies and processes.

To ensure risks are minimised Council has developed a Risk Management Plan for the Project. The purpose of this Risk Management Plan is to identify, assess and control risks likely to adversely affect the delivery of the Glenorchy CBD Revitalisation Project to be project managed by Glenorchy City Council. The RMP is applicable to all activities related to the planning, design, approval, delivery and implementation of the proposed infrastructure comprising the Works. The Plan includes a comprehensive Risk Register for all development, design and construction phases to complete each phase of the Project.

Council recognises that due to the complex nature of the CBD location, special safety issues are required to be identified, and measures to minimise risks need to be developed and implemented. All Council staff must be aware that construction of the Works is being undertaken within the CBD Precinct which is a working environment where business operate with high pedestrian and traffic access points. It is imperative that staff take into account the high density nature of the Precinct and accordingly all Safety Plans and safety measures implemented on site must take the proximity of pedestrians to the Works site. This will ensure the safety of all persons. The Safety Plans prepared by any external contractors will be rigorously reviewed by the Project Management Team to ensure that all eventualities have been taken into account and the appropriate safety measures put in place.

Council recognises that a key risk is cost overruns and has comprehensively planned the Project including detailed cost estimates. While contingency arrangements are in place, Councils expertise in managing projects such as these is likely to ensure that such cost overruns do not occur. The federally funded government project will be completed within the specified timeframes and associated budget and all grant funding reporting requirements submitted on time.

Asset Management

Glenorchy City Council's core business activities include the provision of key services to the community. Many of these services are provided by infrastructure assets. Council has acquired infrastructure assets by 'purchase', by contract, construction by council staff and by donation of assets constructed by developers and others to meet increased levels of service. These infrastructure assets have a replacement value of $843 million (2014) including transport assets to the value of $445.5 million.

Glenorchy City Council's goal in managing infrastructure assets is to meet required levels of service in the most cost effective manner for present and future consumers.
Council has prepared a comprehensive Asset Management Strategy to assist Council in improving the way it delivers services for infrastructure assets (including roads, bridges, footpaths, stormwater drainage, buildings, and parks and recreation). This includes the management of transport assets and recognises the importance of the CBD areas within the council boundary. In addition Council has detailed service level agreements that outline the required intervention levels and timeframes for remediation of all council assets including transport infrastructure.

The Asset Management Strategy enables Council to demonstrate:

- How its asset portfolio will meet the service delivery needs of its community into the future;
- Enable Council's asset management plans to be achieved; and
- Ensure the integration of Council's asset management with its long term strategic plan.

The Asset Management Strategy was prepared following a review of the Council's service delivery practices, financial sustainability indicators and asset management maturity. 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 key elements of infrastructure asset management undertaken by Glenorchy are:

- Taking a life cycle approach.
- Developing cost-effective management strategies for the long term.
- Providing a defined level of service and monitoring performance against service levels.
- Understanding and meeting the demands of growth through demand management and infrastructure investment.
- Managing risks associated with asset failures.
- Sustainable use of physical resources.
- Continuous improvement in asset management practices.

Council's Asset Management Plans are prepared in accordance with the International Infrastructure Management Manual. Plans are prepared to meet legislative requirements for sustainable service delivery and long term planning and reporting.

Glenorchy City Council provides transport infrastructure to facilitate access and amenity within the community. The funding of transport is the most significant infrastructure challenge for council, and long term planning is essential to ensure that any loss or reduction in services and associated risks are managed, and capital budget spends are balanced over the long term.

Councils Transport network comprises:

- Urban Streets
- Rural Roads and Bridges
- Footpaths and Kerbs
- Signs, Guardrails and other Roadside Furniture

Procurement Management

The City undertakes substantial procurement for the carrying out of works or the provision of goods and services and the disposal of non-current assets. Glenorchy City Council is committed to adopting appropriate best practice purchasing and contracting principles, policies and procedures.

The Council has currently in place a centrally led procurement system which will deliver strategic and innovative support to bring the best quality, compliant and cost-effective services to the Council. Council's procurement processes will comply and adhere to the legislative requirements outlined in the Local Government Act 1993 and the Local Government (General) regulations 2015.

Mayur
Indian Cuisine
Dine in take away
WIZ KIDZ
CLOTHING
Passion Flower
Zest Hair Studio
Hearing

Annexures

Annexure One

Glenorchy CBD Schematic Plans

KEY

1. New street trees in centre of roadway
2. Pedestrian refuge in middle of roadway,with bollards and paved surface
3. High quality exposed aggregate concrete paving around key pedestrian areas. Concrete paving to feature two different colour tones, for visual interest
4. High quality concrete and timber bench seating. Seating design to feature different configurations, to promote social interaction and provide places to rest
5. New paving to footpaths. Paving to feature two tones of grey paving. Where space permits, widen footpath to increase pedestrian space
6. New feature trees planted at regular intervals Main Road and into Regina Street. Tree planted within pavement space in either tree grate or garden bed
7. Raised garden beds with concrete seat edge
8. Existing trees along Main Road housed within garden beds, and where possible, with raised concrete seating edge
9. Bike racks
10. Rubbish bins placed at regular intervals along both sides of Main Road. Precise locations to be determined
11. Widening of pavements allows for cafe style, removable chairs and tables
12. Potential for area outside Snows Dry-cleaning building to be re-configured as raised outdoor cafe terrace
13. Access parking space
14. Taxi rank
15. Maxi taxi
16. Bollards located on all street corners, pedestrian crossings and outside of Northgate main entry, for pedestrian safety
17. Strip of tactile indicators located along entire length of pavement, to signify to visually impaired presence of roadway

GCC Main Road Urban Design Concept

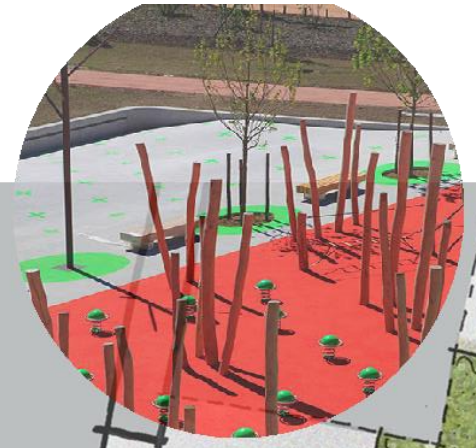
Concept Plan, Panel 1

KEY:

1. New street trees in centre of roadway
2. Pedestrian refuge in middle of roadway,with bollards and paved surface
3. High quality exposed aggregate concrete paving around key pedestrian areas. Concrete paving to feature two different colour tones, for visual interest
4. High quality concrete and timber bench seating. Seating design to feature different configurations, to promote social interaction and provide places to rest
5. New paving to footpaths. Paving to feature two tones of grey paving. Where space permits, widen footpath to increase pedestrian space
6. New feature trees planted at regular intervals Main Road. Tree planted within pavement space in either tree grate or garden bed
7. Raised garden beds with concrete seat edge
8. Existing trees memorial
9. Bike racks
10. Rubbish bins placed at regular intervals along both sides of Main Road. Precise locations to be determined
11. Widening of pavements allows for cafe style, removable chairs and tables
12. Potential for area outside council chambers to be re-imagined as pop-up style cafe, with removable tables and chairs, and covered pergola space
13. Potential location for fenced, children's play ground
14. Access parking space
15. Armaguard / Drop off space
16. Bollards located on all street corners, pedestrian crossings for pedestrian safety
17. Strip of tactile indicators located along entire length of pavement, to signify to visually impaired presence of roadway
18. Dual direction, protected bicycle lane running along Peltro Street. Bike lane connects onto Intercity cycle way. Bike lane allows for vehicle to access driveways located on west side of Peltro Street
19. Extent of bus lane indicated by red tone
20. Lockable bike storage shed

GCC Main Road Urban Design Concept

Concept Plan, Panel 2



1. High quality, designed timber play structure
2. Rubber soft fall surface - 'playful' colouring and pattern
3. Paved entry way to playground
4. Perimeter fence to play area
5. Interactive play element or sculpture; potential for Public Art Project
6. Playground fencing extends in line with eastern face of the cafe, and runs in between existing trees. Boundary fencing arranged so children are visible at all times from the cafe area. Play area designed so as to adhere to Crime Prevention Through Design (C.P.T.D) principles
7. Timber log seating / play area under exiting trees. Area for 'quiet play'
8. Interactive timber play posts
9. High quality, timber seating; seat designed as a playful freestanding element
10. Free play grassed area interspersed with 'sensory' shrubbery; existing trees retained
11. Garden bed containing 'sensory' shurbbery to act as a buffer to existing rose garden
12. Grassed area with high quality seating and existing trees
13. Deep garden bed containing dense, low shrubbery to provide a buffer between play area and public space
14. Locked fenced area with dense, low shrubbery, in keeping with C.P.T.D principles
15. Cafe; existing structure to re imagined as a contemporary timber structure; design to be inkeeping with timber elements in play area
16. Extend existing structure to provide lock up storage area for cafe
17. Contemporary timber shade structure to cafe area
18. Cafe seating area; potential for space to be populated with planter boxes and seating, so as to create an interesting, contemporary space

Glenorchy CBD Playground and Cafe

CONCEPTUAL PLAN JUNE 2015

1:200 @ A3

inspiring place

Annexure Two

Letters of Support

GCC File: PR15-01
Your Reference: BBRF
Enquiries: Greg Blackwell
Direct Phone: (03) 62166343
email: *gblackwell@gcc.tas.gov.au*

GLENORCHY CITY
Where ideas happen.

24 February 2017

To whom it may concern

Evidence of Contribution for Building Better Regions Fund application [*Glenorchy CBD Revitalisation Project]*

This letter confirms Glenorchy City Council's support for its application under the Building Better Regions Fund.

I am authorised to commit Glenorchy City Council as described below.

Glenorchy City Council will contribute cash to the project in the following instalments

- 2016-17: $1,260,000.00
- 2017-18: $1,085,000.00
- 2018-19: $160,000.00

Glenorchy City Council will also contribute $285,000 in-kind support to the project in the form of staff time & consultancy fees (Design, Administration & Supervision). The value of this in-kind contribution has been calculated through the estimates provided by the projects consultants.

The Glenorchy CBD Revitalisation Project is overseen by The Glenorchy CBD Steering Committee. The Committee is made up of Council Staff and the monetary value of their time is not included in the above calculation of in-kind support.

I can also confirm that the Tasmanian State Government is a project partner in this joint application contributing $455k in a cash contribution and $45k in kind support. Please see attached letter as confirmation of this partnership.

Yours sincerely

Peter Brooks

General Manager

PO Box 103 – Glenorchy TAS 7010
Ph: (03) 6216 6800
gccmail@gcc.tas.gov.au
ABN: 197 532 52 493

Treasurer
Minister for Planning and Local Government

Level 9 15 Murray Street HOBART TAS 7000 Australia
GPO Box 123 HOBART TAS 7001 Australia
Ph: +61 3 6165 7670
Email: treasureroffice@dpac.tas.gov.au

Tasmanian Government

23 FEB 2017

The Hon Sue Smith AM
Commissioner
Glenorchy City Council
PO Box 103
GLENORCHY TAS 7010

Dear ~~Commissioner Smith~~ Sue,

I have been informed that the Glenorchy City Council would like to submit an application for funding under the recently announced Australian Government's Building Better Regions Fund (Infrastructure Projects Stream) to assist with the reconstruction and revitalisation of the Glenorchy Central Business District (CBD).

The Council has received a $500,000 election commitment grant from the Tasmanian Government to revitalise the CBD's public space. The grant may be used to support the Council's bid to the Australian Government for further improvements to the CBD.

This letter may be made available to the relevant Australian Government departments as evidence of the Tasmanian Government's support for the Council's application.

Yours sincerely

Peter Gutwein MP
Minister for Planning and Local Government

17/15413

Regional Development Australia
TASMANIA

22 February 2017

www.rdatasmania.org.au
Email: rdatasmania@rdatasmania.org.au

p: (03) 6334 982
f: (03) 6334 982

All Posta
Correspondence
Level 1 / 29 Paterson Street
PO Box 85, Launceston
Tasmania 725

Mr Peter Brooks
General Manager
Glenorchy City Council
PO Box 103
Glenorchy TAS 7010

Dear Peter,

RE: Letter of support – Building Better Regions Fund

Thank you for making us aware of your intention to seek funding for the *Glenorchy Main Street Revitalisation* project through the *Building Better Regions Fund*. We are pleased to endorse your application, and provide this letter of support.

The process by which the RDA Tasmania Committee considers endorsing a project through a letter of support is to assess the project against our Regional Plan.

In regards to your application, you have advised that:

- The project will revitalise the Glenorchy Main Road and shopping precinct making it more attractive, safe and accessible.
- Retail expenditure and business investment will be beneficiaries of project as a result of increased amenity and functionality of the precinct.
- Public art, collective space and engagement are features of the development in a region of the state that is characterised by social disadvantage with a growing population and migrant community.

The RDA Tasmania Committee has considered your project. From our perspective, the application is aligned to our Regional Plan (endorsed August 2015). The Regional Plan has the following priorities:

- *Expand and grow economic activity in Tasmania*
- *Increase collaboration and efficiencies between federal, state and local government*
- *Improve literacy, numeracy and education levels within the Tasmanian community*
- *Address the needs of Tasmania's changing demographic profile*

The *Glenorchy Main Street Revitalisation* project aligns specifically to the following RDA Tasmania Regional Plan priorities:

- *Expand and grow economic activity in Tasmania*
- *Address the needs of Tasmania's changing demographic profile*

The project will enable the development of community infrastructure that will encourage surrounding private investment, drive local economic activity and improve community amenity and social inclusion.

It is for these reasons the RDA Tasmania Committee endorses your application and is pleased to provide this letter of support.

Yours faithfully

Craig Perkins
Chief Executive Officer

Andrew Wilkie MP
INDEPENDENT MEMBER FOR DENISON

21 FEB 2017

Glenorchy Central Business District Revitalisation Project

I write to support Glenorchy City Council's application to the Federal Government's Building Better Regions Fund to revitalise the Glenorchy Central Business District.

The City of Glenorchy is a large part of the Denison electorate and has a diverse and active community. The Glenorchy CBD is in urgent need of revitalisation as it has become tired and uninteresting, and lacks the public space that the community and local business needs. Revitalisation will give a much needed lift to the local economy, for example it will open up further opportunities for Tasmania's booming tourism industry and encourage more people to live in and around Glenorchy.

I note the extensive consultation the Glenorchy City Council has undertaken with the local community and stakeholders. I am confident that funding this project will have a significant social and economic benefit for the whole Glenorchy municipality, and it has my unqualified support.

Yours sincerely

Andrew Wilkie MP
Independent Member for Denison

188 COLLINS STREET (GPO BOX 32) HOBART TASMANIA 7000 (03) 6234 5255
R-1-75 PARLIAMENT HOUSE CANBERRA ACT 2600 (02) 6277 4766
www.andrewwilkie.org andrew.wilkie.mp@aph.gov.au

SENATOR CAROL BROWN

Labor Senator for Tasmania

22 February 2017

To Whom It May Concern

I am writing to support the Glenorchy City Council's application for funding for the Glenorchy CBD Revitalisation project under the Building Better Regions Fund.

The Council has had extensive community consultation on the project and has received widespread support from ratepayers and stakeholders.

I understand the Council is seeking $2.5 million for the almost $6 million project which will revitalise the city.

The project will provide significant economic and social benefits not just for the city but also the surrounding areas.

It will create a far more pedestrian friendly streetscape and the wider footpaths will be easier for people in wheelchairs and families with prams to use.

The Council believes the project will inject new life into the city and make the CBD more attractive and accessible. It also expects the revitalisation will attract more businesses to the CBD which will generate more employment opportunities.

I am pleased to support the Glenorchy City Council's application for funding for the Glenorchy CBD Revitalisation project because it will provide a more modern, vibrant and accessible city centre .

Yours sincerely

Carol Brown
Labor Senator for Tasmania

AMP Building, Ground Floor
27 Elizabeth Street, HOBART TAS 7000
GPO Box 376, HOBART TAS 7001

Tel: (03) 6231 0099
Toll Free: 1300 301 532
Fax: (03) 6231 3009
Email: senator.carol.brown@aph.gov.au

PARLIAMENT OF AUSTRALIA - **THE SENATE**

Senator the Hon
Eric Abetz
Liberal Senator for Tasmania

17 February 20017

TO WHOM IT MAY CONCERN

Letter of Support – Glenorchy City Council CBD Revitalisation Project

The Glenorchy City Council is seeking funds from the Building Better Regions Fund for its CBD reconstruction/revitalisation. It is a project that I wholeheartedly support.

I am aware that the Council has undertaken extensive consultation with its community and stakeholders and has received widespread support and genuine excitement for the project.

The project is expected to create much needed investment by creating a liveable, pedestrian friendly environment in the City.

In an area that has pockets of socio-economic disadvantage; the revitalisation will be a catalyst for creating significant economic and social benefits to not only Glenorchy but the surrounding district. An enhanced sense of pride in the community will be one of the many benefits that will be produced from the revitalisation.

I concur with the community feedback in that this project is an opportunity to reframe the City Centre and make the CBD more distinctive, accessible and vibrant.

I am confident the Ministerial Panel will be as enthusiastic as I was when examining the details of this exciting project for Glenorchy.

I strongly endorse the Glenorchy City Council grant application through the Building Better Regions Fund (Infrastructure Projects Stream). I would be more than happy to speak in support of this project should you wish to make contact.

Yours sincerely

Eric Abetz
Liberal Senator for Tasmania

...advancing Tasmania's interests.
HOBART: 136 Davey Street GPO BOX 1675 HOBART TAS 7001. Ph 03 6224 3707 Fax 03 6224 3709 Toll free 1300 132 493

CyclingSouth

Glenorchy Memorial Pool
Anfield St, Glenorchy, Tas 7010
PO Box 708, Glenorchy, Tas 7010

T: 03 6273 4463
E: info@cyclingsouth.org
www.cyclingsouth.org

21 February 2017

To Whom it May Concern,

Letter of Support - Revitalisation of the Glenorchy CBD

Cycling South strongly supports the Glenorchy CBD Revitalisation Project. We were very excited with the proposed plans when they were presented to us as part of the extensive community consultation.

The project has a strong focus on improving active transport access to the Glenorchy CBD and an emphasis on improving the amenity, accessibility and attractiveness of the CBD as a destination to spend time in. We particularly support the proposed link between the Intercity Cycleway and the CBD, reduced on-street parking to make way for wider footpaths, improved streetscaping including seating and street trees and provision for buses on Main Road.

Cycling South firmly believes the project will attract investment in the Glenorchy CBD as it will become a destination that is appealing, comfortable and vibrant. We support Council's aim to implement the Community Plan which places high value on revitalisation of the CBD with the goal of creating a great place to do business by attracting more shops and customers.

Cycling South is confident the Glenorchy CBD Revitalisation Project will have a significant economic and social impact for the entire Glenorchy municipality and we wish Council well with their application.

Yours sincerely,

Mary McParland
Executive Officer
Cycling South

Clarence... a brighter place

A joint project of Brighton, Clarence, Glenorchy, Hobart and Kingborough Councils

Jonathan Kimberley
Director
GASP (Glenorchy Art & Sculpture Park)
Glenorchy, Tasmania

16 February 2017.

To whom it may concern,

Letter of Support – Glenorchy CBD Revitalisation - Building Better Regions Fund.

I'm pleased to write in support of the Glenorchy CBD Revitalisation project.

This project is an important step in achieving the Glenorchy Community Plan (2015-2040) priorities. The plan states: *We are a proud City; a city of arts; of opportunity; of partnerships; a city that makes exciting things happen.* The revitalization of the CBD is central to Glenorchy becoming a major hub for new cultural, social and business opportunities.

We particularly support the identification of contemporary arts and cultural development as one of the community's most important priorities for the future, especially the intention that CBD areas will be revitalised with a strong emphasis on leading contemporary design, open spaces and nationally and internationally resonant public art programming. A contemporary streetscape is vitally important as a focal point for all of these priorities.

GASP is currently developing a major new Creative Innovation Program in the City of Glenorchy, which is central to achieving all five of the Glenorchy community plan priorities. This is a bold vision aimed at creating and sustaining vibrant, engaging and dynamic opportunities to ensure that the inherent cultural and aspirational diversity of Glenorchy is fully supported, ensuring that the burgeoning Greater Hobart art scene, new audiences and tourism growth are capitalised on for our city.

I believe that the Glenorchy CBD Revitalisation project will contribute to a sustained period of significant cultural and economic growth for the whole Glenorchy municipality, which will attract major new investment of all kinds, positioning Glenorchy as a dynamic Centre for Creative Innovation.

Yours sincerely,

Jonathan Kimberley
Director, GASP.

GASP (Glenorchy Art & Sculpture Park) I Tasmania I Australia E: info@gasp.org.au I T: +61 (03) 6216 6373 I www.gasp.org.au

MGBA
Moonah & Glenorchy Business Association

Mr Beres Taylor

President

Moonah and Glenorchy Business Association Inc.

PO Box 761

MOONAH TAS 7009

16 February 2017

To whom it may concern,

Letter of Support – Glenorchy CBD Revitalisation

On behalf of Moonah and Glenorchy Business Association Inc., I am pleased to write in support of Glenorchy City Council and their Glenorchy CBD Revitalisation project.

The City of Glenorchy through our Community Plan (2015-2040) places a very high value on revitalization of our central business district as central to building pride and future prosperity. As our Community Plan's vision states: *We are a proud City; a city of arts; of opportunity; of partnerships; a city that makes exciting things happen.*

Moonah and Glenorchy Business Association Inc. firmly believes that the project will attract investment by creating a liveable, pedestrian friendly street environment in our City. This project provides the opportunity to reframe the city centre and make the CBD more distinctive, compact, accessible, comfortable, vibrant, activated and loved. Moonah and Glenorchy Business Association Inc. supports Council's aim to create a great place to do business, create more sales and generate more customers.

Moonah and Glenorchy Business Association Inc. is confident that the Glenorchy CBD Revitalisation project will have a significant economic and social impact for the whole Glenorchy municipality.

Yours sincerely

Moonah and Glenorchy Business Association Inc.

VICINITY CENTRES

20 February 2017

Craig Connell
Centre Manager
Northgate Shopping Centre
387-393 Main Road
Glenorchy TAS 7010

To whom it may concern,

Letter of Support – Glenorchy CBD Revitalisation

On behalf of Northgate Shopping Centre, I am pleased to write in support of Glenorchy City Council and their Glenorchy CBD Revitalisation project.

The City of Glenorchy through their Community Plan (2015-2040) places a very high value on revitalization of the central business district as central to building pride and future prosperity. As their Community Plan's vision states: *We are a proud City; a city of arts; of opportunity; of partnerships; a city that makes exciting things happen.*

Northgate Shopping Centre firmly believes that the project will attract investment by creating a liveable, pedestrian friendly street environment in our City. This project provides the opportunity to reframe the city centre and make the CBD more distinctive, compact, accessible, comfortable, vibrant, activated and loved.

Northgate Shopping Centre supports Council's aim to create a great place to do business, create more sales and generate more customers.

Northgate Shopping Centre is confident that the Glenorchy CBD Revitalisation project will have a significant economic and social impact for the whole Glenorchy municipality.

Yours sincerely

Craig Connell
Centre Manager
Northgate Shopping Centre

Northgate Shopping Centre
Centre Management
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Glenorchy TAS 7010

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Managed by Vicinity Centres PM Pty Ltd
ABN 96 101 504 045
As Trustee of:
Vicinity Property Management Trust
ABN 83 026 144 869

Annexure Three

Glenorchy CBD Revitalisation Project - Project Management and Risk Management Plans

GLENORCHY CITY
Where ideas happen.

PROJECT MANAGEMENT PLAN

GLENORCHY CBD REVITALISATION PROJEC

February 2017

This Project Management Plan has been prepared by Glenorchy City Council specifically for the Glenorchy CBD Revitalisation Project. It is a working document and should be updated as the Project evolves.

Version Control

DATE	VERSION	SIGN OFF
22/2/2017	Draft 1.0	Greg Blackwell
27/2/2017	1.1	Greg Blackwell

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PREAMBLE

Glenorchy City Council is the custodian of the Central Business District in terms of its road and footpath infrastructure, street furniture and any Council owned building assets and public spaces contained within.

The Project Management Plan forms part of the strategic framework for the design and delivery of the Glenorchy CBD Revitalisation Project [Project].

For the purpose of clarity the designed and constructed are described in this document as follows;-

- The term 'Works' within this document refers to the whole of the work to be designed and constructed as listed in Section 2.
- The term 'project' refers to the complete CBD Revitalisation Project.

1. INTRODUCTION

This Project Management Plan [PMP] formalizes Glenorchy City Council's [Council] process and procedures for the management of the Works from inception to completion for the Glenorchy CBD Revitalisation Project.

The PMP incorporates a number of mandatory processes and procedures, included under Council's Integrated Enterprise Management System [IMS] which is to be implemented and administered in the managing all projects developed, designed and constructed by Council.

Glenorchy City Council's Enterprise Management System consolidates the Work Health & Safety, Environmental, Financial, Record and Quality management processes within a single management system which is underpinned by a range of State and Commonwealth legislative requirements.

Council, the General Manager and the Executive Management Team have a vision of providing a safe, healthy and productive working environment for all workers.

The objectives of the Project Management Plan are to provide a responsive framework to formalize and provide a standard of project management to ensure the Project is managed efficiently and effectively, reduce workplace incidents, exposures to hazards and risks by using effective risk management processes.

This PMP also adheres to Councils Code for Tenders and Contracts (2016) which includes the statutory requirements for tendering of the Works meeting the requirements of Section 333B of the Local Government Act 1993 **(the Act).**

The PMP is drafted in accordance with the following standards

- AS/NZS 4801:2001 - Occupational Health & Safety Management Systems;
- ISO 14001:2004 - Environment Management; and
- ISO 9001:2008 - Quality Management.

1.1 Project Background

The Glenorchy CBD is home to more than 140 businesses and the Main Metro Transport Interchange. It also contains a range of community services, public spaces and leisure and sporting infrastructure. Currently the main shopping precinct has 2-3 empty shops on Main Road, however the types of shops are low value, charity and discount shops. There are no destination shops and little opportunity to dine within the space. Currently, there is not a lot of reason to browse or linger in the Precinct reducing the chance of increasing retail expenditure.

Glenorchy City Council has undertaken extensive work on the development of the CBD Revitalisation Project. Council commissioned experienced consultants to develop a Strategic Framework for the Project. On completion of the Framework, traffic experts were engaged to examine the implications of the designs on traffic conditions in and around the Precinct.

The community have been extensively engaged in the development of the Project, which is evidenced through a comprehensive Community Engagement Strategy. The strength of this strategy is reflected in the Community Strategic Planning process where the CBD Revitalisation was given a high priority by the community and reflected extensively during each input of the Planning process.

1.2 Key Objectives of the Project

The Project aims to minimise the impact of cars on the amenity of the CBD and enhance the experience of the street for pedestrians and others. The outcomes will be the attraction of social and commercial activity and new use for underused and empty spaces therefore extend the life of the CBD.

The overarching objectives of the Glenorchy CBD Revitalisation Project are identified as:

- An economic catalyst: Glenorchy's civic heart contains high quality, welcoming and activated spaces where business thrives.
- Inviting & activated: There is a network of accessible and safe public spaces, easy for people to explore and enjoy both day and night.
- Our unique identity: An authentic and distinctive place; true to the Glenorchy community's culture and heritage; and connected to our unique landscape setting.
- Well connected: A CBD that is easy to access by a range of transport modes – whether by walking, cycling, public transport or car.

2. THE PROJECT SCOPE

This PMP covers the following projects, which comprise the Project Works. These elements include:-

- Pavement widened to provide outdoor dining options;
- Memorial gardens in front of the town centre will be revitalised and will include a coffee shop and children's playground;
- Dedicated street art and sculpture spaces to add to the amenity and link to other art and cultural elements within the City;
- High quality street furniture with flexible arrangements to encourage people to stop, sit and engage;
- A flush central median to allow a staged crossing of the street for pedestrians;
- Street trees, including new trees, will be enclosed to create rooms within the CBD and provide informal seating;
- Extended dedicated bicycle lanes to the CBD with secure bike stands to encourage active transport;
- Feature lighting poles to define the street and to improve safety;
- Evolving street art in lane ways that will connect parking, sporting facilities and GASP!;
- Realignment of the Main Road to reduce traffic speeds;
- Removal of standard kerbs and the introduction of accessible parking to increase access for people with a disability; and
- Designated Maxi Taxi and motorcycle parking spaces.

2.1 Project Costings

GLENORCHY CBD REVITALISATION PROJECT		
	AREA	COST
Terry Street to O'Brien's Bridge	Preliminaries	$709,282.50
	Site Preparation	$300,000.00
	Roads, Footpaths and Paved Areas	$1,378,417.50
	Landscaping and Improvements	$642,925.00
	Site Electrical Services	$848,125.00
	External Services Generally	$251,250.00
	Special provisions	$295,000.00
	Contingencies	$670,000.00
	Fees	$200,000.00
	Sub total	***$5,295,000.00***
Playground, Coffee Shop Sub	Design, Admin & Construction Costs	$500,000.00

	Sub total	***$500,000.00***
	Total	**$5,795,000.00**

3. PURPOSE OF COUNCIL'S PROJECT MANAGEMENT PLAN

The purpose of Council's Project Management Plan is to:

(i) Provide a mandatory framework for Council's staff to control and effectively manage the Project in accordance with Councils standards applicable to all projects;
(ii) Provide guidance to Council staff, and identify:

- All positions / roles which have responsibilities with respect to the Works;
- Responsibilities and level of authority of the above nominated roles and;
- Frequency and responsibilities of project management reviews and audits.
- Ensure the health and safety of Council employees, subcontractors, all users, the general public and other personnel who may be on or around work sites;
- Provide timely reaction to unplanned situations;
- Protect the environment.

In order to achieve these objectives, Council will:

- Continuously improve work practices and methodologies;
- Adopt best practice procedures [subject to relevant constraints];
- Communicate openly, honestly and in good faith and
- Focus on value for money in the delivery of the works.
- Council's objectives will be met through the application of good leadership, commitment, resources and on-going training.

4. PRINCIPLES OF PROJECT MANAGEMENT

The PMP has been developed to address the principles of best project management practice. It addresses the following key elements:

- Scope Management;
- Risk Management;
- Price & Cost Management;
- Communication, Documentation and Reporting;
- Time Management Procurement;
- Quality Planning and Management;
- Resource Management Steps in Project Management - Overview

5. APOINTMENT OF PROJECT POSITIONS

Council will appoint a suitably qualified Project Manager who will act as the Team Leader in delivering each element of the CBD Revitalisation Project to completion of the Works.

In planning the major actions to be implemented in Council's Project Management process the Project Team is to determine:

- The scope of the project by examining all documents and by site inspection;
- How Council will carry out the Works to achieve the maximum benefit and value for money;
- The resources (people, skills, systems, equipment etc) required;
- How long the Works will take and prepare a critical path programme;
- The project budget and cash flows.

The Project Manager will:-

- Expand on the planning process as described above to ensure the Project Team understands the scope and objectives of the project and is fully aware of the tasks to be actioned and the resources that will be required to successfully complete the Works;
- Assess if the resources allocated to the project are sufficient and supplement them where practicable to ensure Council has and is able to efficiently utilize the level of staffing and tools required to manage the project. These management tools include systems, standards, plans, communications and records;
- Prepare and issue reports to comply with the reporting regime as required by Councils procedures.

To progress the Works the Project Manager will manage the design to Construction Certificate stage. In progressing the design the Project Manager will initiate the iterative cost planning of all elements to ensure the documentation meets all criteria including being fit-for-purpose, has the required standard of finish and can be constructed within the established budget.

Following acceptance of the design by Council the Contract Administrator in consultation with the Project Manager will prepare the Tender documentation. The Tender Documents will comprise:-

- Conditions for tendering;
- Information for companies tendering;
- Specifications
- Drawings;
- Draft Agreement based on Australian Standard document made project specific with amendments and special conditions.

6. TENDER PROCESS

On completion of the tender documentation for the Works, which will include drawings, specifications and standards of finish the Contract Administrator will proceed to call for competitive tenders to construct the Works. Tenders will be called on an 'open tender' basis in accordance with tendering practices set down under the Local Government Act.

A Tender will be prepared that calls for the construction of Works for the total Project. The General Manager will advertise the tender locally via the daily newspaper circulating in the municipal area and on via Tenderlink– making the tender available to all qualified and interested bidders.

Companies tendering for the Works will be required to submit the following information and supporting documentation:-

- Copies of all required insurances;
- Safety Plan. Note that at all times the contractors must be aware that construction of the Works is being undertaken within the CBD which is a working environment where both vehicles and pedestrians will, on certain occasions be in the vicinity of the area. It is imperative that the contractors must take into account that both pedestrians and vehicles can be at times be unpredictable and accordingly all Safety Plans and safety measures implemented on site must take the proximity of vehicles and pedestrians to ensure the safety of all. The Safety Plans prepared by the contractors will be rigorously reviewed by both the Project Manager and Glenorchy Council's WHS staff to ensure that all eventualities have been taken into account and the appropriate safety measures put in place.
- Copy of Safe Work Method Statements [SWMS] prepared for current projects;
- Environmental Management Plan;
- A draft Works programme;
- Copy of the company Quality Plan;
- Any additional documentation that may be required by the tender.

On receipt tenders will be subject to a rigorous assessment process in accordance with Council process and procedures complying with Council's Code for Tender and Contracts.

Assessments will be carried out by a team of no less than three [3] members selected by Council whose assessments will be carried out under stringent levels of security with all information being kept strictly confidential. The team will review tenders and prepare its report and recommendation in accordance with a 'weighted system'.

The criteria on which the 'weighted system' will be based will include:-

- Price quoted;
- Previous experience;
- History of completing similar projects on time, to the set standards of quality and within budget;

- History of managing environmental controls during construction;
- Financial strength and stability;
- Experience of nominated staff to be allocated to the project;
- History of claims and dispute with clients;
- Programme time to completion.

References will be checked by contacting referees provided by the companies tendering, with referees interviewed using a pre-determined series of questions with responses recorded on a questionnaire spreadsheet.

If deemed appropriate, a report will be prepared for submission to Council advising them of the tender process undertaken and the preferred tenderer to be appointed. The recommendation will be put before a full Council Meeting for consideration.

Full details regarding responsibility's and roles are to outlined in Council's Code for Tender and Contracts and must be adhered to (included as an annexure).

7. MANAGEMENT OF CONSTRUCTION OF THE WORKS

7.1 Post Contract Award Prior to Start On Site

On receipt of Council approval to enter into a contract with the successful tenderer, a contract based on an Australian Standard form of contract, amended to be Project specific and address any agreed conditions with the successful tenderer will be prepared and issued to the now designated contractor for execution.

At this time the contractor may be required to submit the following project specific documents as required by the tender:-

- Copies of all current insurances;
- Provide a Bank Guarantee or other such security as may be acceptable;
- The Safety Plan has been prepared and vetted by Council
- Safe Work Method Statements [SWMS];
- Environmental Management Plan;
- Works programme;
- Quality Plan;
- Any additional document that may be required by the tender.

The Contract Administrator in consultation with the Project Manager is to review all documents as submitted to check if they comply with the terms and conditions of the tender and contract/Agreement.

7.2 Site Management

Commencement of Work

On advising the contractor it may take possession of the site and the contractor has commenced work the Project Manager will inspect and assess if:-

- The site safety measures as required by the Safety Plan are installed, including, but not limited to, fences, signage, plant and equipment and traffic control and issue notices to the contractor as necessary [note reference to animals and through traffic to residences in proximity to the Works sites];
- Environmental controls are in place and operating in accordance with the environmental controls design and relevant legislation and issue notices to the contractor as necessary;
- The contractors Quality Plan is in operation and properly administered;
- The contractor has carried out the required site inductions for both contractors staff and visitors to the site including Council Staff, consultants and sub-contractors;
- The contractor has initiated tool box meetings and team briefings with its staff.

As The Works Progress

As the Works progress the Project Manager in conjunction with the Contracts Administrator will:-

- Arrange for design consultants to inspect the Works to ensure compliance with the design intent and the standard of finish meets the specification;
- Ensure the contractor complies with any milestones and/or 'hold-points' and/or 'witness points' which require formal actions and 'sign-off' by the relevant consultant before proceeding to the next stage;
- Ensure all tests require by the design and specifications are carried out in accordance with the defined schedule and review the results and take corrective action if required;
- Monitor the progress of the Works against the Works Programme. If the Works have fallen behind schedule issue relevant notices as required by the contract and report as necessary;
- Monitor adherence to requirements for environmental controls and issue notices of non-conformance if required;
- Monitor compliance with the Safety Plan and amend as necessary should representation be received from the business community concerning any problems.
- Monitor the contractors administration of the Quality Plan and issue notices of non-conformance if required;
- Prepare and issue reports to comply with the reporting regime as required by Councils process and procedures;
- Maintain records of contractor site activity to minimise claims for cost increases;
- Receive and assess contractors Progress Claims and make recommendations for payment;
- Assist in the resolution of dispute with contractors should they arise;
- Keep records to accurately record the progress of the works including time and quality to demonstrate the Works have met the requirements of the contract and for future reference;
- Analyse the work as it proceeds to determine if improvements can be implemented;
- Assess and issue a Certificate of Practical Completion on the Works reaching and complying with the requirements of the contract,
- Assess and issue a Certificate of Final Completion on the Works reaching and complying with the requirements of the contract;
- Prepare and submit a close-out report to Council and interested parties.

8. IDENTIFICATION OF COUNCIL STAFF POSITIONS AND RESPONSIBILITIES

The principal Council staff with areas of responsibility for the administration of the delivery of the Glenorchy CBD Revitalisation Program Works are:

- General Manager;
- Director City and Infrastructure Services

8.1 General Manager

General Manager will:

- Ensure that the works are understood by the Project Team;
- Review Council's intended commitment before execution of any Agreement;
- Execute the Agreement if so authorised by Council directive;
- Throughout the works ensure Council's delivery of the Services meet expectations;
- The project is properly planned, organised, directed and controlled;
- Is properly resourced with people, equipment, facilities and systems;
- Complies with all safety and environmental legislation;
- Complies with all other legislation;

The General Manager's responsibilities remain with him / her, however the General Manager has delegated as follows:

8.2 Director City & Infrastructure Services

The Director of City and Infrastructure Services has delegated authority from and responsibility to the General Manager for:

- The overall development of the project;
- Ensuring that all Council planning conditions are complied with and all required approvals are in place; and
- Determine Councils expectations for the completed Works, agree and direct the Project Team on the Scope of Work and standard of quality required.

8.3 Manager Infrastructure Engineering & Design

The Manager Infrastructure Engineering and Design has delegated authority from and responsibility to the Director of City and Infrastructure Services for:

- Management for the design, construction and delivery of the whole of the Works;
- Determining the Scope of Works and what resources are required to ensure satisfactory delivery of the project;
- Risk Management;
- Procurement Management including
  a) recommending the selection of major subcontractors and suppliers by tender and;
  b) ensuring all subcontractors and suppliers meet the Council's requirements;
- Ensuring that processes and control systems needed for Council's quality management, environmental and safety plans are established, implemented and

maintained;

- Identifying and planning project specific processes (including testing and surveying), arranging personnel and monitoring methods;
- Arranging and approving construction programmes including budgets and cash-flow estimates;
- Liaison with Government Regulatory Agencies in respect of requirements for approvals licences, permits and authorities;
- Monitor progress and costs against programmes and budgets;
- Monitor the performance of the team delivering the Works and adjust as necessary;
- Ensuring that the requirements of all the plans are properly implemented;
- Carrying out final review of all inspection/test results including those of subcontractors and suppliers;
- Appoint a Worksite Manager for day to day worksite management;
- Identifying training needs and arranging for employees and subcontractors to attend the training;
- Ensure subcontractors/suppliers have suitable qualifications and experience, and are inducted into project/worksite-specific requirements prior to commencement of work on site;
- Prepare Traffic Management Plans for traffic control at and around the worksites or sign off successful contractor's traffic plans. Note that management of traffic during construction is a high priority due to the need to ensure the safety of vehicles and pedestrians with the CBD precinct.
- Managing services including power, sewer, communications and stormwater in order that disruption and nuisance is minimised to users of the CBD and/or surrounding businesses and residences;
- Ensuring that the Quality, OH&S and Environmental control measures are maintained and that work-in-progress is inspected;
- Training site staff in the: on-the-spot handling of complaints and comments from business owners and the general public.

8.5 Works Manager – Constructions

The Works Manager will work in close consultation with the Project Manager and is charged with the following responsibilities:-

- Provide technical advice during the design process;
- Assist in the preparation of tender documents with an emphasis on the engineering sections of the Works;
- Be member of tender evaluation team;
- Carry out site inspections to ensure the Works are executed in accordance with the design and contract documents;
- Ensure site environmental controls are in place and maintained to the required standard;
- Monitor site safety and bring any violations of safety to the attention of the contractor and Project Manager;
- Ensure all testing of work and materials as required by the specification is carried

out in accordance with the required process and procedures and keep accurate records of all tests and test results;
- Monitor the contractor Quality Plan and report and document any non-conformance and issue NCRs and CARs as necessary;
- Monitor progress of work against the agreed programme;
- Prepare reports as necessary.

8.6 Project Team

A designated internal Project team has been developed. The Role of the Glenorchy CBD Revitalisation Steering Committee is to:

- Assist the Project Manager in the identification, monitoring and developing strategies to minimise the impact of risks to the project ;
- Implement risk treatment/control measures as identified in this plan;
- Oversee the tenders and contract administration of the Works.
- To oversee the project and provide input and advice to the Project Manager on all project related matters.

8.7 Safety Representative

In order that work on site is carried out under a regime that safety is a prime consideration Council will appoint an OH&S Officer to be Council's Safety Representative to directly monitor safety construction of the Works to ensure a safe working environment.

The following statements are repeated several times within this PMP in recognition of the importance of maintaining a safe working environment of the Works site, always being mindful that on occasions large numbers of pedestrians will be in proximity to the Work sites.

The Safety Representative will report to the Project Manager and is required to monitor and maintain Council's Occupational Health and Safety Policy and the contractor/s site specific Safety Plans as they apply to the Works to be carried out Northern Inland Centre of Sporting Excellence and is responsible for ensuring that Council's mandatory requirements in respect of safety are fully implemented.

He/she will conduct health and safety inspections to identify hazards associated with the works performed and acting on identification of any safety issue will immediately direct the contractors to remove from the worksites any person contravening and compromising site safety and non-compliant plant and direct the contractor to address any unsafe work practice.

The Safety Representative is a point of contact within Council on these matters and is responsible for communicating all OH&S related issues.

The Safety Representative is to keep Council management informed of all issues relevant to the OH&S System. Safety encompasses both the projects site and the surrounding areas, including access roads and storage areas.

The Safety Representative will, as required issue notices of unsafe work practices and if necessary issue 'Stop-Work Notices' to remain in place until the safety issue is rectified. The Safety Representatives responsibilities are set out fully in the site specific Safety Plan.

8.8 Environmental Management Representative

Council is required by State Legislation to ensure measures are put in place to protect the environment during construction works.

Council will appoint an Environmental Management Representative with delegated authority from, and responsibility to, the Director City and Infrastructure Services for ensuring that Council's Environmental Policy and Council's Environmental Plan are fully implemented for the Works.

The Environmental Management Representative is to keep Council management informed of all issues relevant to the Environmental Plan. The General Manager will nominate the Environmental Officer to be the authorised contact person for communications with the relevant Government department on environmental matters.

8.9 Stores Manager

The Senior Stores Manager will be responsible for the sourcing of items required for the Works, which are not included in the project contracts.

The Store Manager will ensure that items are purchased at the best possible price, are received, checked for compliance and are appropriately packaged and stored ready for use.

9. REPORTING

The reporting regime to comply with the requirements of this programme will have two [2] components:-

1. Internal Council reporting to comply with Council process and procedures.
2. Reports for issue to interested parties external to Council.

Internal Reports within the Council will include:-

- Reviewing this Project Management Plan. This PMP will be regularly reviewed. Council's Administration Engineer will maintain records of any review and make recommendations on amendments and/or additions;
- Council will undertake cost management in accordance with Council's accounting system. Council's agreed prices for the Works include the cost of everything

associated with or necessary for completion of the Works;

- Invoices; Council Staff will complete appropriate documentation in accordance with Council requirements in order that appropriate payments can be processed;
- Time related responsibilities; Council will in allocating resources to the programme mobilise the required resources within the specified time to ensure efficient management of the proposed Works;
- Planning the Services. Complete design plans. Complete contract documentation and call Tenders for specific works and prepare progress reports;
- Report to Council on commence of the Works at approved time;
- Not proceed beyond any Hold Point/Witness Point until it is released.
- Identify, respond to and rectify defects within the times specified.

10. CONTINUAL IMPROVEMENT

10.1 General Statement

Council is committed to continual improvement of its Performance and it's Management Systems which will include this Project Management Plan. To meet this commitment this document is dynamic and subject to updating where appropriate and Council will work to achieve continual improvement in working process, procedures and the end product.

Continual monitoring of the Works and reporting of incidents and non-compliance within Council's Systems, Plans and this Project Management Plan will all contribute to this improvement.

Improvements will be aimed firstly at those areas where the safety of persons the CBD Precinct, OH&S quality, or environmental risk is deemed to be the greatest.

In seeking continual improvement, Council will consider any new technologies which come 'on-stream' during the design and construction of the Works.

10.2 Improvement of This Project Management Plan

The Project Manager is responsible for updating/amending the PMP and the associated Plans following any corrective action and having those changes approved and distributed.

These actions are imperative if Council's PMP and other associated Management Plans:-

- Do not adequately address any Specification requirements;
- Are causing nonconformity;
- Have to be revised as a result of an audit;
- No longer represent the current and/or appropriate practice; and

- The scope has changed.

11. COMMUNICATIONS

This section describes Council's communications planning and processes and the reports and notifications it will make during the execution of the works.
It encompasses communication:

Internal to the Council regarding:

- The project in which a number of Council staff have a role;
- Safety and the Environment and;
- Emergencies and Incidents;
- Communications with Senior Management and the Project Team particularly in respect of safety.

External to the Council including:-

- The Community; Council will ensure that the community is given a 'voice' in the planning of the projects and be able to contact Council during the Works should matters of concern arise;
- WorkCover; Council will give notice to WorkCover of any accident, near miss or incident where required to do so under the Work Health & Safety Act (2011) and the WHS Regulations (2011).
- Tasmanian Roads Authority; Council will liaise with TRA in respect of any matter where roads coming under the jurisdiction of the TRA is concerned.
- Utilities: Council will liaise with the relevant authority, corporation or company before commencing work near to or impinging on a utility.
- Emergency Services: Council will notify each of the Emergency Services, Police, Fire, and Ambulance of the Works and provide briefings and worksite plans showing access routes to enable swift and accurate response to any emergency.
- Police: Notify the Police of any incidents which constitute an immediate danger to persons or property and request immediate assistance.

11.1 Council's Communications Objectives

Council will initiate a Community Consultation Process the objective being to ensure each of Council communications meets the pre-determined needs and expectations.
Council will determine through its Compliance and Planning Directorate how information will be communicated and when each communication will be made to ensure it is:

- Effective in its outcomes;
- Directed to an identified need or objective and to a defined audience(s);
- Accurate in its content;
- Timely;
- Clear, concise and grammatically correct to avoid any ambiguity;

- Delivered in the medium appropriate to each message and audience (whether that medium is Council or other meeting, radio, letter-box-drop or newspaper advertisement) and;
- Appealing to the appropriate extent and address any possible disputes.

Before beginning contacts and relevant communications, Council will organise, properly resourse and train all relevant personnel in:

- Network and site communications;
- Communication with consultants, contractors and subcontractors;
- Contract communication;
- External communication to respond, manage and report;
- OH&S accidents and incidents; and
- Environmental problems and pollution incidents.

It will maintain a current list of relevant contact names, email addresses, telephone numbers and facsimile numbers for all interested parties.

It will ensure the communications requirements (including equipment) for rapid and accurate contact with emergency services are sourced, commissioned, installed and personnel properly trained in their use. Personnel training in the use and maintenance of the systems will be refreshed as required

Prior to commencement of the Works the Project Manager will convene meetings to be attended Council staff and contractors involved with the Works to explain Council requirements in respect of:-

- Safety Plan/s;
- Environmental Management Plan/s;
- Quality Management Plan/s;
- Traffic Management Plan;
- Other Plans and appropriate Council plans as they pertain to the works.

These meetings are a mandatory requirement.

During the Works the Project Manager will, at intervals no longer than 1 week ensure the contractor/s conduct 'Tool-box Meetings' with site employees and subcontractors where matters concerning:-

- OH&S;
- Environmental;
- Protection;
- Quality;
- General items.

12. QUALITY OF THE WORKS

Council will ensure the Works reach the required level of quality by using an approved Quality Management Plan [QMP] to inspect, monitor, test and establish records of the work carried out. Council staff are fully versed and experienced in the use of the QMP, which is a document drafted to be consistent across all of Councils Directorates and is used on all Council construction projects.

The Project Manager will develop audit and surveillance checklists based on Council's standard form QMP. Council will use the QMP as the primary guide to ensure that Council achieves consistency and best practice in terms of the Quality of Works completed.

13. RISK MANAGEMENT

Council recognises it is responsible for managing the risk associated with all of its operations and addresses risk management in the development, design and construction phases by the preparation of a comprehensive Risk Management Plan [RMP].

This RMP will:-

- Identify all actual and/or potential risks;
- Analyse likely frequency and consequences of each risk;
- Establish the level of risk to the Works;
- Determine the strategies to manage or reduce the risk;
- Determine the most appropriate method to manage the risk; and
- Monitor the effectiveness of Risk Management until the risk can be removed.

14. PROCUREMENT OF MATERIALS, GOODS AND SERVICES

Council will carry out the procurement of material Goods and Services by following the principles of sound project management and in accordance with the Procurement Management Plan [PMP] drafted to cover all purchasing of materials, goods and services for the Works.

The PMP has been drafted in accordance with Councils requirements and incorporates the processes and procedures contained within Councils Procurement Procedure and Procurement Policy.

The Purchasing Officer will:

- Determine the requirement for material, goods and services for the Work's;
- Conduct the procurement process to minimise uncertainty of supply;
- Carry out purchasing in accordance with Council's Procurement Procedure and utilising:-
    a. Council's Preferred Supplier Agreements where appropriate.
    b. Calling of tenders for materials, goods and services for specific works.

Council recognises that the letting of contracts to a third party either supplier or contract for the Works does not necessarily relieve Council of its requirements, liabilities or obligations in respect of the performance of the third party. Accordingly, it will:

- Ensure contractors have, and fulfil, the same quality, safety, environmental and record keeping responsibilities that Council has;
- Council will ensure that all its contractors and all workers employed in carrying out the Works are fully paid monies properly due and payable to them under relevant awards, contracts and enterprise agreements.

Council Staff are required to comply with Council's principles of Conduct and Business Ethics and failure to comply with these provisions may lead to disciplinary action.

16. LIFECYCLE COSTS

Council's goal in managing infrastructure assets is to meet the required level of service in the most cost effective manner for present and future users. This is achieved via integrated, resource strategies as follows:

(a) Long Term Financial Plan (LTFP)

(b) Asset Management Strategy (AMS) and Asset Management Plans (AMPs).

Council's Asset Management Framework comprises the following documents:

(a) Asset Management Policy

(b) Asset Management Strategy and Asset Management Plans

(c) Four-year Delivery Program

(d) One-year Operational Plan

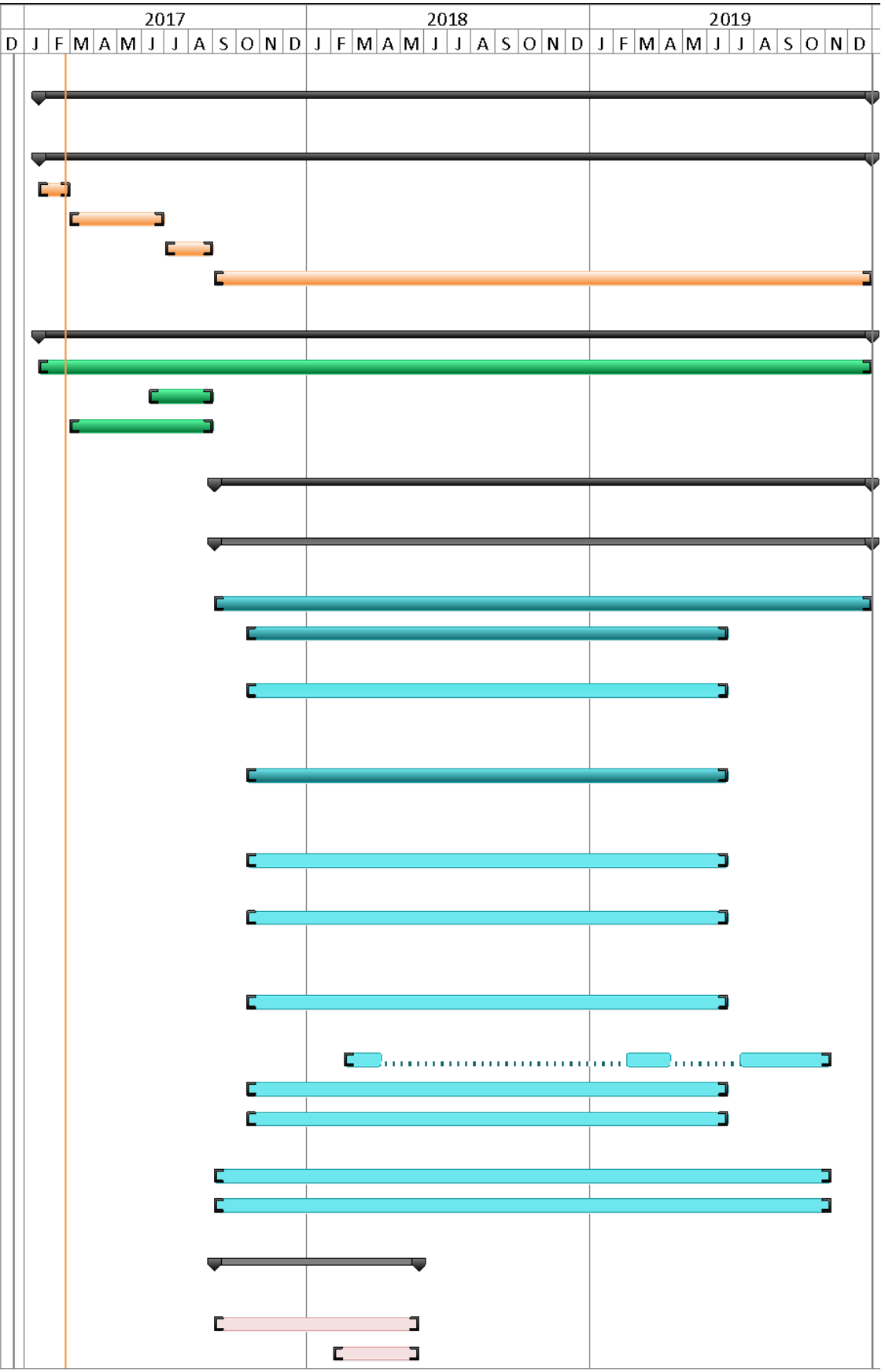
The Asset Management Policy sets the framework for how Council assets will be managed throughout the asset lifecycle. The Policy requires integration with the Long Term Financial Plan, to ensure the resultant asset spending strategies have been factored into Councils' projected budgets. Ensuring the planned objectives are financially sustainable consists of a 10 year optimised asset service provision strategy that defines the levels of service for each Asset class to meet or move towards community service provision needs, within Council's resource capabilities.

The Asset Management Strategy (AMS) and Asset Management Plans (AMP) are 'living' documents. Council continually revise the AMS and AMPs to reflect new assets coming on line and revaluation of relevant asset classes.

ANNEXURES

1. GLENORCHY CBD REVITALISATION GANNT CHART
2. GLENORCHY CBD REVITALISATION RISK MANAGEMENT PLAN
3. GLENORCHY CITY COUNCIL CODE FOR TENDERS AND CONTRACTS (2016)
4. GLENORCHY CITY COUNCIL TRAFFIC MANAGEMENT PLANS POLICY

ID	Task Name	Text1	Duration	Start	Finish
1		(As of 24/02/2017)			
2	**Project Management Tasks (Undertaken by GCC)**		**768 days?**	**Fri 20/01/17**	**Tue 31/12/19**
3					
4	**Grant Application tasks**		**768 days**	**Fri 20/01/17**	**Tue 31/12/19**
5	Compiling Application		28 days	Fri 20/01/17	Tue 28/02/17
6	Assessment Period		88 days	Wed 1/03/17	Fri 30/06/17
7	Grant Negotiations (Execution of agreement)		45 days	Mon 3/07/17	Fri 1/09/17
8	Grant Administration		607 days	Mon 4/09/17	Tue 31/12/19
9					
10	**Misc. Tasks**		**768 days?**	**Fri 20/01/17**	**Tue 31/12/19**
11	Ongoing Project Management (Steering Committee)		768 days	Fri 20/01/17	Tue 31/12/19
12	Development Approvals (if required)		60 days	Mon 12/06/17	Fri 1/09/17
13	Preliminary Design Tasks		133 days	Wed 1/03/17	Fri 1/09/17
14					
15	**Glenorchy CBD Revitalisation Project Tasks**	**(Grant, Partnership & In-kind activities)**	**607 days?**	**Mon 4/09/17**	**Tue 31/12/19**
16					
17	**Main Road Revitalisation**	**Terry Street to O'Briens Bridge**	**607 days**	**Mon 4/09/17**	**Tue 31/12/19**
18					
19	Preliminaries	Supervision/Contract admin	607 days	Mon 4/09/17	Tue 31/12/19
20		Site setup costs, barriers, pedestrian access, traffic management etc.	445 days	Mon 16/10/17	Fri 28/06/19
21	Site Preparation	Strip existing pavements, remove fitments, redundant trees etc. and prepare levels as required	445 days	Mon 16/10/17	Fri 28/06/19
22	Roads, Footpaths and Paved Areas	Roadworks (kerbs,pavements, hotmix linemarking etc.), footpaths, cycle lane, ramps, steps, retaining walls	445 days	Mon 16/10/17	Fri 28/06/19
23	Landscaping and Improvements	Landscaping, trees, bollards, seating, balastrades, bike facilities etc.	445 days	Mon 16/10/17	Fri 28/06/19
24	Site Electrical Services	Relocation of street lights, new lighting, conduits, cabling, misc electrical infrastructure, alterations to services, traffic	445 days	Mon 16/10/17	Fri 28/06/19
25	External Services Generally	Stormwater improvements(pipes, grated drains ,pits etc.)	445 days	Mon 16/10/17	Fri 28/06/19
26	Special provisions	Artwork, interperative elements & wayfinding	161 days	Mon 19/02/18	Fri 8/11/19
27		Out of hours work etc.	445 days	Mon 16/10/17	Fri 28/06/19
28	Contingencies	Design development allowance & construction variables	445 days	Mon 16/10/17	Fri 28/06/19
29	Fees	Professional fees	570 days	Mon 4/09/17	Fri 8/11/19
30		Internal Design/Admin Costs etc.	570 days	Mon 4/09/17	Fri 8/11/19
31					
32	**Playground & Coffe Shop Project**		**190 days?**	**Mon 4/09/17**	**Fri 25/05/18**
33					
34	Design, Admin & Construction Costs	Misc Design & Supervision Costs	190 days	Mon 4/09/17	Fri 25/05/18
35		Construction period	80 days	Mon 5/02/18	Fri 25/05/18



Project: Main Road (Terry Street t
Date: Fri 24/02/17

Task	Project Summary	Inactive Milestone		Manual Summary Rollup	Deadline
Split	External Tasks	Inactive Summary		Manual Summary	Progress
Milestone	External Milestone	Manual Task		Start-only	
Summary	Inactive Task	Duration-only		Finish-only	

RISK MANAGEMENT PLAN

GLENORCHY CBD REVITALISATION PROJECT

February 2017

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1. PURPOSE

The purpose of this Risk Management Plan [RMP] is to identify, assess and control risks likely to adversely affect the delivery of the Glenorchy CBD Revitalisation Project established by Glenorchy City Council. This RMP applies to the projects, as listed in Item 2 SCOPE to be designed and constructed within the Glenorchy CBD - Terry Street to O'Brien's Bridge. These projects are collectively designated the Works.

This RMP provides the basis for the identification of risks that may be encountered in the development and construction of the Works and establishes the process and procedures for the management of these identified risks which could, if not addressed and managed correctly lead to:-

- project outputs being delayed or reduced;
- costs being increased; and
- the eventual quality, including fitness for purpose, being reduced or compromised.

The RMP is a dynamic document subject to a continual process of updating using the Risk Identification and Corrective Action template to review and if necessary amend the RMP as the Works progress.

> Risk management involves establishing an appropriate infrastructure and culture and applying a logical and systematic method of establishing the context, identifying, analysing, evaluating, treating, monitoring and communicating risks associated with any activity, function or process in a way that will enable organisations to minimise losses and maximise gains.

2. SCOPE

The RMP is applicable to all activities related to the planning, design, approval, delivery and implementation of the proposed infrastructure comprising the Works.

The Works addressed by this RMP comprise the following infrastructure works:-:

- A flush central median will be included to allow a staged crossing of the street for pedestrians;
- Removal of standard kerbs and the introduction of accessible parking to increase access for people with mobility;
- Designated Maxi Taxi and motorcycle parking spaces;
- Realignment of the Main Road to reduce traffic speeds;
- Street art and sculpture spaces to add to the amenity and link to other art and cultural elements within the City;
- Evolving street art in lane ways that will connects parking, sporting facilities and GASP;

- High quality street furniture with flexible arrangements to encourage people to stop, sit and engage;
- Low level lighting poles to define the street and to improve safety;
- Footpath widening to provide outdoor dining options and activate pedestrian spaces
- Street trees including new trees will be enclosed to create rooms within the CBD and provide informal seating;
- Dedicated bicycle lanes to the CBD with secure bike stands to encourage active transport; and
- Memorial gardens in front of the town centre will be revitalised and will include a coffee shop and children's playground.

The RMP will apply to the activities of all employees and contractors Glenorchy City Council engages on the Works including but not limited to, clients, consultants, stakeholders. The RMP will also apply to those members of the public who may be involved on the Works in all of those activities where risk is required to be addressed.

The RMP has been prepared in accordance with Australian Standard AS/NZS ISO 31000:2009 Risk Management - Principles and Guidelines and Council's Risk Management Framework.

3. THE PROJECT

The Glenorchy CBD Revitalisation Project will re-energise and stimulate the commercial and social functions within the Main Road area of Glenorchy. The current CBD is ageing, has little street appeal and poor amenity and does not encourage the community to stay and engage.

The Project aims to minimise the impact of cars on the amenity of the CBD and enhance the experience of the street for pedestrians and others. The outcomes will be the attraction of social and commercial activity and new use for underused and empty spaces. This will extend the social and commercial life of the CBD.

The Glenorchy CBD is home to more than 140 businesses and the Main Metro transport interchange. It also contains a range of community services, public spaces and leisure and sporting infrastructure.

The Revitalisation will include the following elements:

- A flush central median will be included to allow a staged crossing of the street for pedestrians;
- Removal of standard kerbs and the introduction of accessible parking to increase access for people with mobility;
- Designated Maxi Taxi and motorcycle parking spaces;
- Realignment of the Main Road to reduce traffic speeds;
- Street art and sculpture spaces to add to the amenity and link to other art and cultural elements within the City;
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- Memorial gardens in front of the town centre will be revitalised and will include a coffee shop and children's playground.

The Glenorchy CBD Revitalisation Project will re-energise and stimulate commercial and social functions within the CBD and provide the catalyst for future activity. The Project will assist with the attraction of new businesses to the CBD, creating more jobs and injecting additional money into the local economy.

Glenorchy has a significant tourism market already visiting the City to attend cultural attractions such as the Museum of Old and New Art (MONA) and the Glenorchy Art and Sculpture Park (GASP) or ride the cycling trails at Mount Wellington or along the Derwent River. A bustling, distinctive CBD full of quality spaces, street art and a strong retail sector will encourage these visitors to stop and spend money in the CBD.

The dedicated cycling lane will encourage active transport in Glenorchy and will provide significant health and social benefits for the broader community and contribute to lower congestion and emissions. Improved amenity within the CBD will contribute to high land values and encourage additional business investment.

The improved safety for pedestrians and cyclists through changed traffic conditions, low level lighting and improved signage will encourage the community to walk in and around the CBD and connect it to other parts of the City.

The Project has strong community support and is a key element in the strategic planning for the City. The Glenorchy CBD will be a modern, vibrant and accessible city centre steeped in history but always looking to the future. The revitalisation will ensure that the CBD will be the place where people want to do business, shop, work, visit and engage in the life of the community.

4. PROJECT COSTINGS

GLENORCHY CBD REVITALISATION PROJECT		
	AREA	COST
Terry Street to O'Brien's Bridge	Preliminaries	$709,282.50
	Site Preparation	$300,000.00
	Roads, Footpaths and Paved Areas	$1,378,417.50
	Landscaping and Improvements	$642,925.00
	Site Electrical Services	$848,125.00
	External Services Generally	$251,250.00
	Special provisions	$295,000.00
	Contingencies	$670,000.00
	Fees	$200,000.00
	Sub total	***$5,295,000.00***
Playground, Coffee Shop Sub	Design, Admin & Construction Costs	$500,000.00
	Sub total	***$500,000.00***
	Total	**$5,795,000.00**

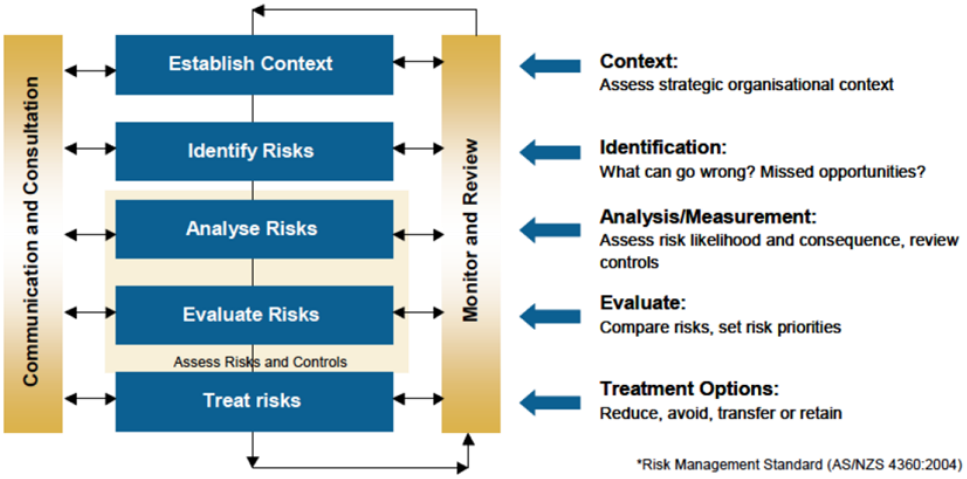
5. RISK MANAGEMENT FRAMEWORK

Glenorchy City Council has formally adopted a Risk Management Framework which provides a comprehensive approach for Glenorchy City Council (the Council) to adopt in identifying and managing risks, which if not realised, could prevent Council effectively achieving its business goals and strategies.

The Framework (appendix 1) has been developed to:

- allow the Council to proactively manage its risks in a systematic and structured way and to continually refine its processes to reduce exposure to risk;
- ensure appropriate strategies are in place to mitigate risks and maximise opportunities;
- further embed risk management into business planning processes, both at a strategic and operational level;
- help create a risk awareness culture from a strategic, operational and individual project perspective;
- give credibility to the process and engage management's attention to the treatment, monitoring, reporting and review of identified risks as well as considering new and emerging risks on a continuous basis; and
- recognise the need for, and align, the "top-down" strategic assessment with the "bottom-up" operational risk assessment.

The risk management process adopted by the Council and set out in this framework is based on the Australian/New Zealand Standard 31000:2009. The diagram below is reproduced from the risk management standard and provides a general overview of the risk management methodology for the Council.



5. RESPONSIBILITY

The following personnel will be responsible for the development and implementation of the Risk Management Plan:

ROLE/POSITION	RESPONSIBILITIES
Project Manager **Engineering Projects Officer**	• Development and implementation of a Project RMP; • Organisation of regular risk management workshops throughout the life of the project in order that the project as a whole can be reviewed and potential new risks identified; • Assessment of identified risks and developing strategies to manage those risks for each phase of the project; • Ensure that risks given a High Risk rating are given priority and alternative strategies are developed to minimise the impact to the project; • Providing regular reports to the Project Steering Committee [PSC] specifying any changes to the risks identified during each activity and project component and the strategies adopted to manage them.
Glenorchy CBD Revitalisation Steering Committee	• Assist the Project Manager in the identification, monitoring and developing strategies to minimise the impact of risks to the project ; • Implement risk treatment/control measures as identified in this plan; • Oversee the tenders and contract administration of the Works. • To oversee the project and provide input and advice to the Project Manager on all project related matters.

6. RISK REGISTER - IDENTIFICATION, ASSESSMENT AND CONTROL

A detailed Risk Register is provided on page 10 outlining Risk Identification, Assessment and Treatment for all development, design and construction phases to complete each project comprising the Works.

Glenorchy City Council, through the utilisation and application of risk management, is committed to protecting the health and safety of our employees, the environment and to achieving a sustained level of quality which enhances Council's reputation for satisfying the needs and expectations of ratepayers and customers.

Glenorchy City Council [Council] has developed policy statements for Risk Management, Environment, Quality and Workplace Health and Safety as a reflection of Council's commitment to continuously improving the management of these disciplines across all of Council's operations. The policies act as a central point for the Integrated Management System (IMS) and are included as part of the Risk Management approach for the Glenorchy CBD Revitalisation Project.

Refer to Annexure 1 for copy of the

- Risk Management;
- Environment;
- Quality; and
- Workplace Health and Safety Policy

7. RISK MANAGEMENT STRATEGY

Council's Project Management Team will identify and assess all risks using the following Risk Management process, reporting templates and procedures to:

1. Define the scope of the activity to be assessed;
2. Identify the risks and any triggers for each risk;
3. Assess the risk/s;
4. Evaluate the risk/s;
5. Formulate action/s to control the risk/s
6. Establish a continual monitoring and review of the risk management process.

Council will implement actions and controls using the following hierarchy of risk control, developed specifically by Council, for the types of risk expected to be encountered during delivery of the Works:

1. Reducing either the likelihood or consequences of the risk/s by deleting or modifying the process or activity;
2. Eliminating the function giving rise to the risk/s;
3. Sharing the risk/s with another party or parties, thereby diluting the consequences;
4. Avoiding the risk/s by not starting or terminating the activity that gives rise to the risk/s;
5. Retaining the risk/s but managing the risk/s by informed decision; and
6. Using a combination of controls developed by the team to manage or eliminate the risk/s;

The selection of appropriate treatment methods or controls will take into account:-

- financial impacts;
- scheduling and timing implications;
- the possible creation of secondary risk/s;
- the impact on other activities and the affect on project outcomes.

7.1 Risk Identification

Risk identification involves identifying sources of risk/s, areas of impact/s, events including changes in circumstances, their causes and their potential consequences.

Special Safety Issues to be Implimented

Note that at all times Council Staff must be aware that construction of the Works is being undertaken within the CBD Precinct which is a working environment where business operate with high pedestrian and traffic access points. It is imperative that Staff must take into account the high density nature of the Precinct accordingly all Safety Plans and safety measures implemented on site must take the proximity of pedestrians to the Works site into account to ensure the safety of all persons. The Safety Plans prepared by the contractors must be rigorously reviewed by the Project Management Team to ensure that all eventualities have been taken into account and the appropriate safety measures put in place.

These potential sources of risk/s include but are not limited to:-

- risk/s that may create, enhance, prevent, degrade or delay the project or project components.
- risk/s whose source is not under the control of Council, such as Government Departments, changes in legislation, other stakeholders involved with the Glenorchy CBD Revitalisation Project, or those risk/s whose source or cause may not be evident until the project is in train.
- consideration of the 'knock-on effects' or particular consequences, including cascade or cumulative effects. This is particularly pertinent with those projects whose delivery schedule and milestones 'run through' the critical path programme for the Works.
- any events or actions that may trigger the emergence or activation of a specific risk/s. Treatment and control of these specific risk/s events which have been triggered may be necessary where a high or serious rated risk/s is identified.

7.2 Risk Assessment

Risk Assessment involves developing an understanding of the risk/s, and provides an input to risk evaluation and to decisions on whether action needs to be taken on any specific risk, as well as the most appropriate strategies and methods to be actioned in managing the risk. The assessment also involves consideration of the causes and sources of risk, their positive and negative consequences, and the likelihood that those consequences can occur.

The level of risk is determined by comparing the likelihood and consequences according to the Risk Matrix below:

		Consequence				
Likelihood	Definition	Insignificant	Minor	Major	Critical	Extreme
Almost Certain	Could be expected to occur in most circumstances	M	S	S	H	H
Likely	Will probably occur at least once	M	M	S	S	H
Possible	Might occur at some time	L	M	M	S	S
Unlikely	Not expected to occur or only in exceptional circumstances	L	M	M	M	S
Rare	May only occur in exceptional circumstances	L	L	L	M	M

The definition of each category of consequence will vary with the type of risk being assessed. Some of the risk categories that can be expected to be encountered in delivery of the Glenorchy CBD Revitalisation Project include:

- Financial;
- Reputation;
- Political and Governance;
- Environmental;
- Occupational Health and Safety;
- Security; and
- Contractual and Legal

It must be acknowledged that each risk identified must be addressed firstly on a standalone basis, then on its possible 'domino effect' on other areas of the project.

7.3 Risk Evaluation

Risk Evaluation involves making informed decisions, based on the outcomes of the risk assessment, which identifies those risks needing to be addressed by the appropriate action required and the priority for implementation of corrective action. For each risk rating, the following actions are required:

Level	Minimum Action Required
High Risk	• Unacceptable level of risk; • Highest priority for treatment or control - actions to be taken prior to commencement of project; • Budget for treatment or control to be allocated; • Retaining the risk based on informed decision is not an acceptable treatment or control measure; • Risk avoidance, elimination or modification through treatment/control are appropriate measures; • Specific Treatment/Control plan to be developed for each risk with a high rating • Monitoring and reporting on continual basis
Serious Risk	• Unacceptable level of risk; • High priority for treatment or control - actions can be taken during execution of the project; • Budget for treatment or control to be allocated; • Retaining risk based on informed decision is not an acceptable treatment or control measure; • Risk avoidance, elimination, sharing or modification through treatment/control are appropriate measures; • Treatment or Control plan for serious risks to be developed • Monitoring and reporting on a continual basis
Medium Risk	• Acceptable level of risk provided control measures or mitigation actions are developed; • Control or treatment measures to be identified and implemented within allocated project budget and during execution of the project where existing controls are observed to be inadequate; • Reporting and monitoring on the effectiveness of existing controls and the need for additional controls
Low Risk	• Acceptable level of risk • Control or treatment measures to be identified but not required to be implemented/included in budgets; • Monitoring and reporting on the effectiveness of existing controls.

7.4 Risk Treatment

Risk Treatment involves selecting one of more options for modifying, eliminating or reducing risks, and implementing those options.

The level of risk remaining in a particular process after a treatment or control measure has been implemented is known as' residual risk'. Each residual risk should be assessed as a new risk in a cyclical process, until an acceptable level of risk is reached.

The process of risk management involves:

1. Assessing a potential risk treatment for its effectiveness in reducing the rating of a risk;
2. Deciding whether residual risk levels are tolerable and if not tolerable, generating an alternative risk treatment;
3 Assessing the effectiveness of that treatment.

Selecting the most appropriate risk treatment option involves balancing the costs and efforts of implementation against the benefits derived by taking into account and factoring in the requirements and expectations of the Glenorchy CBD Revitalisation Project, any legal, regulatory, and other requirements such as social responsibility and the protection of the natural environment. The financial implications of a potential risk treatment will be considered for all risks, however all high or serious rated risks must be treated appropriately regardless of the financial implications and budgets should be prepared accordingly.

Consideration will be given to the values and perceptions of both the stakeholders and wider public and the most appropriate ways to communicate with them developed as an important function of the project. Risk management options may impact on risk elsewhere within the Works where each individual project has a number of directly interested parties as the end users in the applicable sporting activity. All of these interested parties should be involved in the decision making process to ensure the end result meets with the agreed specification and is fit-for-purpose.

A Risk Treatment Plan will be developed for the Works to document how the options determined by the risk analysis will be implemented.

The Plan includes:

- The description and reasons for selection of treatment options,
- The key personnel responsible for approval and implementation of the Treatment Plan;
- Resource requirements including contingencies for unforseen events;
- Reporting and monitoring requirements;
- Timing and schedules

8. REPORTING, MONITORING AND REVIEW

The Project Management Team will be responsible for reporting, review and monitoring of the risk management process. It shall prepare a reporting and monitoring schedule based on the quantity and severity of each identified risk.

The schedule will include review and monitoring of the following;

- Ensuring that all known risks have been identified and assessed;
- Ensuring that controls in managing the risk/s are effective and efficient in both design, financial and operational;
- Identifying emerging risks and developing an Action Plan to address those emerging risks;
- Reviewing and learning from events, changes, trends, and applying lessons learned to future risk evaluation and management.

9. RISK MANAGEMENT REGISTER
GLENORCHY CBD REVITALISATION PROJECT

Risk Rating
Likelihood
A= Rare B=Unlikely C=Possible D=Likely E=Almost Certain

Consequence:
1=Insignificant 2=Minor 3=Minor 4=Major 5=Critical 6=Extreme

Evaluation:
■=Low Risk O=Medium Risk ❖=Serious Risk ◆=High Risk

RISK		RISK EVALUTION			RISK RESPONSE	
Risk Category	**Risk Description**	**Risk Rating Risk level (A-E) Consequence (1-5) Evaluation (■O❖◆)**	**Effect on Budget**	**Effect on Time**	**Comments**	**Risk Response Strategy**
Works	Design is not able to reach expectations of Council and end users.	D 4 ◆	• Minimal with strict control of cost planning the design.	• Project may be delayed until design reaches for construction phase and pre tender estimates are within budget.	• Need to ensure the community and retail sector are involved in the design process • Implement Engagement Strategy	• Appoint appropriate professional consultants for relevant disciplines. • Project manage the design in an iterative process with ongoing review and reporting. • Ensure completed facility design can be constructed within

RISK		RISK EVALUTION			RISK RESPONSE	
Risk Category	**Risk Description**	**Risk Rating Risk level (A-E) Consequence (1-5) Evaluation (■O❖◆)**	**Effect on Budget**	**Effect on Time**	**Comments**	**Risk Response Strategy**
						agreed budget
Community	Community complains Glenorchy CBD Revitalisation Project is not warranted. Objections by the community and/or adjacent landowners to upgrade.	D 5 ◆	• No increase in costs.	• Minimal delays can be managed within the Works programme.	• The development of the Glenorchy CBD Revitalisation Project is for the community and objections can be addressed by consultation and proven by past consultation.	• Council communicates to explain the development of Glenorchy CBD Revitalisation Project is for the benefit of the community as a whole. • Land is managed by Council and all development will comply with zoning and planning constraints and will stand up to scrutiny
Works	Cost of construction exceeds budget and funds available.	C 3 O	• Works may have to be staged to stay within funding budgets • Scopes of Works may have to be reduced. • Request further	• Works may have to be staged to stay within funding budgets.	• Third party audit of estimates. • Ensure design meets the budget by issue of comprehensive briefs to the consultants and rigorous review and cost planning	• Estimates of design and construction costs prepared by qualified professionals. Contingencies included in estimates. • Reduction in number of unknown elements by design review. • Design to be rigorously

RISK		RISK EVALUTION			RISK RESPONSE	
Risk Category	Risk Description	Risk Rating Risk level (A-E) Consequence (1-5) Evaluation (■O❖◆)	Effect on Budget	Effect on Time	Comments	Risk Response Strategy
			funds from Council reserves to fund the overruns		during the design phase. • Contracts for materials goods and services to be firm, lump sum. • Project Management to ensure changes to the scope and resulting variations kept to a minimum. • Compliance with Risk management plan and Council's procurement policies.	Project Managed and cost planned during development to ensure end cost is within budget. • Update cost estimates regularly during design. • Revise project scope if necessary while ensuring the end product meets Council expectations. • Ensure all applicable grants are applied for and reported on as per contractual agreements. • Tenders for construction are based on firm lump sum prices
Community	Neighbouring residential developments access affected during construction.	D 3 O	• Cost of traffic management built into the cost estimates during the design	• Minimal	• Safety of residents and public and site workers is the prime consideration. • Council is to	• Community to be advised that if necessary road will be temporarily closed with maximum notice. • Council to prepare and implement

RISK		RISK EVALUTION			RISK RESPONSE	
Risk Category	Risk Description	Risk Rating Risk level (A-E) Consequence (1-5) Evaluation (■O❖◆)	Effect on Budget	Effect on Time	Comments	Risk Response Strategy
			phase. • Construction contracts contract sums to include for traffic control.		formulate a Traffic Management Plan to address the traffic through the site accessing the residential development to the west and ensure the required traffic controls are in place during construction. •	comprehensive road safety and management strategy. Traffic controls to be written into construction contracts for the Works. • Alternative temporary all weather access roads to be installed. Temporary access to be included and costed during design phase. •
Works	Works are not delivered within the required programmes and milestones not met.	C 3 O	• Minimal	• May delay completion of the Works within the agreed time frames and programme. • Note delays may be caused by inclement weather resulting in claims for extensions of time. Any extension of time for inclement	• The pre-ordering of long lead time proprietary items is essential if delivery could adversely affect the Works programme. • Designs to use existing technologies and finishes and be buildable by general	• Manage the design process to ensure buildability. • Review specialist supply items to determine delivery times and pre- • Include completion dates in construction contracts with penalties for late delivery. • Should the Works fall behind schedule manage the contractors

RISK		RISK EVALUTION			RISK RESPONSE	
Risk Category	**Risk Description**	**Risk Rating Risk level (A-E) Consequence (1-5) Evaluation (■O❖◆)**	**Effect on Budget**	**Effect on Time**	**Comments**	**Risk Response Strategy**
				weather will not attract cost increases.	contractors. •	and investigate ways of accelerating the works
CBD pedestrian flow and business operations	The Works will be constructed within the Main Road Precinct which will continue to operate on a 24/365 basis with large numbers of pedestrians.	D 5 ◆	• Nil • Cost of safety control measures allowed in the Works cost estimates. • Construction contract prices include a fixed amount for all safety and control measures.	• Nil	• The CBD will continue to operate during the construction phase This will involve proximity of the Works sites to pedestrians and business owners. All measures must be taken to protect the safety and wellbeing of all persons within the CBD Precinct. It is mandatory that all control measures be approved by Glenorchy City Council before implementation. •	• Project Management to work with Council Management during design and approval process to design and document safety control measures to protect pedestrians and the workforce. Cost to be included in Works estimates and construction contracts • Special protection barriers and procedures to be installed and maintained during construction. • Construction contracts Scopes of Work to include all necessary safety control measures. Safety measures will include upgraded barriers, signage,

RISK		RISK EVALUTION			RISK RESPONSE	
Risk Category	**Risk Description**	**Risk Rating Risk level (A-E) Consequence (1-5) Evaluation (■O❖◆)**	**Effect on Budget**	**Effect on Time**	**Comments**	**Risk Response Strategy**
						reduction of equipment noise, and dust controls.
Community	Community complaints in respect of disruption of access to residential developments, dust and noise from the Works.	D 3 O	Nil • Costs of control measures included in Works estimates and budget and in fixed price construction contracts.	• Nil	• Council to develop an engagement strategy that takes into consideration residents and businesses. • Council to advertise through local press and letter drop in adjacent residential and business areas. • Complaints to be recorded and addressed as soon as possible. • Contractors to have access, dust and noise controls included in their Safety Plan and	• Council to communicate to the community Works on site are to commence at commencement of contract • Roads to residential areas to remain open to vehicle and foot traffic for duration of the Works. • Construct alternative road access. • Event coordinators advised/contacted directly for specific strategies to be formulated. • Council to develop procedure for accepting and addressing complaints. • Types of compaction or other noise generating

RISK		RISK EVALUTION			RISK RESPONSE	
Risk Category	**Risk Description**	**Risk Rating Risk level (A-E) Consequence (1-5) Evaluation (■O❖◆)**	**Effect on Budget**	**Effect on Time**	**Comments**	**Risk Response Strategy**
					SMWS	equipment to be selected for minimum impact. Council to impose noise levels on Contractor. Monitoring of vibration during compaction imposed on contractors.
Business Owners/Employees	The Works areas and noise during construction disrupts business activities.	E 5 ◆	Nil	Possible curtailment of noise producing construction activities during business hours.	• All care must be taken to ensure safety of business owners and employees	• Council to advise users of construction work being carried out during business hours. Contractors to be advised when the use of noise generating machinery should be curtailed
Works	Increased cost of materials and/or proprietary items outside the control of Council or Contractors i.e. imported equipment.	C 4 ❖	• Minor	• Nil	• Impact of cost increases to specific items will be minimized by design incorporating readily obtainable materials and equipment. • Where overseas	• Designs and specifications to incorporate standard items, locally available where possible. • Identification and forward ordering and/or purchase of goods, materials or equipment where cost increases

RISK		RISK EVALUTION			RISK RESPONSE	
Risk Category	**Risk Description**	**Risk Rating Risk level (A-E) Consequence (1-5) Evaluation (■O❖◆)**	**Effect on Budget**	**Effect on Time**	**Comments**	**Risk Response Strategy**
					supply is required place forward orders on fixed prices.	are forecast particularly in respect of imported items. • Where possible 'lock' contractors into fixed price, lump sum contracts.
Works	Disputes or conflict with State Roads Authority re use of Main Road for site access.	B 4 O	• Nil	• Nil	• • Construction traffic has to be interfaced and controlled with pedestrians and businesses.	• Preparation of Traffic Management Plans that cover the various constructor tasks/activities • Engagement with Roads Authority
Community	Perception by community that it has not been properly consulted regarding the project.	C 5 ❖	• Nil	• Nil	• Community interface will most probably be confined to resident of surrounding CBD. • Project is a key priority project from Community Strategic Planning Process. • Extensive	• Develop Concept Plans and communicate with community representatives to seek community responses. • Where possible concept plans to address any matters raised during community consultation process. • Regularly update

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					Community consultation has been undertaken and engagement strategy developed and implemented • All development within the area will comply with Council zoning and Planning Conditions	Community on progress
Works/Community	Vandalism by intruders onto site during out of hours.	B 5 O	Nil	Nil	• Worksites are within the Main Road. • Fences around worksites will be designed for protection and therefore more difficult to breach •	• Worksites will be securely fenced. • Security measures which may include security guard visits and CCTV will be considered. Security of work sites is the responsibility of the contractors
Community	Special Interest group or issue not	B 4			•	• Communication/Engagement plan to identify all interest groups and

RISK		RISK EVALUTION			RISK RESPONSE	
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	identified.	O				issues Identify all special events that may occur during the year
Program	Is the contractor able to achieve proposed contract period.	B 1 ■	• Scope changes will affect both time and budget. •	• Delay to contract period will delay the project and disrupt the CBD.	•	• Principal to assist contractor where ever possible by: o Minimal scope changes o Speedy approvals of design, documentation, etc. o Prompt replies to RFI's • Council to monitor contractor performance end schedule.
Program	Client approval of Design Drawings/RFIs	B 5 O	•	• Delays may affect construction program	•	• Ensure adequate and speedy response to queries

RISK		RISK EVALUTION			RISK RESPONSE	
Risk Category	**Risk Description**	**Risk Rating Risk level (A-E) Consequence (1-5) Evaluation (■O❖◆)**	**Effect on Budget**	**Effect on Time**	**Comments**	**Risk Response Strategy**
Program	Other Council projects affecting this contract.	C 3 O	•	• Conflicts may affect construction program	•	• No disruptions anticipated. • Contractor to be advised of any disruptions. Canvas all Council Divisions to determine all potential Council activities.
Program	DA approvals.	B 3 O	•	• No construction works can commence until DA has been issued.	• Regular communication between Project Manager and Planners required.	• DA documentation to be prepared by Council. • Council to ensure speedy approval of DA and CC.
Program/ Procurement	Services procurement and installation coordination.	B 5 ❖	•	• Delivery needs to be coordinated with contractor	• Maintain and follow Council's Procurement .Policies	• Place order for service relocations /materials promptly after contract award. Monitor
Contract	Non-performing contractor.	C 3 ❖	• Additional Management resources may be required.	• Additional Management resources may be required. • Non-performance	• Tight time frame may affect quality of the project.	• Conduct monthly contractor meetings to monitor and address any issues. • Prepare satisfactory

RISK		RISK EVALUTION			RISK RESPONSE	
Risk Category	Risk Description	Risk Rating Risk level (A-E) Consequence (1-5) Evaluation (■O❖◆)	Effect on Budget	Effect on Time	Comments	Risk Response Strategy
				will have an affect on contract period.		audit schedule and execute. If found additional audits are required then carry out at contractor's expense.
Contract	Contractor QA systems not in place.	A 4 ■	• If additional auditing is required management costs may be recovered from contractor.		• Careful assessment required of all Tenders to ensure draft Quality Plans are included.	• Additional Management may be required to monitor quality. • Contractor to be advised of shortcomings and suggested mitigation strategy.
Contract	Contractor/client relationship breakdown.	B 4 ❖	Minor. Contractor has to comply with terms and conditions of the Agreement	Delays may occur if disputes escalate	Project Manager to manage Council/ contractor communications channels to prevent clashes	Ensure open and honest communications at all times
Contract/ Budget	Dispute develops during construction.	C 4 O	• Minor. Contractor has to comply with terms and conditions of	• Delays may occur if disputes escalate	• Project Manager to administer the contract fair and reasonably to minimise disputes	• Ensure open and honest communications at all times

RISK		RISK EVALUTION			RISK RESPONSE	
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			the Agreement			
Contract/ Budget	Excessive variation claims.	C 3 O	• Variations to be paid from construction contingency.	• Payment disputes may cause delays or stop work.	• The level of variation claims throughout the construction of the Works will depend upon the detail and accuracy of the contract documents. The Project Manager is to ensure the documents are accurate and meet Council expectations in order that Council does not have to issue instructions for changes to the Works	• Council to approve all variation claims prior to payment. • Council to approve all scope changes prior to issue to the contractor for pricing. • Project Manager to ensure scope of work is accurately defined in the contract prior to award.
Contract/ Budget	Contingency.	B 3	Any increase in costs to be contained within	Nil	• Ensure allowances in project budget for	• Ensure minimal client initiated scope changes. Manage fees to ensure no

RISK		RISK EVALUTION			RISK RESPONSE	
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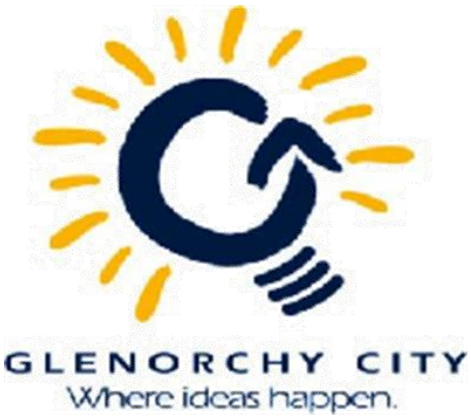
		O	the overall budget by applying contingencies.		design contingency and construction contingency of approx 10%. •	fee over run in overall project budget.
Funding	Grant applications.	C 4 ❖	• If grants approved no affect on budget. • If grants not approved, scope will be reduced and/or alternative funding obtained.	• If scope is to be reduced, variations must be issued	• If grant applications are denied, Council may need to vary scope to exclude work, stage work or fund works through project contingency.	• Grants to be applied for and works to be included in contract .



GLENORCHY CITY COUNCIL

CODE FOR TENDERS AND CONTRACTS

April 2016

CODE FOR TENDERS AND CONTRACTS

Policy Manual Number 34-1

Council Minutes Ref:

File Ref: Procurement

Author: Kim Hudson, Manager Legal and Property

Directorate: Corporate Governance

Background

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

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

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

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

Policy Statement

a) Related policies/procedures to this Code are:

   i) Purchasing Policy – 20-2 (including Purchasing Policy Quick Guide); and

   ii) Purchasing Procedures Manual.

b) This Code and any amendments are available for public inspection at Council's Offices during ordinary office hours, available for purchase at reasonable charge and available on Council's website

c) Council's Code for Tenders and Contracts will be included in the policy administration system.

This policy rescinds

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

Review (4 years) 13 April 2020

Status: ***Current***

POLICY DOCUMENT CONTROL SHEET

Policy Name: CODE FOR TENDERS AND CONTRACTS

Policy No: 34-1

Directorate: Corporate Governance

Date Policy Approved by Council: 13th April 2016

Reviewed by (Name and Job Title of officer)	**Nature of Amendment** (List changes made to Policy)	Date Council **Endorsed Amendment**
	Policy 34-1 'Code for Tenders and Contracts – adopted by Council	7 December 2009
	Policy 34-1 'Code for Tenders and Contracts – amended	28 March 2011
Kim Hudson, Manager Legal & Property	Policy 34-1 'Code for Tenders and Contracts – adopted by Council	13 April 2016

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This Code for Tenders and Contracts is based on a guide developed by the Local Government Association of Tasmania

CODE FOR TENDERS AND CONTRACTS

1 INTRODUCTION

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

2 LEGISLATION

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

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

3 PURPOSE

The Code aims to:

(a) ensure compliance with relevant legislation;

(b) enhance value for money through fair, competitive, non-discriminatory procurement;

(c) promote the use of resources in an efficient, effective and ethical manner;

(d) encourage probity, accountability and transparency in decision making;

(e) provide reasonable opportunity for competitive local businesses to supply to Council;

(f) minimise the cost to tenderers of participating in the tendering process;

(g) allow Council to appropriately manage risk; and

(h) promote Council's economic, social and environmental plans and policies.

4 SCOPE

4.1 Policy vs Procedures

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

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

(a) ensure all potential service providers are provided with the same information relating to the requirements of an open tender process or contract and are given equal opportunity to meet the requirements;

(b) ensure that fair and equitable consideration is given to all tenders or quotations received;

(c) ensure Council deals honestly with and is equitable in the treatment of all potential service providers;

(d) ensure a prompt and courteous response to all reasonable requests for advice and information from potential or existing service providers;

(e) minimise costs to tenderers of participating in the tendering process;

(f) protect commercial in confidence information;

(g) review each tender process to ensure that each tender is in accordance with the Regulations and this Code;

(h) specify thresholds for when written quotations are required and how many;

(i) establish procedures for the use of multiple-use registers for contracts under the prescribed amount; and

(j) report on the purchase of goods or services in circumstances where a public tender or quotation process is not used.

Council will also establish and maintain procedures for:

(k) amending or extending a tender once it has been released;

(l) opening tenders;

(m) the consideration of tenders that do not fully conform with the tender requirements;

(n) debriefing of unsuccessful tenderers; and

(o) handling complaints regarding processes related to the supply of goods or services.

4.2 Employees and service providers

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

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

5 PROCUREMENT PRINCIPLES

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

5.1 Open and Effective Competition

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

In practice this means that Council will:

(a) use transparent and open purchasing processes so that service providers and the public are able to have confidence in the outcomes;

(b) adequately test the market through seeking quotations or via tender as appropriate;

(c) avoid biased specifications;

(d) treat all service providers consistently and equitably; and

(e) ensure a prompt and courteous response to all reasonable requests for advice and information from service providers.

5.2 Value for Money

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

In practice this means that Council will consider:

(a) the contribution the good or service makes to achieving Council's strategic plans or policies;

(b) the value of the acquisition and potential benefits against the costs of that purchase;

(c) an assessment of risks associated with the purchase including the preferred procurement method;

(d) how well goods or services meet needs;

(e) maintenance and running costs over the lifetime of a product;

(f) disposal value;

(g) time constraints;

(h) the impact of the procurement decision on the local economy, such as through industry development and employment creation;

(i) the impact of the procurement decision on the environment, such as through minimising

waste and reducing demand for goods and services which have a direct impact on the environment (such as printing, utilities and travel); and

(j) the impact of the procurement decision on the society, (social value generated) such as through the elimination of discrimination and the promotion of equal opportunity, training, and other identified social objectives.

5.3 Enhancement of the capabilities of local business and industry

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

In practice this means that Council will:

(a) actively seek quotes from local businesses that are able to provide quality goods and or services;

(b) where local capability exists, ensure that discretionary elements of specifications do not prevent local business from competing; and

(c) not give preferential treatment to local service providers where it cannot be reasonably justified.

5.4 Ethical behaviour and fair dealing

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

In practice this means that Council will:

(a) comply with legal requirements;

(b) conduct all business in the best interests of the Council;

(c) establish, maintain and document all tender and quotation procedures;

(d) be as effective and efficient as possible when sourcing, ordering and paying for goods and services;

(e) expect individuals involved in procurement processes to declare and act upon any conflicts of interest that may be seen to influence impartiality;

(f) ensure that specifications are clear;

(g) ensure that any information or clarification that is provided to a service provider is provided equally to all service providers;

(h) maintain confidentiality at all times in dealing with service providers;

(i) ensure that conditions of contract are not excessively onerous; and

(j) decline gifts or benefits offered by those involved in the procurement process, particularly from service providers.

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

(k) ensure that they are well acquainted with Council requirements identified in this Code;

(l) are familiar with particulars relating to a specific tender and quotation processes including the relevant specifications;

(m) not submit a tender or quotation unless they have the financial, technical, physical, management resource or other capabilities to fulfil the tender or quotation requirements;

(n) not seek to influence a procurement process by improper means or collude with other service providers;

(o) declare and act upon any conflicts of interest that may be seen to influence impartiality;

(p) comply with all applicable legislative, regulatory and statutory requirements, including Acts of the Commonwealth and State, regulations, by laws and proclamations made or issued under such Acts and lawful requirements or directions of public and other authorities; and

(q) not offer gifts or benefits to a Council officer for the discharge of official business.

6 PROCUREMENT METHODS

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

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

The current methods employed by the Council to procure are:

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

6.1 Planning the purchase

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

(a) plan the purchase, which includes the development and approval of the appropriate project management documentation;

(b) determine whether a tender should be used, regardless of the contract value, for example, where the procurement could be regarded as high risk and/or as having high importance to the Council or where the goods and/or services could be applicable to more than one area across Council;

(c) obtain and be familiar with the relevant purchasing documentation; and

(d) determine whether the purchase is one which should be reviewed and endorsed by the Committee – see clause 13.

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

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

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

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

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

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

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

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

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

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

A Council Purchase Order is required.

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

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

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

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

A Council Purchase Order is required.

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

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

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

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

That said, Council has determined that the process for an open tender applies to any purchase greater than $110,000 (inclusive of GST). Council may also determine that tenders should be called in certain circumstances as appropriate which includes, regardless of the contract value, where the procurement could be regarded as high risk and/or as having high importance to the Council, where the goods and/or services could be applicable to more than one area across Council.

6.3.1 Open Tenders

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

General Manager - Responsibilities

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

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

The public notice will identify:

(a) clearly the nature of the goods and or services the Council requires;

(b) the period within which the tender must be lodged (must be at least 14 days after the date on which the notice is published);

(c) where the tender must be lodged;

(d) details of a person from whom more detailed information relating to the tender may be obtained; and

(e) any identification details allocated to the contract.

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

(a) the specifications of the goods and or services required;

(b) the duration of the contract, including any extensions that are specified in the contract;

(c) any mandatory tender specifications and contract conditions;

(d) the criteria for evaluating tenders;

(e) the method of evaluating tenders against the evaluation criteria; and

(f) the Council Code for Tenders and Contracts.

Service Provider – Responsibilities

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

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

6.3.2 Multiple-Stage Tender

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

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

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

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

General Manager - Responsibilities

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

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

The public notice will identify:

(a) clearly the nature of the goods and or services the Council requires;

(b) contract identification details;

(c) the period within which the EOI must be lodged;

(d) where the EOI must be lodged; and

(e) details of a person from whom more detailed information relating to the expression of interest may be obtained.

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

(a) the specifications of the goods and or services required;

(b) the criteria for evaluating the EOI;

(c) the method of evaluating EOI's against the criteria;

(d) details of any further stages in the tender process; and

(e) the Council Code for Tenders and Contracts.

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

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

(a) a tender from that service provider; or

(b) a decision by the absolute majority of the Council to do so.

Service Provider – Responsibilities

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

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

6.4 Ongoing Supply Arrangements - Goods and Services

6.4.1 Standing Contract

A Council, through an open tender process, may establish a standing contract in which a single tenderer or multiple tenderers may be contracted for a specified period to provide specified goods or services during that period, without the need for a further tender process. Reference is made to this process in the Regulations at Regulation 23(3).

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

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

Council may implement its own standing contract arrangements, or may make use of goods and or services panels that have been negotiated. For example, for Tasmanian Councils, via the Local Government Association of Tasmania (LGAT) as a member of the NPN, or via similar arrangements through State Government.

6.4.2 Multiple-Use Register

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

Standing Contract	Multiple Use Register
- Outcome of a procurement process - Can purchase directly from a panelist - Panelist selected following evaluation - Size of panel is set at conclusion of process - Indicative or set price - Operates for a finite period - Re-opens at conclusion of period	- Part of a procurement process - Basis for select tendering - Conditions for participation stated - Size not limited - No pricing - Can operate indefinitely - Open continuously or annually

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

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

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

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

General Manager - Responsibilities

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

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

The public notice will identify:

(a) clearly the nature of the goods and or services the Council requires;

(b) any identification details associated with the register;

(c) the period within which the application must be lodged;

(d) where the application must be lodged; and

(e) details of a person from whom more detailed information relating to the multiple-use register may be obtained.

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

(a) the specifications of the goods and or services required;

(b) the criteria for evaluating the applications;

(c) the method of evaluating applications against the criteria; and

(d) the Council Code for Tenders and Contracts.

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

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

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

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

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

6.4.3 Strategic Alliances

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

(a) LGAT through the NPN;

(b) State Government Contracts; and

(c) any other purchasing group of which Council is a member.

7 CALCULATING THE VALUE OF A PURCHASE

7.1 Price

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

(a) **single one-off purchase** – the total amount, or estimated amount, of the purchase (including GST);

(b) **multiple purchases** – the gross value, or the estimated gross value, of the purchases (including GST); or

(c) **ongoing purchases over a period of time** – the annual gross value, or the estimated

annual gross value, of the purchases (including GST).

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

7.2 Non price considerations

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

8 GOODS AND SERVICES TAX (GST)

All procurement thresholds are GST inclusive.

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

9 EXTENSION OF CONTRACTS ENTERED INTO

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

(a) as specified in the contract; or

(b) if the contract does not specify extensions, by an absolute majority of the Council.

10 EXEMPTIONS

10.1 Exemption by Regulation from the tender or quotation process

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

The exemption circumstances identified in Regulation 27 are:

(a) an emergency if, in the opinion of the General Manager, there is insufficient time to invite tenders or quotations for the goods or services required in that emergency;

(b) a contract for goods or services supplied or provided by, or obtained through, an agency of a State or of the Commonwealth;

(c) a contract for goods or services supplied or provided by another council, a single authority, a joint authority or LGAT;

(d) a contract for goods or services obtained as a result of a tender process conducted by another council, a single authority, a joint authority, the Local Government Association of Tasmania or any other local government association in this State or in another State or a Territory;

(e) a contract for goods or services in respect of which a council is exempted under another Act from the requirement to invite a tender;

(f) a contract for goods or services that is entered into at public auction;

(g) a contract for insurance entered into through a broker;

(h) a contract arising when a council is directed to acquire goods or services due to a claim made under a contract of insurance;

(i) a contract for goods or services if the Council resolves by absolute majority and states the reasons for the decision, that a satisfactory result would not be achieved by inviting tenders because of:–

(i) extenuating circumstances; or

(ii) the remoteness of the locality; or

(iii) the unavailability of competitive or reliable tenderers; and

(j) a contract of employment with a person as an employee of the council.

10.2 Other Exemptions

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

(a) there is immediate threat to life, property or substantial adverse effect to the environment;

(b) there is only one supplier of the required goods and services in Australia;

(c) the Consultant sought to be retained has historical knowledge of a project;

(d) the original product or service was selected through a procurement process and the proposed purchase is an upgrade or addition to this original purchase;

(e) the product or service is being trialled to evaluate performance prior to a large purchase for which a quotation or tender process will be followed; or

(f) there is a specific exemption approved by the General Manager for this class of purchase and/or this supplier.

11 ENGAGING A THIRD PARTY TO MANAGE A PROCUREMENT PROCESS

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

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

12 REPORTING PROCEDURES

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

12.1 Procurement at or above the prescribed amount

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

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

12.2 Contract Extension

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

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

(a) a description of the contract;

(b) the period of the contract;

(c) the periods of any options for extending the contract;

(d) the value of any tender awarded, or if a tender was not required, the value of the contract excluding GST;

(e) the business name of the successful contractor; and

(f) the business address of the successful contractor.

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

As per Regulation 27, Council will report in its Annual Report the details of all instances where non application of the public tender process has been applied as a result of an emergency, where in the opinion

of the General Manager, there was insufficient time to invite tenders for the goods and services required in that emergency.

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

(a) extenuating circumstances;

(b) the remoteness of the locality; and

(c) the unavailability of competitive or reliable tenderers.

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

(a) a description of the reason for not inviting public tenders;

(b) a description of the goods and or services acquired;

(c) the value of the goods and or services acquired; and

(d) the name of the supplier.

12.4 Other required reporting

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

13 REVIEW OF TENDER PROCESS

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

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

14 WORK HEALTH AND SAFETY

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

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

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

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

15 DELEGATION

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

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

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

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

16 REVIEW OF THE CODE

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

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

17 BREACH OF THE CODE

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

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

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

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

18 ACCOUNTABILITY

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

18.1 make a copy of this Code and any amendments, available for public inspection at the Council's offices during ordinary office hours; and

18.2 make copies of this Code available for purchase at reasonable charge; and

18.3 publish a copy of the Code on the Council's internet site – free of charge.

Title	**Traffic Management Plans**
Council Resolution	Item 13 (15 March 2016) as per Council Minutes
Responsible Directorate	City Services & Infrastructure
Due for Review	14 March 2020
Strategic Plan Reference	3.1.3 Deliver services that create sustainable and liveable built environments.
ECM	Council Policies

PURPOSE

This policy provides clarity and consistency when developing, assessing and/or implementing Traffic Management Plans and reinforces compliance with the Australian Standard and the relevant guidelines.

SCOPE

This policy applies to:

- All traffic management plans developed by Council staff and/or external parties.

STATUTORY REQUIREMENTS

Acts	• *Traffic Act 1925* • *Roads and Jetties Act 1935* • *Local Government Highways Act 1982*
Regulations	• *Road Rules 2009*
Australian/International Standards	• Australian Standard *AS1742.3 Manual of uniform traffic control devices Part 3: Traffic control for works on roads* • Department of State Growth's *Traffic Control for Works on Roads - Tasmanian Guide 2011*

DEFINITIONS

Traffic Management Plan (TMP)	A document or diagram showing signs and devices arranged to warn traffic and guide it around, past or, if necessary through a work site or temporary hazard.
Risk Assessment (RA)	The process of analysing the risks associated with hazards and evaluating them to determine steps for risk control and priorities.

POLICY STATEMENT

1. The following types of work on or adjacent to a road require the preparation of TMP as a treatment to reduce the risk of injury to workers and the public:
   a. Road construction works (long term/short term);
   b. Any works undertaken by external organisations on Council's roads; and/or
   c. Temporary road closures and temporary partial road closures.

   In terms of Special Events requiring alteration to normal traffic conditions, a Risk Assessment (RA) must be conducted to identify whether a TMP is required.

2. The required TMP must be provided in compliance with the requirements of *Traffic Control for Works on Roads - Tasmanian Guide 2011* and must be installed in accordance with the relevant Australian Standard – AS1742.3, *Manual of uniform traffic control devices, Part 3: Traffic control for works on roads.*

3. TMPs must be prepared by a person who has satisfactorily completed the Australian Qualifications Framework Resources and Infrastructure Industry (AQFRII) training package unit RIICWD503A – 'Prepare Work Zone Traffic Management Plan' or equivalent.

4. Where a TMP requires acceptance from Council, the Council reviewer must have satisfactorily completed the AQFRII training package unit RIICWD503A – 'Prepare Work Zone Traffic Management Plan' or equivalent.

5. Persons undertaking traffic management activities in the road reserve must have satisfactorily completed the AQFRII training package unit RIIOHS302A – 'Implement Traffic Management Plan' or equivalent.

6. In addition to the above qualification, where manual traffic control is required it must be performed by those who have also satisfactorily completed the AQFRII training package unit RIIOHS205A – 'Control Traffic with a Stop/Slow Bat' or equivalent.

7. Persons involved in development, review and implementation of TMPs must complete refresher training at three year intervals to maintain accreditation and keep up with ongoing changes to standards and legislation.

8. Project title, name and title of the designer, designer's accreditation number and date of expiry of accreditation, date of design and the implementation timeframe must be included in the TMP's legend.

9. Daily traffic management records must be prepared during the implementation of the TMP and must be kept as part of the works documentation for future reference.

BACKGROUND

Any type of works on or adjacent to a road must provide a safe workplace for workers and road users. To achieve this, traffic control at work sites is provided to maintain a safe workplace for workers and to safely guide road users through work sites. It is essential for safety that traffic control at work sites is maintained to an effective standard.

The State Government Department of State Growth has prepared a document *Traffic Control for Works on Roads - Tasmanian Guide 2011* that outlines the current requirements for traffic control on roads in Tasmania.

Based on the Guide, "Traffic control at work sites in Tasmania must be installed in accordance with the relevant Australian Standard - AS1742.3, Manual of uniform traffic control devices, Part 3: Traffic control for works on roads".

In terms of traffic control at work sites, a Traffic Management Plan (TMP) is usually developed to show the arrangement of signs and devices required to warn traffic and guide road users around, past or, if necessary through a work site or temporary hazard. In all cases the TMP should be prepared, approved and implemented by appropriately qualified persons.

Annexure Four

Glenorchy CBD Revitalisation Project - Concept Urban Design Report

Main Road Glenorchy
Concept Urban Design

prepared for
Glenorchy City Council

GLENORCHY CITY
Where ideas happen.

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MR Cagney

TCL
Landscape Architects

Village Well

DATE	VERSION
23.11.16	For Steering Committee Review
09.12.16	For Council Approval

Project 16-21

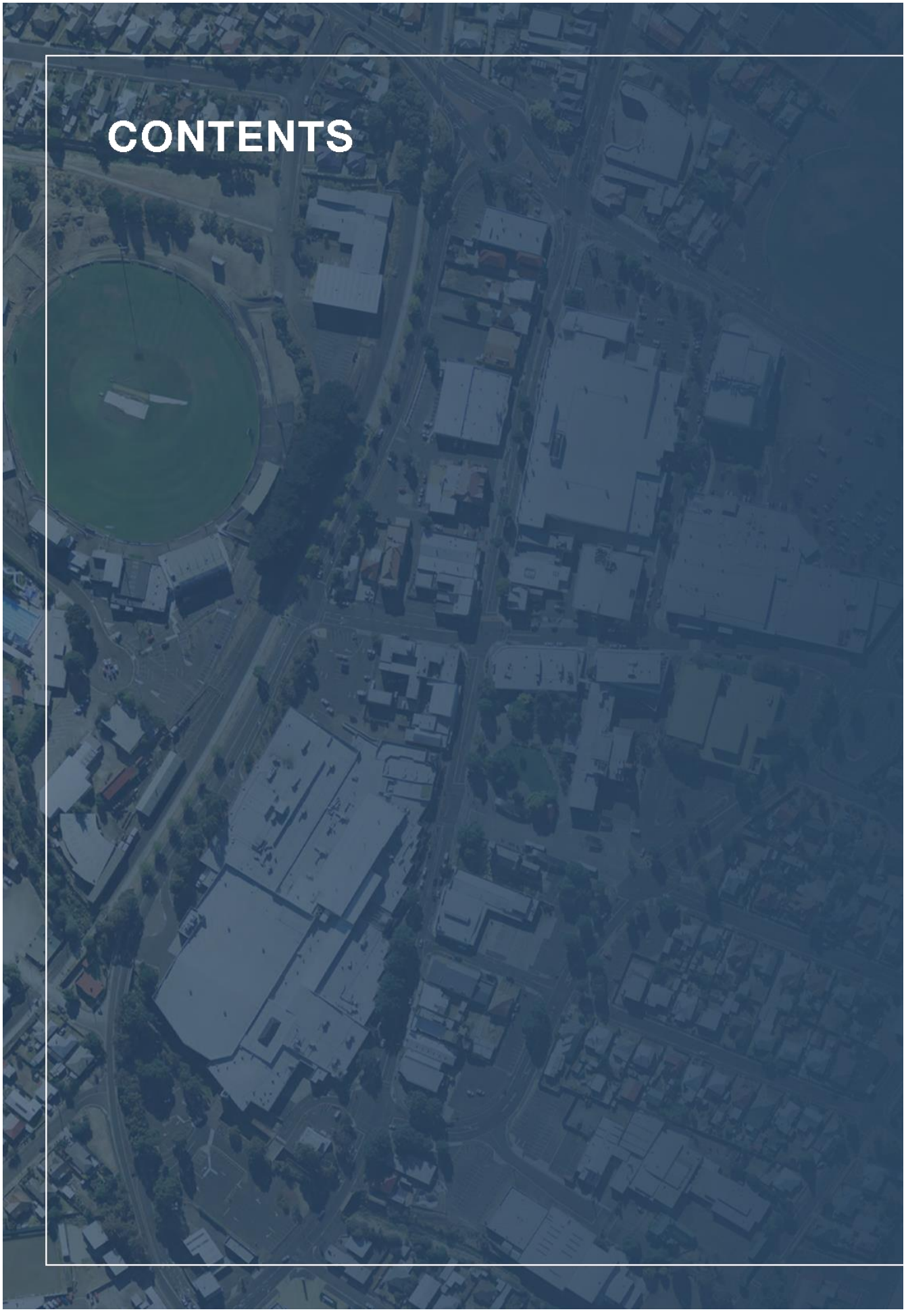
Acknowledgments

This project has been conducted under the auspices of the Glenorchy City Council and overseen by its Glenorchy CBD Revitalisation Steering Committee.

The findings herein are the result of a close collaboration between Council's engineering and economic development officers and a team of consulting urban designers led by Inspiring Place Pty Ltd assisted by: Steven Burgess, Transport Planner, MR Cagney; Gilbert Rouchecouste, Agent Provocateur, Village Well; Perry Lethlean, Landscape Architect, TCL Landscape Architect; Leigh Woolley, Architect and Urban Planner and Nick Booth, NBD Space, Urban Design and Visualisation.

Community and stakeholder engagement has been a central component of the project with the aim of 'involving' all parties in an iterative process that has ensured public concerns and aspirations have been consistently understood and considered (Attachment A).

The contributions and support of all parties are greatly appreciated.



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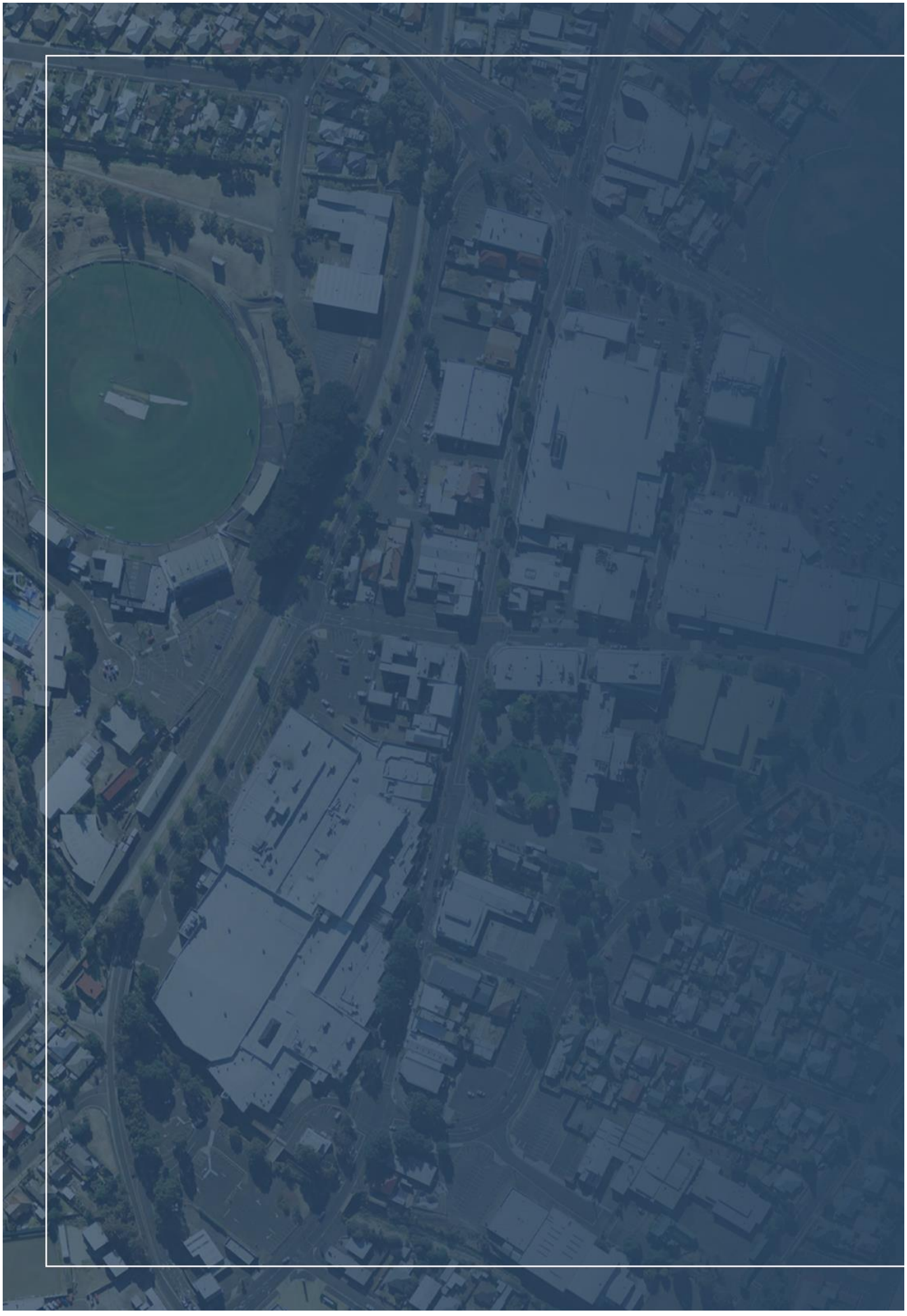


PART ONE
CREATING THE STAGE FOR DAILY LIFE

The *Glenorchy CBD Strategic Framework*[1] examined the role, function and success of its largest Central Business District[2] (the CBD). It established principles to guide statutory planning and investment in renewal of the CBD so as to create a safe, sustainable, beautiful and pedestrian-friendly street. The *Framework* highlighted that livable cities are the stage for daily life, accommodating a range of activities that add value to the lifestyles of a city's citizens and benefit the commerce of the street. The *Framework* envisioned that:

> The Glenorchy CBD will be a modern, vibrant and accessible city centre steeped in history but always looking to the future. It will be the place where people want to do business, shop, work, visit and engage in the life of the community.

The Framework highlighted six over-riding imperatives that needed to be addressed if this vision were to be achieved:

- Glenorchy's CBD needs to be a distinctive place;
- the CBD should be easy to reach;
- the CBD needs to be a vibrant, lived in place;
- the CBD should be easy to get around;
- the CBD should be much cared for; and
- the density of living within walking distance to the CBD should be intensified.

The vision and principles were accepted as the starting point for the concept design work and as such forms an integral part of the objectives and aims of this project.

The current study, a Concept Urban Design for the Glenorchy Central Business District, has focused on the area of CBD along Main Road between Terry Street and Barry Street (Study Area A) with consideration also being given to the adjacent streets (Study Area B) (Figure 1).

The three main tasks in this stage of the CBD renewal process are to:

- evaluate optional street layouts through the lens of the *Glenorchy CBD Strategic Framework* to determine an appropriate direction for new infrastructure works;
- define a new street configuration that will:
  - calm and manage the movement of vehicular traffic within the CBD,
  - ease access and enhance the experience of the street for pedestrians, bicycles and public transport,
  - establish a diverse, well connected suite of public spaces of varying scales for the conduct of civic life; and
- recommend a coherent suite of beautiful, simple and functional street furnishings.

Together, these tasks focus on the 'hardware' of the street i.e. its 'livability' or 'green' infrastructure as opposed to simple replacement of 'grey' infrastructure.

Of equal importance to the street's 'hardware', is the provision of the 'software' of the street i.e. the public art, interpretation, programming and way-finding to enrich community life by putting the 'hardware' to use in a creative and sustained manner that celebrates local distinctiveness. In this scenario, the 'hardware' becomes a 'canvas' for the 'software' – a surface on which to render new ideas about the public life of the City.

Council's intention is to use the *Glenorchy CBD Concept Urban Design* as a tool to:

- guide the City's engineers in their further planning, design and construction documentation of the street's 'hardware' as part of their asset renewal program; and
- assist related Council departments to enable 'software' opportunities to activate the CBD.

The 'hardware and software', working in tandem will make the CBD cared for, distinctive, vibrant and easy to reach and get around. It will make the CBD the place it aspires to be – *the place where people want to do business, shop, work, visit and engage in the life of the community.*

1 Inspiring Place 2014. *Glenorchy CBD Strategic Framework* prepared for the Glenorchy City Council.
2 The Glenorchy CBD is the City's largest business district but there are CBD's also located at Claremont and Moonah.

FIGURE 1 STUDY AREA

PART TWO
CONSIDERING THE OPTIONS

Prior to the commencement of the project, the City had prepared 7 conceptual road reconfigurations for Study Area A (Figure 2) including lane closures, a mall and one-way flow of traffic. Several of the options incorporated roundabouts. Each option, along with the existing situation, was then tested for its potential impact on traffic flow by GHD Engineers.

On the basis of the GHD reporting, the Council's preference was for Options 3, 4 and 5 to be explored more fully during the current work.

The consulting team evaluated the 7 options, including Council's preferred directions, against a suite of criteria (Attachment B). Their review indicated that a blend of options 1, 2 and 3 offered the best potential to achieve the objectives of the project for a pedestrian friendly street without undue impacts on traffic flows.

A preliminary draft concept was prepared on this basis that blended elements from each option. These elements included:

- a flush central median to allow a staged crossing of the street by pedestrians;
- raised tables to provide easier access for people of all abilities;
- reduction in the numbers of parked cars;
- realignment of the roadway between Barry and Regina Streets; and
- a narrowing of lane widths throughout the study area.

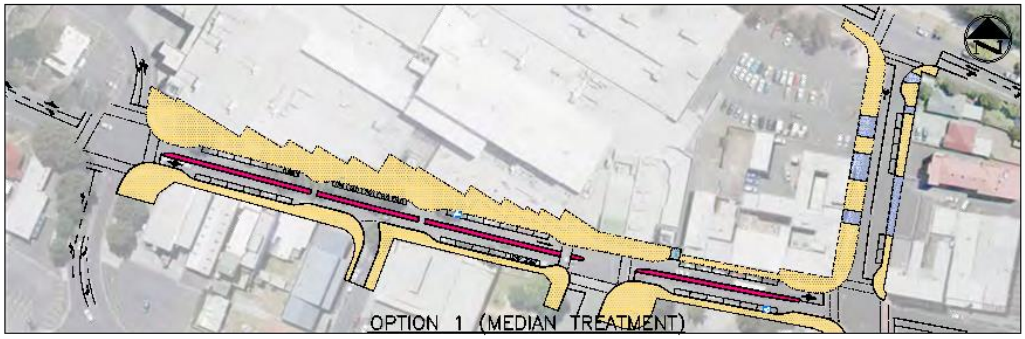
The preliminary draft option was tested for its impacts on traffic flow by GHD. Their findings suggest that that there would be a minor reduction in throughput capacity at the intersections in Main Road, a reduction in traffic speed and an increase in the diversion of through traffic to the ring-road network. The changes were considered insignificant in terms of traffic performance along Main Road but offered value in terms of the objective for a pedestrian friendly street environment.

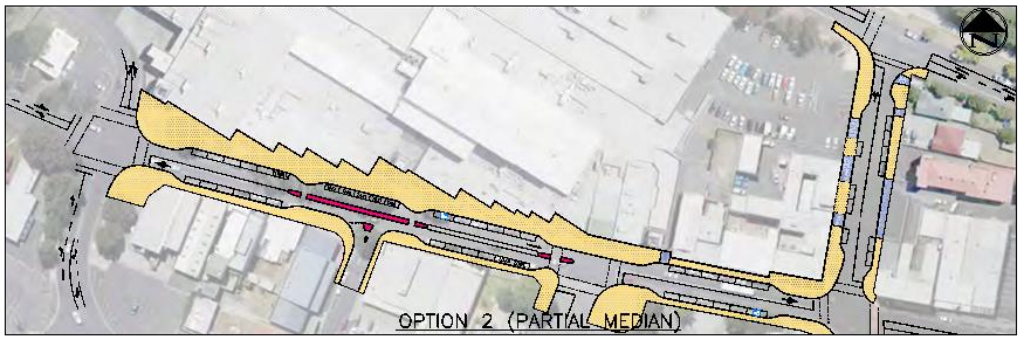
This result gave the Glenorchy CBD Steering Committee and Council the confidence to move forward with further development of the preliminary concept designs as the preferred option.

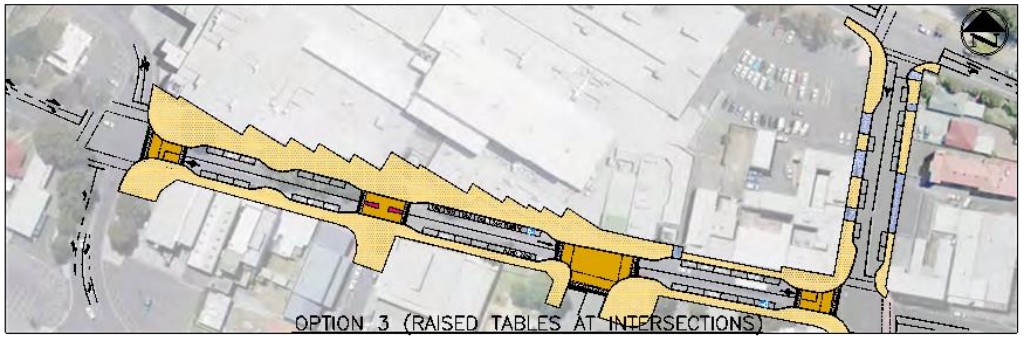
FIGURE 2 OPTIONAL STREET CONFIGURATIONS

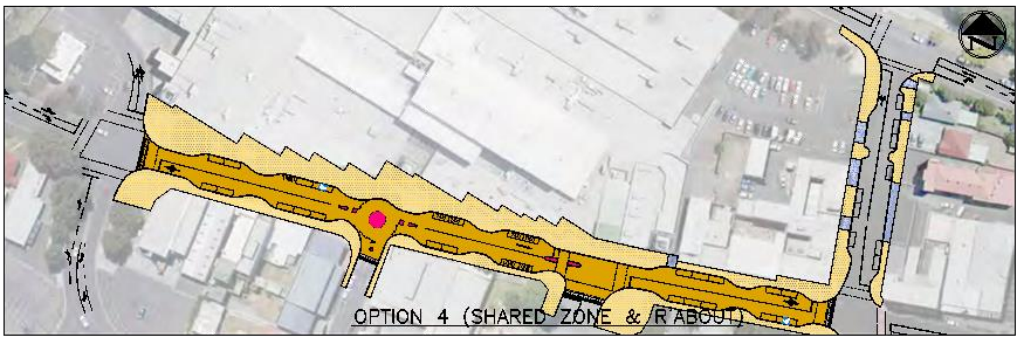
Main Road Layout Options

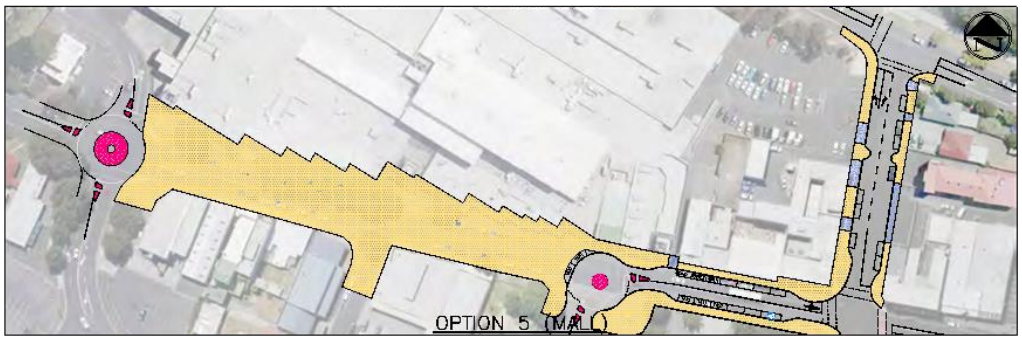
(prepared by Glenorchy City Council March 2016)



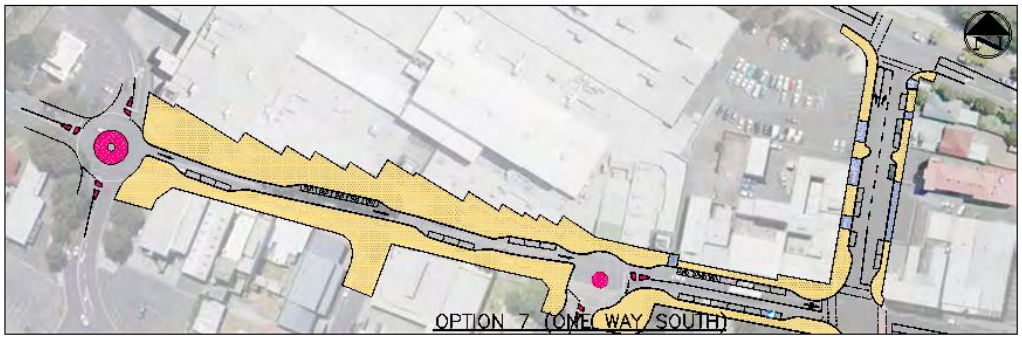





OPTION 4 (SHARED ZONE & R'ABOUT)


OPTION 5 (MALL)

OPTION 6 (ONE WAY NORTH)


OPTION 7 (ONE WAY SOUTH)

PART THREE

DEVELOPING A PREFERRED APPROACH

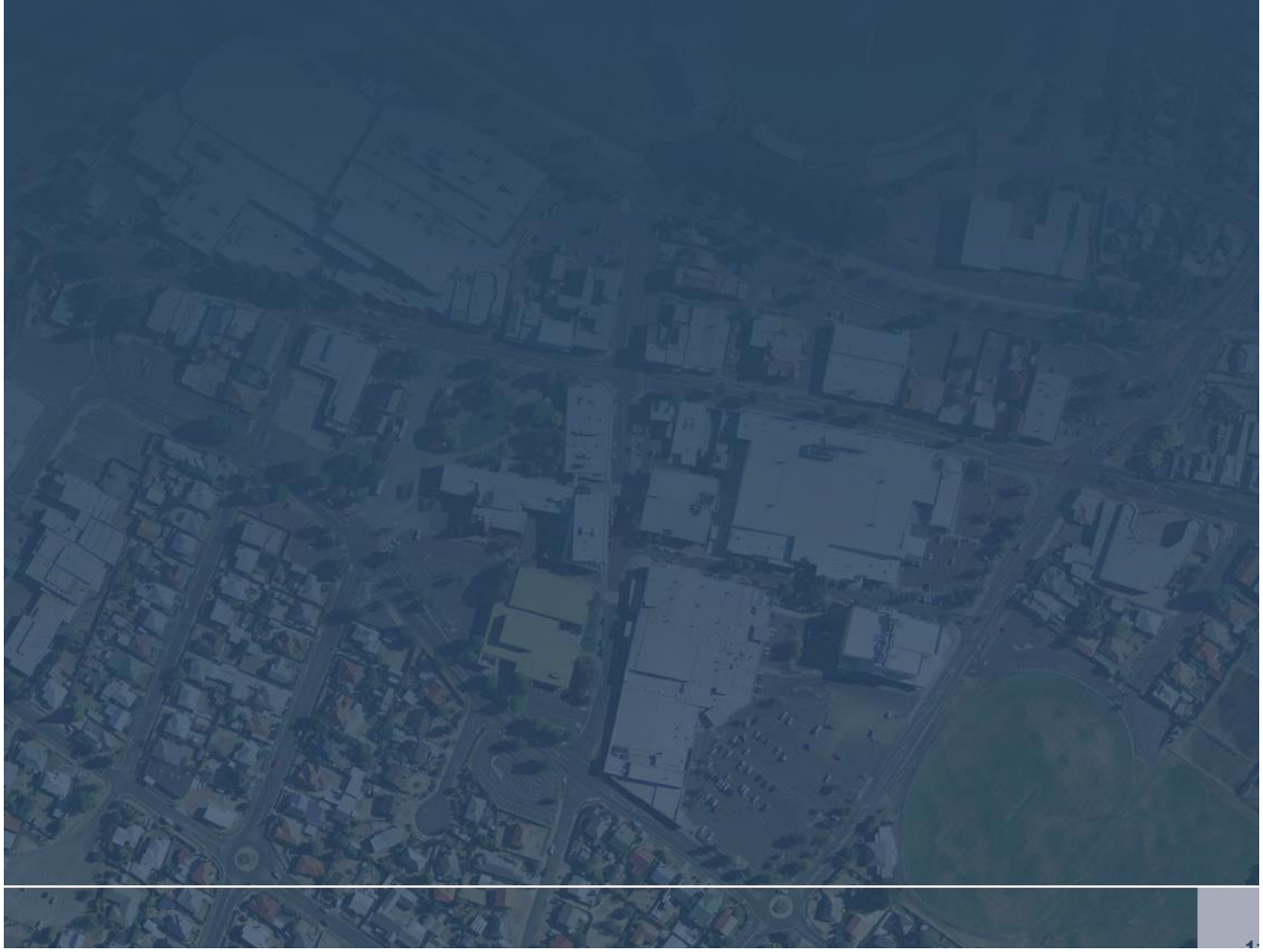


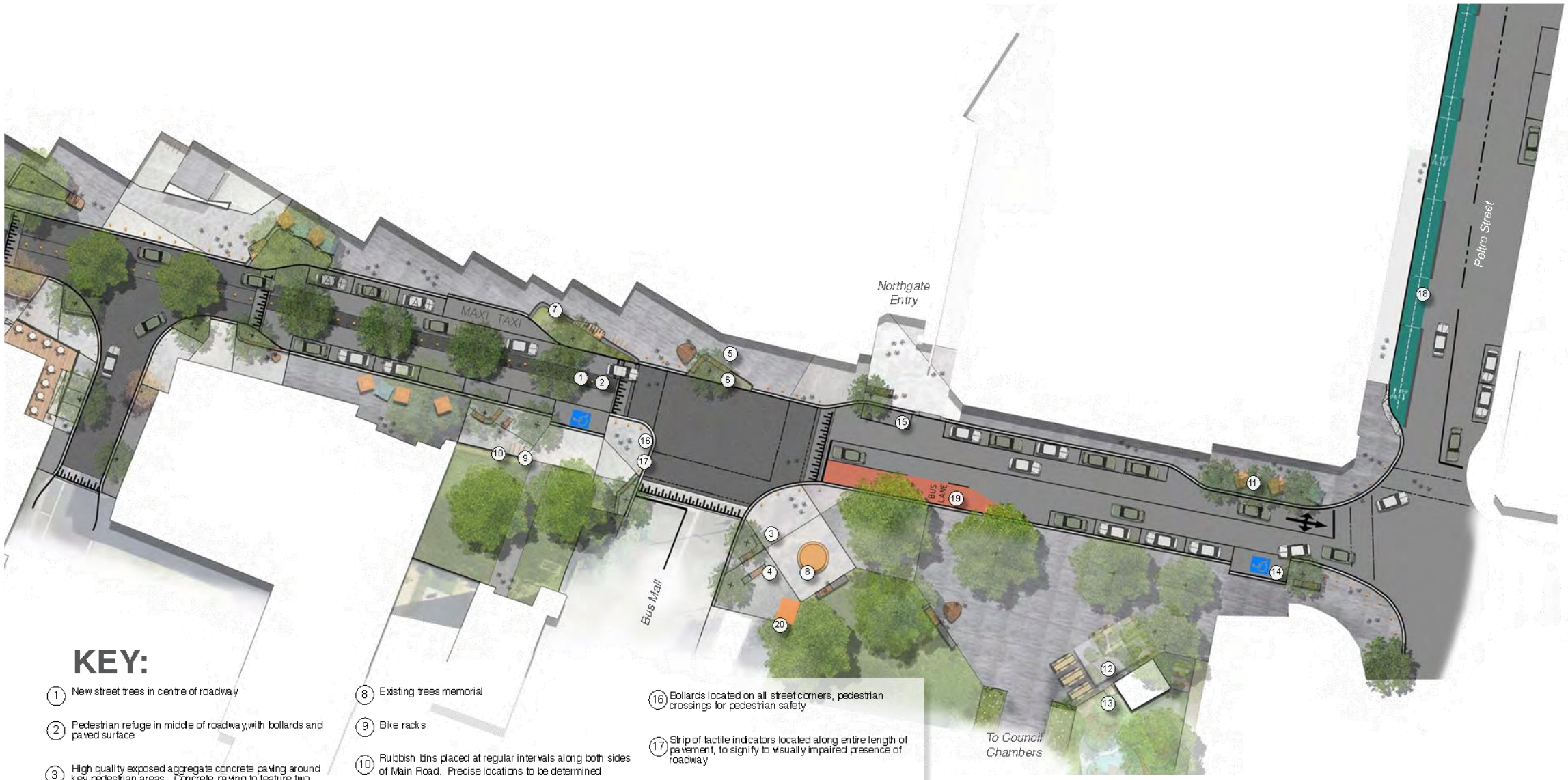
FIGURE 3 MAIN ROAD WEST

KEY:

1. New street trees in centre of roadway
2. Pedestrian refuge in middle of roadway, with bollards and paved surface
3. High quality exposed aggregate concrete paving around key pedestrian areas. Concrete paving to feature two different colour tones, for visual interest
4. High quality concrete and timber bench seating. Seating design to feature different configurations, to promote social interaction and provide places to rest
5. New paving to footpaths. Paving to feature two tones of grey paving. Where space permits, widen footpath to increase pedestrian space
6. New feature trees planted at regular intervals Main Road and into Regina Street. Tree planted within pavement space in either tree grate or garden bed
7. Raised garden beds with concrete seat edge
8. Existing trees along Main Road housed within garden beds, and where possible, with raised concrete seating edge
9. Bike racks
10. Rubbish bins placed at regular intervals along both sides of Main Road. Precise locations to be determined
11. Widening of pavements allows for cafe style, removable chairs and tables
12. Potential for area outside Snows Dry-cleaning building to be re-configured as raised outdoor cafe terrace
13. Access parking space
14. Taxi rank
15. Maxi taxi
16. Bollards located on all street corners, pedestrian crossings and outside of Northgate main entry, for pedestrian safety
17. Strip of tactile indicators located along entire length of pavement, to signify to visually impaired presence of roadway

Glenorchy CBD Revitalisation Project (Business Case)
Attachment 1
Attachments - Council - 20 March 2017

FIGURE 4 MAIN ROAD EAST



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7. Raised garden beds with concrete seat edge
8. Existing trees memorial
9. Bike racks
10. Rubbish bins placed at regular intervals along both sides of Main Road. Precise locations to be determined
11. Widening of pavements allows for cafe style, removable chairs and tables
12. Potential for area outside council chambers to be re-imagined as pop-up style cafe, with removable tables and chairs, and covered pergola space
13. Potential location for fenced, children's play ground
14. Access parking space
15. Armaguard / Drop off space
16. Bollards located on all street corners, pedestrian crossings for pedestrian safety
17. Strip of tactile indicators located along entire length of pavement, to signify to visually impaired presence of roadway
18. Dual direction, protected bicycle lane running along Peltro Street. Bike lane connects onto Intercity cycle way. Bike lane allows for vehicle to access driveways located on west side of Peltro Street
19. Extent of bus lane indicated by red tone
20. Lockable bike storage shed

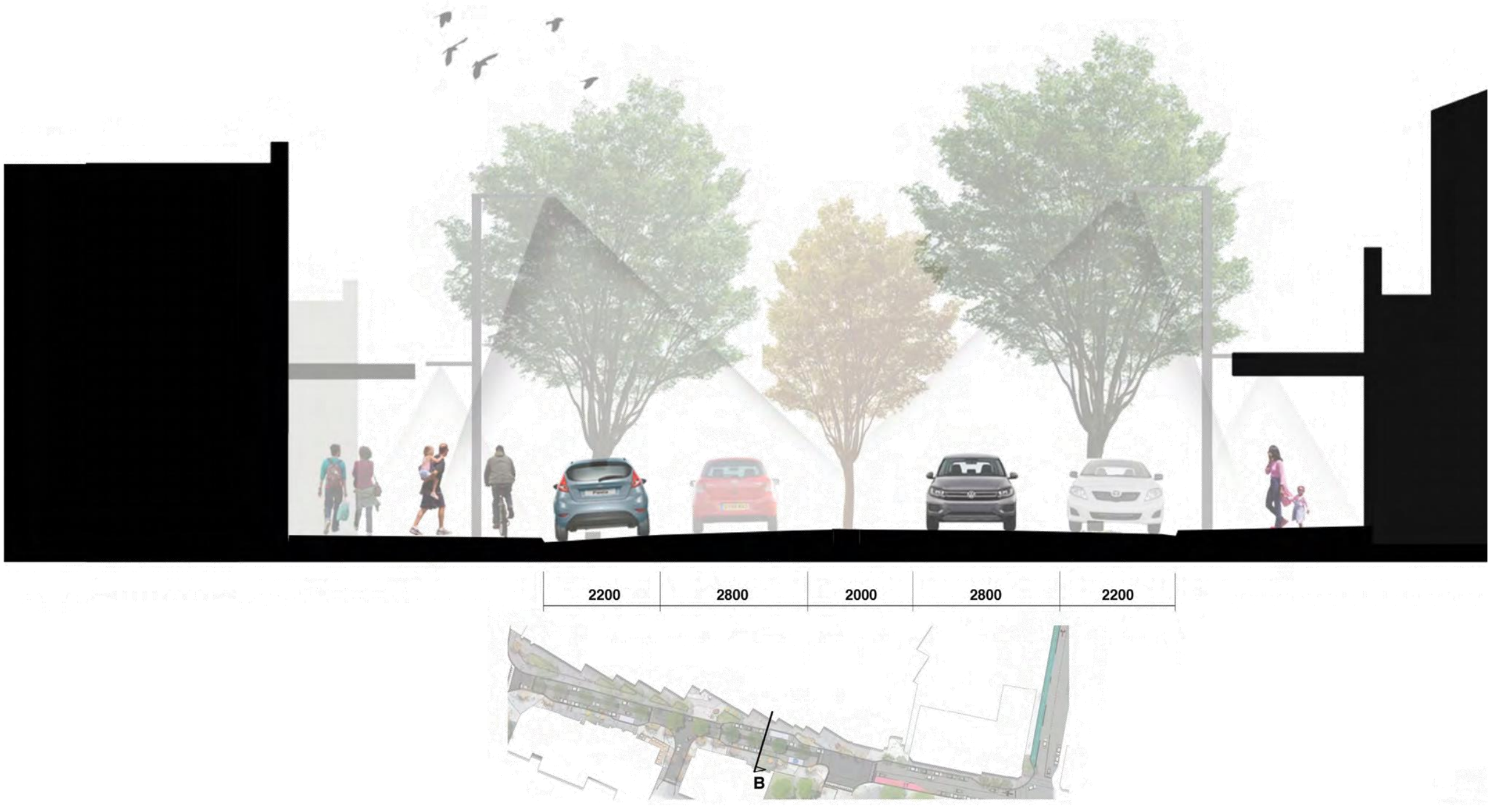
Attachment 1

Attachments - Council - 20 March 2017

FIGURE 5 CROSS SECTION A

Glenorchy CBD Revitalisation Project (Business Case)
Attachment 1
Attachments - Council - 20 March 2017

FIGURE 6 CROSS SECTION B



Glenorchy CBD Revitalisation Project (Business Case)

Attachment 1

Attachments - Council - 20 March 2017

FIGURE 7 CROSS SECTION C

Glenorchy CBD Revitalisation Project (Business Case)
Attachment 1
Attachments - Council - 20 March 2017

The preferred option addresses two over-arching and interrelated strategies. These are the need to:

- make the roadway more permeable for pedestrians by minimising the impact of vehicles on the amenity of the street through a reconfiguration of the roadway to reduce its width, realign its course, add alternative road treatments and re-examine parking requirements (Section 3.1); and
- enhance the experience of the street for pedestrians to attract more people into the CBD and to encourage them to stay longer and engage with the life of the City (Section 3.2) through the introduction of a coherent suite of street furnishings and pavements.

3.1 Minimising the impact of cars on the amenity of the CBD

3.1.1 Reduce the Road Pavement Width

Detailed examination of the cross section of the street revealed the opportunity to reduce the width of the travel lanes to slow traffic but without inappropriately impeding flow or safety for drivers. Slower road speeds reduce the number of road accidents and impact of collisions between vehicles, pedestrians and cyclists.

Narrowing the road also enhances pedestrian safety by reducing the amount of time required to cross the street.

The critical control on the width of the travel lanes in Glenorchy is the presence or absence of buses. Thus in Figures 5-7 where there buses are present, lane widths have been set at 3.2 – 3.3m and where they are absent, lanes have been reduced to 2.8m.

The sections also indicate the width of parking bays being fixed at 2.2m.

All of these dimensions address current best practice in Australia and the City's previous experiences in the CBD. Importantly, the reduction in road width has enabled a widening of available space on the footpath for activation, particularly on the southern side of the street where direct sunlight is highest.

The sections in Figures 5 and 6 also illustrate the creation of a 2m wide central median, between Barry Street and Regina Street, flush with the adjacent road pavement. The plan at Figure 3.1 shows the median delineated by a change of pavement within which there is a line of advanced tree plantings and bollards.

Together these changes to the road widths will contribute to a much lower vehicle speed environment than at present. This will be reinforced by the signposting of Main Road as a 40km/hr zone (in effect though traffic will rarely if ever reach these speeds due to the proposed changes to the street environment). At these low speeds, it is expected that experienced cyclists will be able 'share the lane' through the CBD[3].

3 The concepts consider the CBD is a 'destination' for cyclists rather than a through route for commuting or recreation. As such, separate bike lanes have not been provided in Main Road.

3.1.2 Realign the Roadway

The straight run of Main Road contributes to a higher speed environment than desired within the shopping precinct. Opportunities to realign the road were examined.

Discussions with Northgate revealed that the parallel parking along their street frontage was not essential to their operations. Removal of this row of parking enabled the street alignment to be shifted north to existing kerb line between Barry Street to Regina street (Figure 3). Through this section the kerb alignment and existing footpath along Northgate remain unaltered. The footpath through this section is wide enough, 3.8m to 4.2m depending on the location (plus 600mm for the kerb and channel), to allow comfortable passage of pedestrians along the road edge.

The plans also show:

- kerb bulbing at Barry Street and Regina Street;
- a tightening of the turning radius on the western corner at Tolosa Street to reflect the fact that no vehicles are turning left at that point (Figure 4);
- a realignment of the turning motion at the corner of Peltro Street to allow for the protected bicycle lane along the western side of that street (Figure 4); and
- kerb-bulbing at the intersection of Main Road and Peltro Street to increase the scale of the footpath (Figure 4); and
- realignment of the kerb to meet Australian Standards at locations proposed for disability parking and for maxi taxis.

Figure 8 indicates how much additional pedestrian space has been created through the narrowing of the vehicle road sections and the realignment of the road.

3.1.3 Add Alternative Road Treatments

The value gained in realigning the road and reducing its width has been further enhanced by a variety of additional road treatments aimed at further reducing traffic speed while enhancing the pedestrian environment and access for public transport and cycling. These treatments include:

- creation of raised tables (road pavement) at Barry Street, Regina Street and Tolosa Street to allow a smooth transition from the footpath across Main Road at these locations – this treatment responds to calls from those with mobility challenges who find uneven surfaces and pram ramps difficult to traverse;
- line marking to identify a priority bus lane into Tolosa Street from Main Road – this treatment responds to discussions with the MTT and their desire to improve efficiencies in the network to provide a better public transport service; and
- development of a two-way protected cycleway along the western side of Peltro Street – this establishes a safe, clear and direct link from the Inter-City Cycleway to Main Road.

The construction of the protected lane in Peltro Street along with changes to regulations to allow cycling on widened footpaths and the reduction in road speeds will further encourage active transport in the CBD.

3.1.4 Re-examine Parking Requirements

A reduction in on-street parking has several livability benefits including reduced movement of vehicles looking for available parking spaces[4] and enhanced vehicle and pedestrian safety as fewer vehicles will be reversing into parking spaces.

There is scope for a reduction in the number of car parks in the City. Parking occupancy surveys conducted in the CBD indicate that on average only 52% of on-street and 61% of off-street parking spaces are used at any one time.

There are currently 42 on-street parking spaces on Main Road between Barry Street and Terry Street including one loading zone space and 3 designated spaces in the taxi rank at the entry to Northgate. The current plan has 30 on-street parking spaces including 3 designated disability parking spots, a designated maxi taxi parking spot and a designated area for motorcycle parking.

The loss of 14 parking spaces is largely accounted for by the realignment of the road corridor to the north along the frontage of Northgate (11 spaces). Other parking spots were lost:

- to add length to the bus priority lane (1 car park); and
- when the taxi rank was shifted east to move it away from the entry to Northgate (2 car parks).

Elsewhere, on the south side of Main Road between Barry Street and Peltro Street and from the eastern most entry to Northgate to the corner with Peltro Street the number of parking spaces remains unchanged.

There is the possibility to pick up an additional 3 new parking spaces in Peltro Street along the edge of the former police station where there has previously been a 'no standing except police vehicles' parking area.

Greater efficiency of parking could be achieved on the eastern side of Peltro Street where there are no marked parking spaces.

4 Studies have shown that up to 1/3 of all traffic congestion is made up of people trying to find a parking space.

FIGURE 8
FOOTPATH INCREASE DIAGRAM

3.2 Enhancing the experience of the street for pedestrians and others

Reconfiguration of the road has created the opportunity to enlarge and reconsider the space of the footpath including the introduction of new street furniture.

Quality street furniture plays an important role in determining the success of the urban environment and in representing the image of a city. Function, unity and identity all need to be considered. With this in mind, research was undertaken to identify a suite of furniture types that:

- addressed questions of comfort and ease of installation;
- were robust in design;
- had a shared aesthetic;
- were readily available in the marketplace; and
- were cost effective, vandal resistant and suited to the local climate.

Figures 9-13 illustrate the style of the proposed paving and street furniture and its application. Furniture elements include: new pavements, seating spaces, landscaping and supporting street furniture such as bicycle racks, bollards, lighting, rubbish bins and tree guards. Gun-metal black steel features in many of the elements as does timber for seating elements with concrete plinths that provide further seating or can double as retaining wall/barriers. The furniture elements will be further refined during detailed design prior to tender of works.

Figures 3 and 4 show the distribution of these elements along the street.

Footpath paving is a mixture of exposed aggregate concrete and concrete pavers. Concrete pavements are featured at high use intersections and the major entries to Northgate. White tactile markers are used along the road edge. The median strip is load-bearing, concrete pavers. Tree grates and tree-guards are matte black galvanised steel.

The plans show where permanent seating areas are proposed along the length of Main Road as well as locations where café seating could be introduced. Most of these areas are on the southern side of the street to take advantage of northerly sunlight. Proposed seats are shaped to encourage socialising and incorporate armrests to assist those with infirmities.

Seats have also been provided adjacent to, or incorporated as part of, the landscape surrounds to existing trees along the Northgate frontage. These surrounds capture the root zones of the existing trees to reduce the lifting of pavement that has previously occurred. The surrounds can also be used as places to lean, sit or rest bags.

Larger seating platforms are also shown in several locations.

Bollards are shown along the centreline of the street between Barry Street and Tolosa Street, at street corners and along the frontage to Northgate's new entry.

A number of potential locations for bike racks have been identified along the length of the street. Bicycle storage units are shown adjacent to the bus mall on the northwest corner of the bus mall. These lockers would allow safe all day storage for commuter cyclists heading into the city or north on public transport.

Street lighting serves multiple functions including road safety, pedestrian perception of crime and as a crime preventative. Lighting levels on the roadway through the CBD meet the required standard for an urban centre, however, the distribution of light onto the footpaths is uneven due to the presence of trees and awnings.

Additional lighting fixtures have been recommended throughout the study area to increase the amount of available footpath lighting and as a decorative element. Pathways in the CBD are already achieving a minimum P1 lighting standard as per Council's Street Lighting Policy[5]. A perceived need for additional street level lighting was identified in survey data.

The general reaction to the proposed suite of street furniture elements has been favourable. One exception was the proposed rubbish bin selection. Further investigation is required to determine the appropriate solution to this element to better meet criteria for cost and resistance to vandalism.

Widening of the footpaths has also enabled the introduction of landscape areas along the length of the street including the introduction of additional advanced tree plantings along the centre median and elsewhere. The retention of the existing trees already established in the street as shown on Figures 3 and 4.

Plantings and large canopy street trees are seen as a critical element of the livability infrastructure of the city. This fact was appreciated by a number of people who talked about the positive qualities of the plane trees in the street in terms of shade, ambiance and how they

5 P1 is the highest category of lighting identified in the Australian Standards.

reduce the harshness of the architecture and road environment. In contrast, concerns were expressed about the retention of the existing trees, particularly along the frontage to Northgate. People mentioned the trip hazards created by roots that are lifting pavers and the number and size of the leaves being dropped on the footpath as issues that needed to be addressed.

Figure 3 shows enlarged planting islands around these trees to provide greater space for tree roots at the ground surface. The edge of these beds will be raised and back-filled with mulch so that foot traffic can be directed around them. Detailed design will determine whether this solution is practical or if some trees may need to be removed.

As for leaf litter, leaves are a problem with all trees about which little can be done. In their favour, deciduous trees all loose their leaves in a short space of time as opposed to native trees which loose leaves year around. Deciduous trees also have the advantage of letting sunlight into the space during the winter months.

Landscape areas below the trees would include low growing species to ensure sight lines are maintained in accordance with Crime Prevention Through Environmental Design (CPTED) principles.

The success of the proposed landscaping will depend on the species selected and the proper installation of the trees in particular to allow enough underground space for roots to grow and thrive without impacts on the path or road surface. Whilst the investment underground can add expense to a tree planting, the long term benefits of reduced impacts on infrastructure and livability gains ultimately result in a net saving.

FIGURE 9

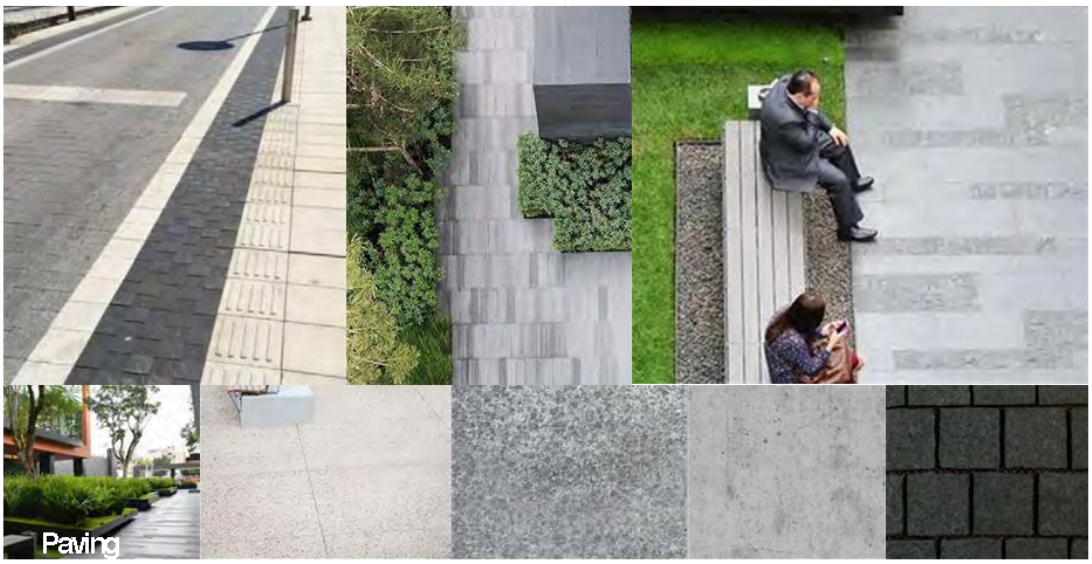


FIGURE 10

FIGURE 11

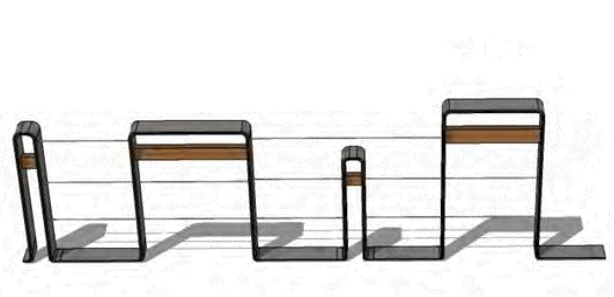


FIGURE 12

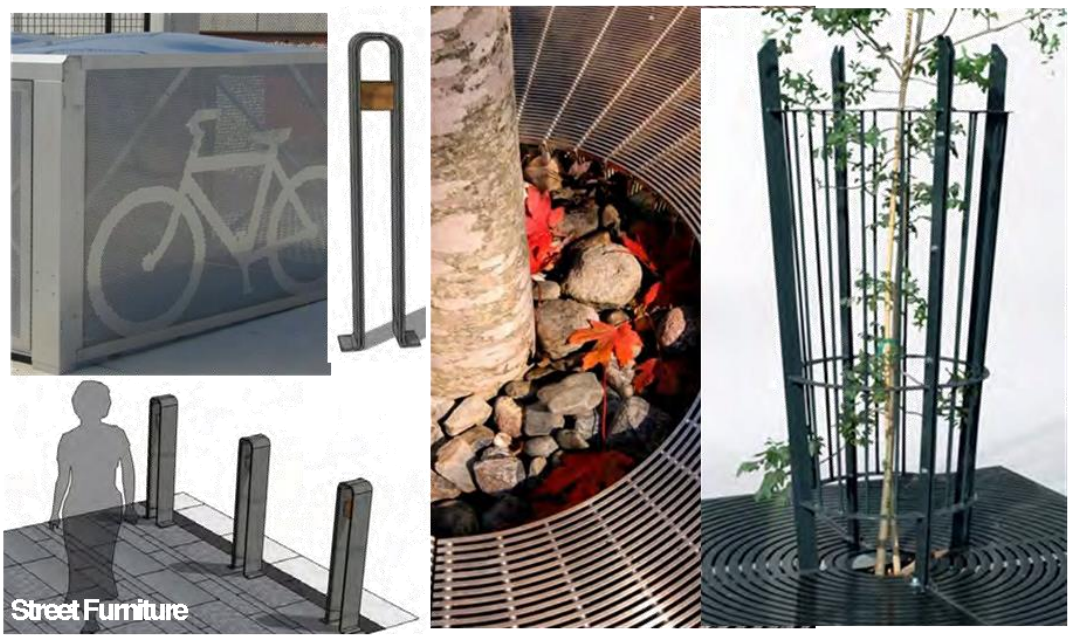
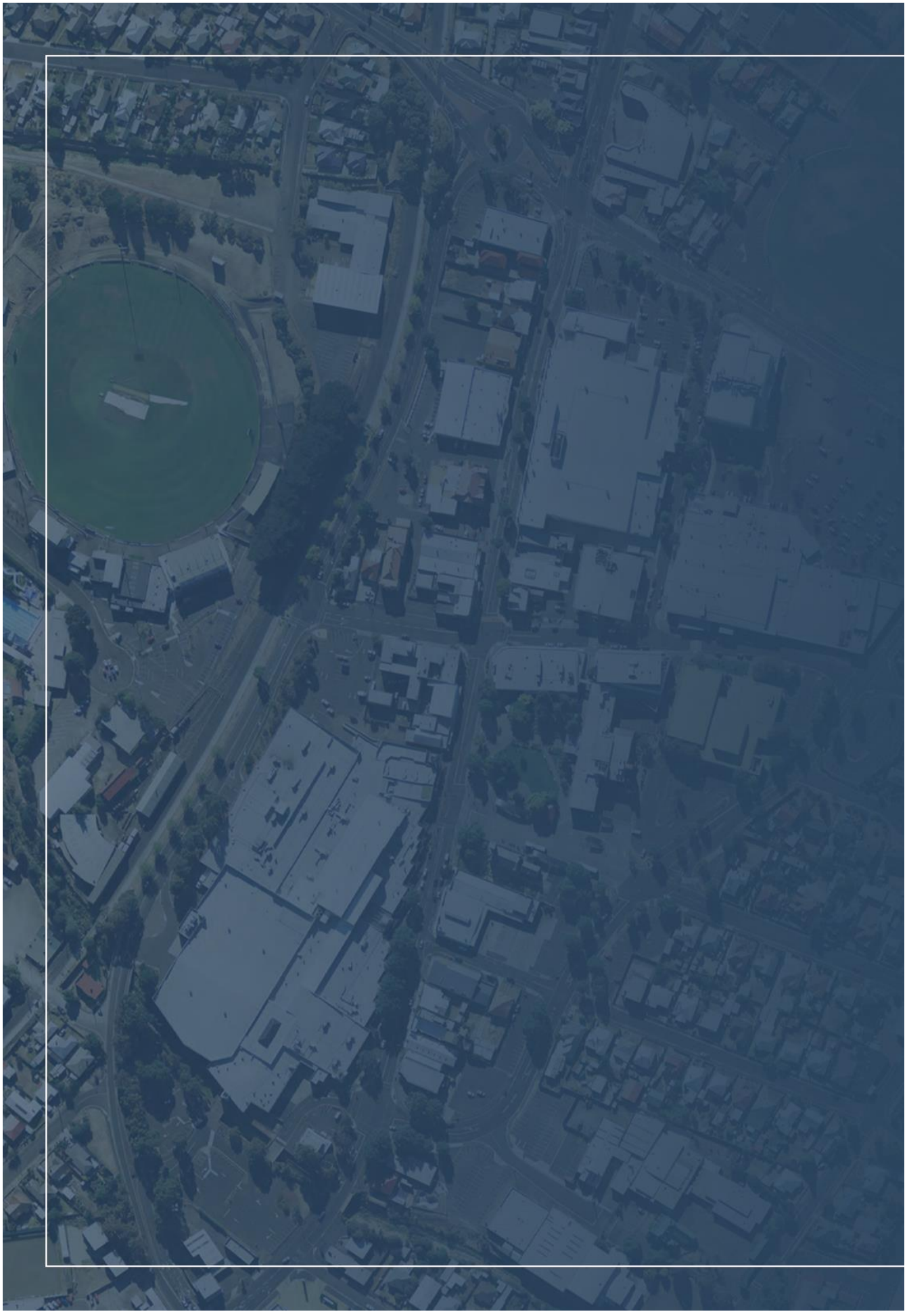


FIGURE 13



PART FOUR
SOFTWARE –
"THE EVENTS THAT HAPPEN"

4.1 Public gestures

The *Glenorchy CBD Strategic Framework* proposed development of a toddler's play space and alfresco coffee shop at the front of the forecourt to Council Chambers. These facilities had the benefit of significantly adding to the invitation to people to come and stay in the street. The proposals received strong support within Council and since their proposal, Council have applied for and received Federal grant monies to enable their construction.

St Matthews Church is a significant heritage feature in Main Road. The sandstone church and its landscaped churchyard with its historic graves create a quiet place of reflection away from the roadway. The seating, interpretation and pathways within the churchyard are largely under-utilised as they are locked away behind a locked steel boundary fence.

The urban design concepts propose St Matthew's Churchyard be reopened to public use and enjoyment. This would require a new fence to close off access to the side and rear of the churchyard and management of the front gate so that it were open during the day but closed at night.

4.2 Public art – Engaging and Enlivening the place

Early in the process, it was noted that the 'hardware of the street' was only part of the solution to making the CBD the vibrant lived in centre of the City. In particular, the role of the Arts in making complete the CBD's 'hardware' to create a distinctive flavour unique to a place was highlighted by the community, staff and the consulting team as key to the success of the project.

The *Glenorchy City Council Community Plan* describes a vision for the City as a city of arts. The Plan identifies arts and culture as one of Council's most important priorities for the future, where CBD areas will be revitalised with a strong emphasis on great design, open spaces and public art. Council's Public Art Policy suggests that Arts activities will be supported as part of a redevelopment of public space, to create and sustain opportunities to ensure the city and suburbs are vibrant, engaging and dynamic.

FIGURE 14 PUBLIC ART LOCATIONS

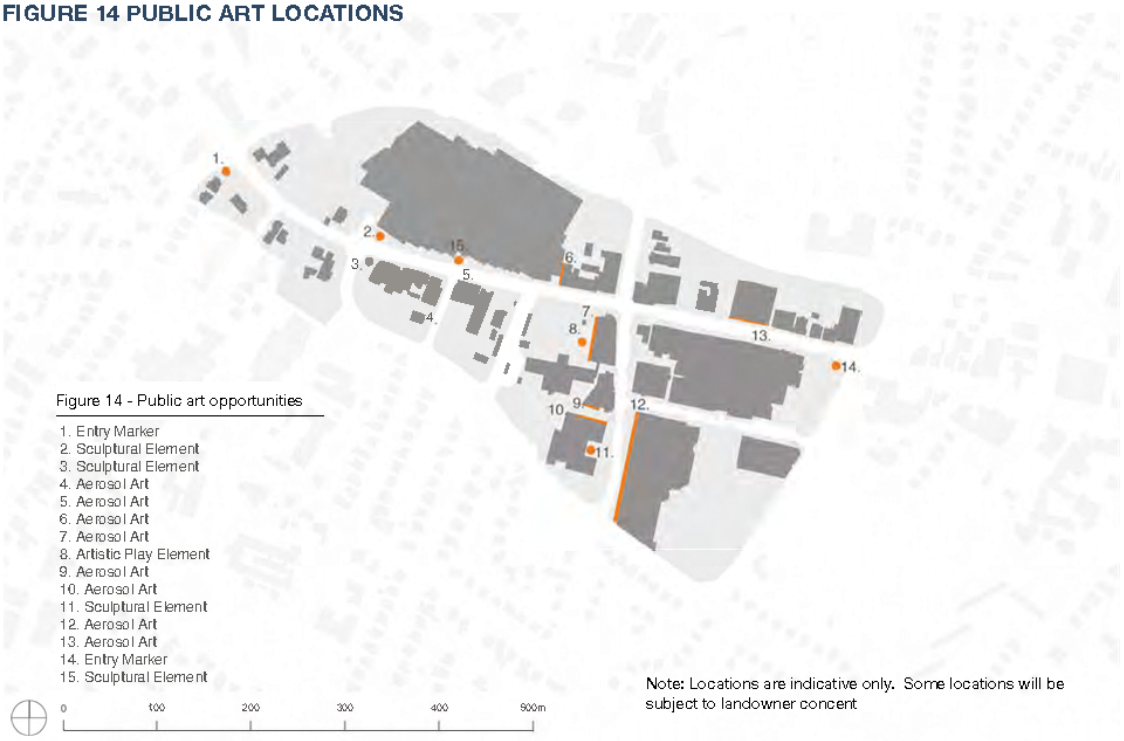


Figure 14 - Public art opportunities

1. Entry Marker
2. Sculptural Element
3. Sculptural Element
4. Aerosol Art
5. Aerosol Art
6. Aerosol Art
7. Aerosol Art
8. Artistic Play Element
9. Aerosol Art
10. Aerosol Art
11. Sculptural Element
12. Aerosol Art
13. Aerosol Art
14. Entry Marker
15. Sculptural Element

Note: Locations are indicative only. Some locations will be subject to landowner concent

Authentic public art, reflective of the community's heritage, aspirations, culture and distinct character stems from a process of community engagement that was beyond the scope of the current process.

In response, the urban design plans put forward herein have treated the 'hardware' of the street as a canvas for the introduction of public art as part of final detailed design and implementation. The plans aim to "create the opportunities for events to happen" [6] rather than to dictate where and when 'software' might be located or eventuate. As such, the plans are 'enabling' not 'controlling' – the scope for public art only being bounded by imagination and funding rather than spatial expanse.

For instance, the plans create public spaces of varying sizes – small pocket settings along either side of the street, larger spaces and raised pavement tables at street corners, and the large public plaza at the front of Council chambers. The creation of level, unencumbered pavements in these areas creates options for performance, stalls or markets, the introduction of sculpture, etc.

Likewise, the muted colouration and hard wearing qualities of the materials proposed offers endless potential for the introduction of colourful sculpture, specialised paving or surface treatments of varying colours and patterns or the application of mural or projection art to blank wall surfaces.

The breadth of opportunity for the introduction of public art on such a canvas is endless. Figure 14[7] highlights some of the opportunities identified by the current study as potential locations for public art including aerosol art (Figure 15), accepting that the possibilities are only limited by the imagination of the community.

Public art can be large or small, abstract or realistic, site specific or contrast with its surroundings. What will distinguish the work is how it is made, where it is and what it means – questions that are best answered by the community and its artists working collaboratively to express place and local values.

This is best achieved through liaison with the Public Arts Management Group whose role includes the provision of advice and expertise, planning and project development, site assessment and project evaluation and review for public art in the City.

Council has also recognised in its Public Art Policy that best practice public art outcomes can only be achieved through the allocation of adequate budgets and professional assistance to guide the community in implementing such art. To this end the budget planning for construction of the street's hardware should incorporate a fund for development of site-specific artworks to further enhance the outcomes from the capital investment in the reconstruction of Main Road and its adjacent streets.

FIGURE 15 MURAL ART IN SMALL LANEWAY

6 The noted Landscape Architect Lawrence Halprin has been attributed with saying that "Landscape Architecture creates the opportunities for events to happen". By this he meant that the public realm is a stage on which the life of the city is played out where "people are the generators, their creative activities are the aim, and the physical elements are the tools. He approached cities as complex spaces that afford chance occurrences and happenings – the "strange and beautiful which no fixed, pre-conceived order can produce" (from "Roads: Lawrence Halprin: Modern Dance and the American Freeway Landscape" Merriman, P. in *Geographies of Mobilities: Practices, Spaces and Subjects*. Cresswell, T and Merriman, P. 2011. Ashgate Publishing, Burlington, Vermont). This approach is central to the work herein.

7 In many locations, the approval of the landowner will be required in the first instance for public art to be created or installed on blank walls.

4.3 Interpretation – the Story of the Place

Interpretation can be a powerful tool for delivering authentic experiences, motivating a deep understanding of place and making history and heritage relevant to the everyday lives of the audience. Good interpretation identifies the take home messages – the central themes at the core of the place – and targets these to the relevant audience using media that they can relate to and which adds to the meaning and values being expressed.

In the past, interpretation has often been limited to 'signs' and placards sprinkled around a location and laden with text and historic images that once seen are often quickly forgotten.

Certainly, there are points of historic interest in the City worthy of interpretation – O'Brien's Bridge, Dusty Miller and Mill Lane, to name a few as well as contemporary locations such as the Migrant Resource Centre that are exemplary of the modern life of Glenorchy (Figure 16). However, a focus on signs and where to put them is extremely limiting in terms of the value that can be gained from interpretation.

The preferred direction, and the one recommended herein, is to develop a 'thematic interpretation strategy' for the whole of the Glenorchy municipality. Thematic Interpretation is a proven methodology, adopted by many authorities in Australia and overseas.

It is a world best practice approach, drawing on two decades of communications psychology and research, and has a strong evidence base. The aim of thematic interpretation is to provoke people to think about the subject matter and to create their own meaning, resulting in a lasting connection and sense of significance.

One of the key reasons that thematic interpretation works is that the audiences and their needs and preferences are the starting point for planning. This ensures that interpretation delivers an authentic experience that goes beyond visitor satisfaction to create champions who promote a place and generate referrals through word-of-mouth and social media.

At the core of the Thematic Interpretation approach are themes. These are the 'take-home messages' or the 'big idea' messages that make it easy for visitors to connect personally with the subject matter. Research shows that people generally forget facts but they remember the 'so what' or the compelling idea that a theme encapsulates. In this way, they can be more readily motivated to retain an appreciation of a site and to pursue further discovery and learning beyond the visit.

Using the methodology, themes are matched to interpretive audiences via methods of delivery that work for the audiences.

Contemporary interpretation aims to make history and heritage relevant to interpretive audiences and their lives now, rather than treating it as something walled off in the past.

It is, therefore, important to plan interpretation before nominating locations for signs or other interpretive media – planning that will take into account the place values that matter to those who access the CBD and the way in which those values underpin the experiences that people will have there.

FIGURE 16 SITE OF INTERPRETATION INTEREST

4.4 Programming – Activating the Place

The best hardware, art and interpretation are incomplete if use of the spaces of the street is not well programmed. People will come to shop and they will stay if safety, comfort and protection are provided. To maximise the investment in the hardware of the street, however, the invitation into the city centre has to be greater – life and animation need to be introduced that add value to being in the place.

Activities need to be scheduled for the use of the street space that are targeted to differing age groups, people of cultural backgrounds and people of all abilities. Leisure, recreation, charitable and arts activities all enliven public space.

Shakespeare said that "all the world is a stage". The urban design concepts herein, provide an excellent 'stage' for programmed activities (Figure 17). The open space of the plaza can hold events catering for several hundreds of people, whilst street corners or wider pavements can be smaller 'stages' for more intimate activities. St Matthew's Church is an intimate indoor venue for small performance events waiting to be used more regularly while the Guildford Young Performance Centre is a state-of-the-art theatre capable of seating 650 people.

The recommendations for street furniture that includes USB charging points, external power points, lighting and drinking water, all provide infrastructure in support of events and activation of the streetscape.

The stage is set, so to speak, what is required is a strategy and commitment to the energetic programming of activities into the public realm of Main Road. Event planners and creative minds should be invited in and supported in their desire to stage activities in the CBD. Council's role is to provide the space, ensure there is planning support and then let the "events happen".

FIGURE 17 POTENTIAL PERFORMANCE SPACES

4.5 Way Finding – Orienting People to the Place

Wayfinding recognises the important role that directional information plays in making day-to-day journeys easy and efficient and in enticing visitors to spend time in the City's spaces. It encourages people to walk more often to more destinations and reduces any confusion about access to facilities and services within the area.

Simple, hierarchical information is required with detailed mapping to communicate what is in the CBD and how to find it. It would be beneficial to integrate wayfinding with a thematic interpretation strategy for the City as part of a comprehensive investigation of way-finding in Glenorchy. Consistency across the City would communicate the City brand, lend legitimacy to the information and would inform and direct people to the diverse experience opportunities available within the City.

The proposed locations for wayfinding within Study Area A are:

- corner of Barry Street and Main Road – the southern side as an entry into the CBD;
- outside the main entry into Northgate;
- within the central plaza in front of the Council Offices (near the entry into Tolosa Street and easily accessed from the bus mall);
- corner of Peltro Street and Main Road; and
- near the Intercity Cycleway (near the path connection to King George V) that would give orientation to King George V precinct and the CBD.

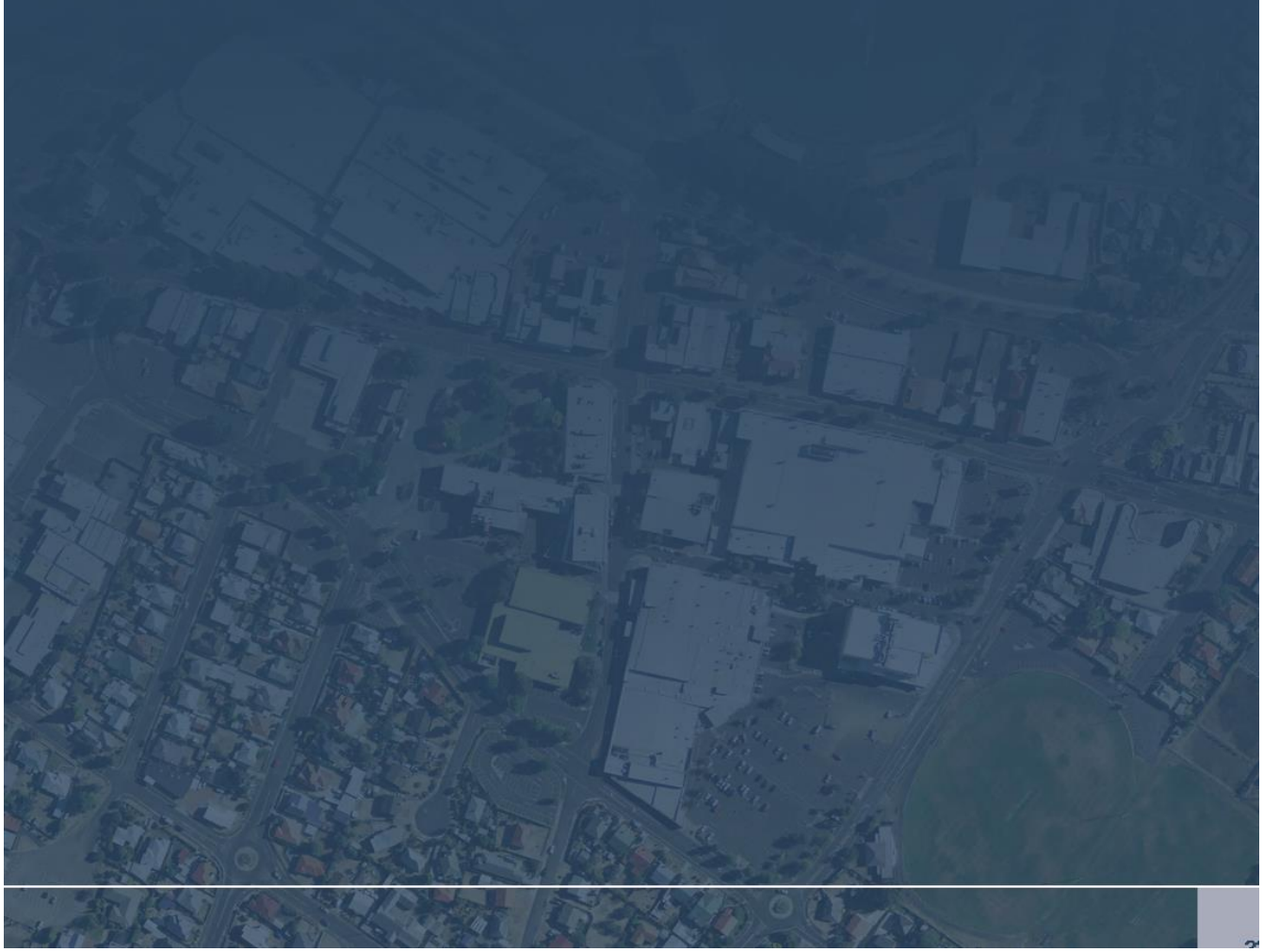
4.6 Private Moves

Whilst outside the scope of the project, a number of opportunities that would be beneficial for the life of the street were identified that could be taken up by private property owners. These included activation of:

- the frontage of the A1 Fruit Market to its Main Road and Regina Street edges – as for instance happened in North Hobart in the 1990s at the ex-Purity site where the blank wall was punctuated with access to new retail business on Elizabeth Street;
- activation of the Snow's Dry Cleaning building – the scale and presence of the space seems ideal for a restaurant/café, micro-brewery type use along the lines of St Albi's, Albert Road, Moonah or the Hobart Brewing Company, at Macquarie Point or Shambles, Elizabeth Street, Hobart;
- activation of the LJ Hooker Corner – the spacious public plaza on this corner with its advanced trees has tremendous potential for outdoor dining in a highly visible location, opposite two large pedestrian destinations (Northgate and the Glenorchy Integrated Care Centre);
- the under cover car park on the north of Northgate through the creation of a sheltered pick up and drop off taxi area (it is recognised that this would not be available to some people with disabilities given the current internal elevator ramps); and
- the laneway along the eastern side of Northgate through the use of mural art to enliven the blank facades either side of the lane.

It is hoped that improvements to the public realm will stimulate investment interest by the private sector. Already, the former Police Station site has been re-imagined as an Irish Pub with some success and a notable impact on the life of the street. The fact that the internal space opens onto the street edge is a positive outcome.

PART FIVE
DIRECTIONS FOR AREA B



While the focus of the current study has been on Area A of the study area, consideration has been given to areas adjacent to it and how these can be progressively updated to create a more livable CBD. Figure 18 highlights the areas that have been considered.

5.1 Main Road – Barry Street to Chapel Street

This portion of Area B is the natural entry point to the CBD from the west. The historic Methodist Chapel marks the historic entry to the centre and sits at the transition point from the larger street frontages to the west and smaller street frontages in the heart of the CBD.

Consideration of the following opportunities is recommended for this area:

- footpath improvements at the Glenorchy Integrated Care Centre (GICC) including replacement of barrier fence and kerb realignment to increase the pedestrian waiting area at the streetlights (Figure 20);
- explore options to reduce width of entry/exit to Northgate opposite Barry Street;
- plant large spreading tree on small triangular parcel of Council land in Main Road (between Humphreys Rivulet and 435 Main Road, opposite the Denture Clinic) and negotiate with Northgate to create a small, paved pedestrian plaza on their land;
- explore reduction in the width of road to increase the functionality of footpaths, in any case upgrade standard of footpaths both sides and explore opportunities to introduce street furniture and/or street trees;
- interpretation of Methodist Chapel at Chapel Street and O'Briens Bridge;
- look for opportunities to introduce street trees into Swallow Parade; and
- continue to pursue the development of a shared path along Humphreys Rivulet.

FIGURE 18 STUDY AREA B COMPONENTS

Figure 18 - Study Area B
1. O'Briens Bridge to Chapel Street
2. Mill Lane
3. Regina Street
4. Bus Mall
5. Council Forecourt
6. Terry Street
7. Peltro Street + Anfield Street
8. Main Road, Terry / Peltro Street to Elwick Road
9. Cooper Street
10. Humphreys Rivulet

FIGURE 19

Figure 19
Glenorchy Integrated Care Centre Street Improvements
(prepared by Inspiring Place for Liminal Architecture - 2014)

5.2 Mill Lane

Mill Lane is a historic alignment along which water from Humphreys Rivulet was conducted to a mill north of Main Road. For some time it has been a link to the businesses along it and to an entry to the Guildford Young school campus. It has recently gained greater prominence as a key entry point to the Guilford Young Performing Arts Centre.

Consideration of the following opportunities is recommended for this area:

- reduction in the width of the street crossing at the intersection of Mill Lane and Barry Street and/or introduction of pedestrian refuge at halfway point;
- introduction of large spreading trees along the perimeter of Council's car park at the intersection of Mill Lane and Barry Street;
- construction of quality footpaths both sides including negotiation with landowners on the western side of the street to move the footpath to the front of cars parked perpendicular to the street; and
- develop a landscaped entry at the school site including large spreading trees, under-planting and an artistically designed entry gate.

5.3 Regina Street

Regina Street links Main Road to Barry Street, providing access to Council car parks and the A1 Fruit Market storefront at the rear of Main Street. The A1 Fruit Market frontage to Regina Street is a blank wall. Snows Dry Cleaners presents an attractive glazed feature wall to the street would enable viewing to the activities inside if it remained uncovered.

Consideration of the following opportunities is recommended for this area:

- negotiation to support mural or projection art projects on blank wall spaces facing the street;
- exploration of opportunities to introduce large spreading street trees through the removal of on-street parking; and
- support during the planning process for appropriate redevelopment of the Snows Dry Cleaners or alterations to the way that the A1 Fruit Market addresses the street.

5.4 Council's Forecourt and Tolosa Street Bus Mall

Council's forecourt is the prime public open space in the CBD and in combination with Council's offices is an important element of the civic realm of the city. It has the scale, presence and location to be a key feature in the activation of the street. Its current layout, however, is cluttered and lacks a coherent plan that supports its highest and best usage.

Discussion with Metro indicate that the bus mall will remain in its present location for the short-medium future and its movement to a new location (Peltro Street) would only be considered as part of an integrated transport strategy that included light rail and if Peltro Street could be reconfigured to generate more lay-by street along its kerb edge (at present, the majority of the street edge is driveway aprons).

Study Area A included the eastern side of the forecourt where a playground and coffee shop (Figures 20 and 21) are proposed but excluded the remainder as an over-arching master plan was required. The design of the remaining space should address a wide functional brief that recognises the role of the space as a key gathering and performance space.

Master planning for this area should consider:

- the entire space as an expansive urban plaza;
- confirm the extent/ location of archaeological remains of the Dusty Miller Hotel and consider interpretation opportunities that arise from the study including the possibility of expressing its footprint in a meaningful way;
- incorporate an 'entertainment' area in the forecourt with the following characteristics – level, hard surface, of a scale to accommodate 200-300 people seated in chairs and including electrical infrastructure to support expected activities;
- a raised seating area (terraced platforms) embracing the entertainment area and separating it from the playground side of the plaza;
- explore activation opportunities for the former Labour Bureau building;
- relocate rose beds to the garden bed at the base of the Council chambers to open up the plaza space;
- redevelop the entry to Council Chambers to address changes in access standards;
- reduction of the number of seats in the bus mall and their replacement with 'leaning rails';
- introduction of electronic notice of arrival times for incoming buses;
- introduction of large spreading street trees to ameliorate the hardness of the space and to reduce perception of waiting time; and
- negotiation to support mural or projection art projects on blank wall spaces facing the plaza and the laneway leading to Terry street.

FIGURE 20 COFFEE SHOP AND PLAYGROUND PLAN

1. High quality, designed timber play structure
2. Rubber soft fall surface - 'playful' colouring and pattern
3. Paved entry way to playground
4. Perimeter fence to play area
5. Interactive play element or sculpture; potential for Public Art Project
6. Playground fencing extends in line with eastern face of the cafe, and runs in between existing trees. Boundary fencing arranged so children are visible at all times from the cafe area. Play area designed so as to adhere to Crime Prevention Through Design (C.P.T.D) principles
7. Timber log seating / play area under exiting trees. Area for 'quiet play'
8. Interactive timber play posts
9. High quality, timber seating; seat designed as a playful freestanding element
10. Free play grassed area interspersed with 'sensory' shrubbery; existing trees retained
11. Garden bed containing 'sensory' shurbbery to act as a buffer to existing rose garden
12. Grassed area with high quality seating and existing trees
13. Deep garden bed containing dense, low shrubbery to provide a buffer between play area and public space
14. Locked fenced area with dense, low shrubbery, in keeping with C.P.T.D principles
15. Cafe; existing structure to re imagined as a contemporary timber structure; design to be inkeeping with timber elements in play area
16. Extend existing structure to provide lock up storage area for cafe
17. Contemporary timber shade structure to cafe area
18. Cafe seating area; potential for space to be populated with planter boxes and seating, so as to create an interesting, contemporary space

5.5 Peltro Street

Peltro Street is an important link between the Intercity Cycleway, the future light rail corridor and Main Road.

Consideration of the following opportunities is recommended for this area:

- creation of a protected bicycle lane linking Intercity Cycleway and Main Road (Figure 22);
- widening of the path connection from the Intercity Cycleway to King George V Avenue;
- marking of parking spaces along either side of the street to maximise effectiveness of available parking; and
- maximise future planning opportunities to rationalise the number and location of driveway entries onto the street, bearing in mind the long term potential for this street to be the location for future bus pick up and drop off in association with light rail development.

5.6 Terry Street

Terry Street is a continuation of Peltro Street to the south. This section of Terry Street provides pedestrian access to the LINC/Service Tasmania and other businesses. The street frontage on the east is dominated by a long blank wall that is the rear of the SCA shopping centre. This section of Terry Street has relatively low traffic volume compared with Main Road.

Consideration of the following is recommended for this area:

- exploration of the deletion of parking and bus stop on the west side of the street to allow continuation of the protected bike lane in Peltro Street through to the LINC/Service Tasmania and then on to Barry Street[8];
- inter-planting of car parks on the east side of the street with large spreading street trees;
- negotiation to support mural or projection art projects on blank wall spaces facing the laneway adjacent to the LINC and/or to the rear of the SCA shopping centre;
- creation of a disability car park in the street outside the LINC;
- support for the upgrading of the LINC forecourt as a publicly accessible open space;
- support for the relocation of seating from the front of the LINC to the car park behind; and
- examine opportunities for large street trees along laneway from the forecourt to Council's chambers through to Terry Street.

8 The City lacks a bicycling network plan against which proposed improvements to Terry Street can be compared. While Terry Street is a direct extension of Peltro Street, its intersection with Barry Street is busy and uncontrolled. Terry Street does continue further south to a parking area at Bowden/Eady Street, which could become a connector to Moonah (east) and Tolosa Street (west). For this reason, the proposal to put a bicycle lane in section of Terry Street between Main Road and Barry Street has merit for consideration.

FIGURE 21 PLAZA MONTAGE

5.7 Cooper Street

Cooper Street links Terry Street to Eady Street. The street has a pleasant character with its large trees, street furniture (including bicycle racks) and the raised public open space on the south side of the street.

Consideration of the following is recommended for this area:

- add shelter and seating adjacent to the taxi rank; and
- gradually replace street furniture to match the proposed upgrade in Study Area A.

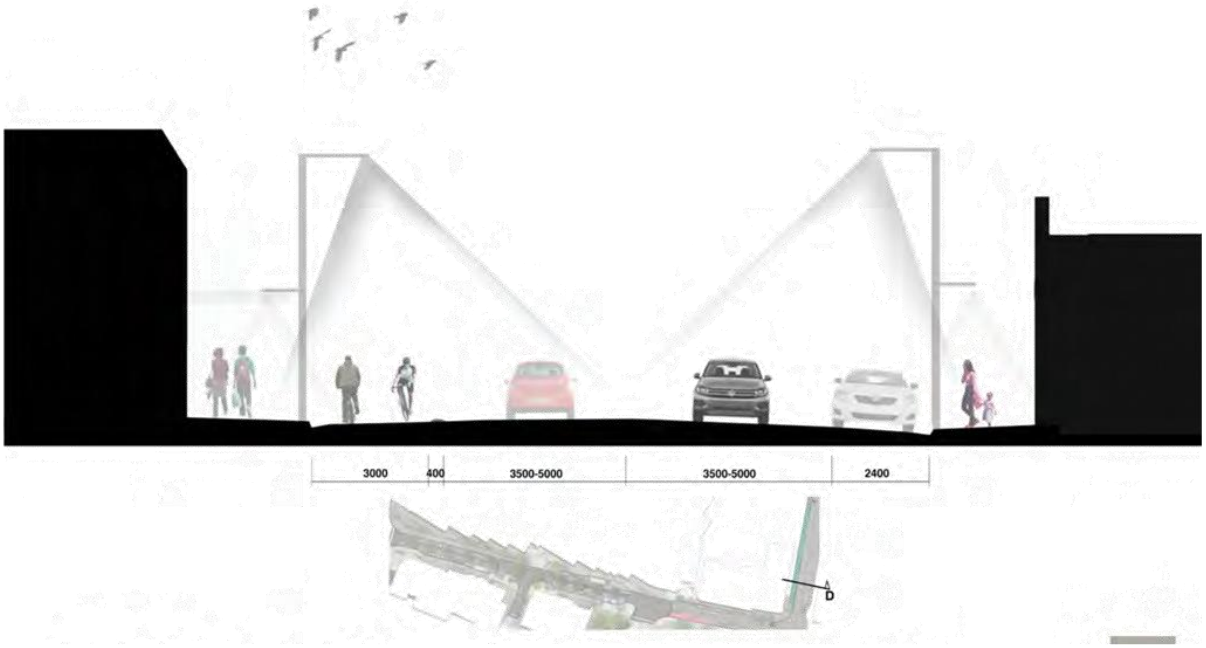
5.8 Main Road – Peltro/Terry Street to Elwick Road

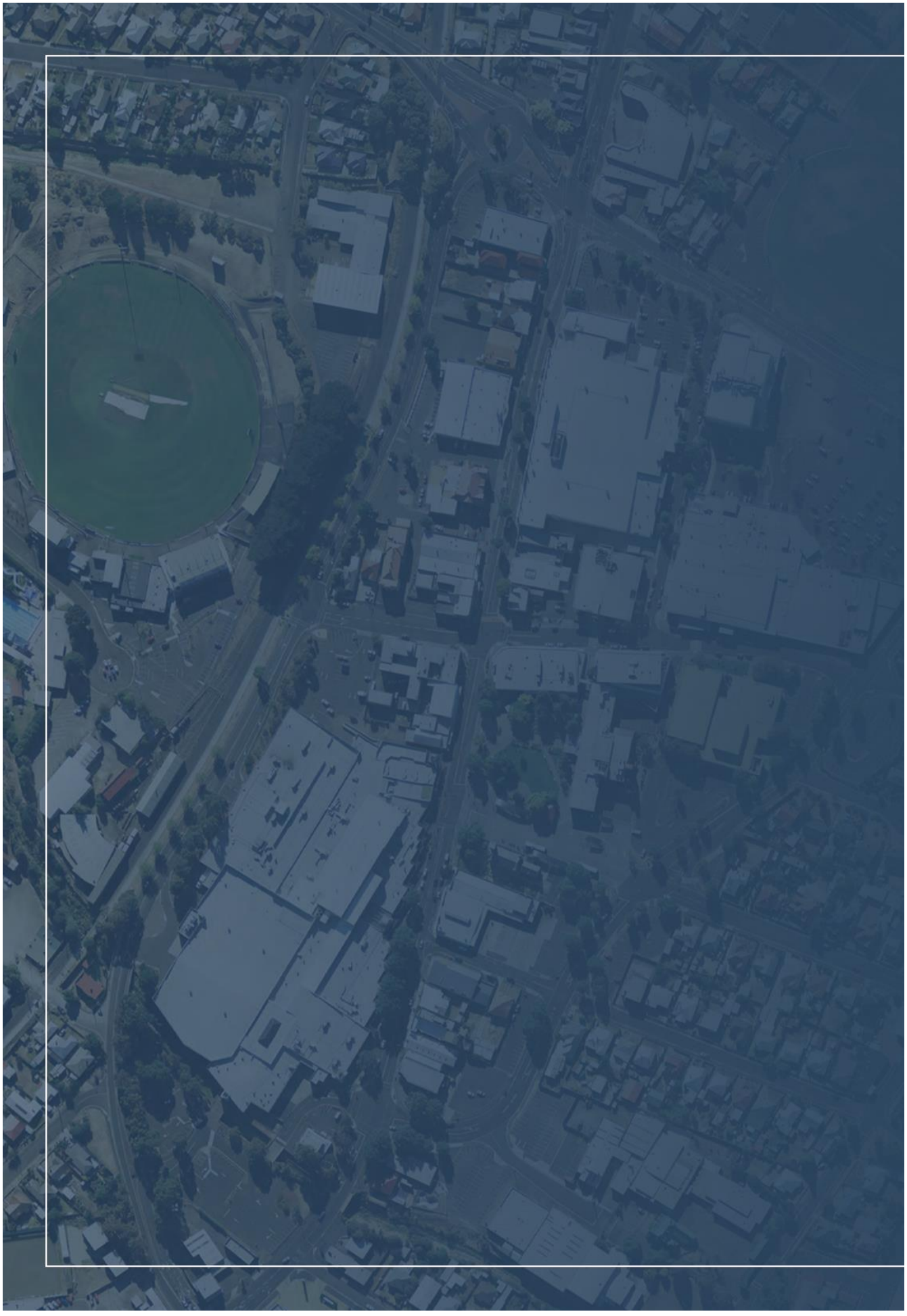
This area continues Main Road through to the logical end point of the CBD at Elwick Road. Street improvements were completed here in the last decade and included tree plantings, new brick pavements, street furniture, lighting and a planted median strip. The median strip has proven to be difficult to maintain because of OH&S requirements for lane closures when working adjacent to the roadway.

Consideration of the following opportunities is recommended for this area:

- remove central median strip including its vegetation and kerbing and repave flush with the adjacent travel lanes – mark the new median with line-marking and a row of bollards between the existing trees which should be retained;
- explore potential to narrow vehicle lanes to enable central median to achieve a 2m width as per the proposed median in Study Area A;
- gradually replace street furniture to match upgrade in Study Area A;
- reduce the amount of 'yellow' clutter along the street including removal or repainting of the guard rails at the road crossings and at the hotel and bollards along the frontage of the hotel and chemist;
- add a disability car park at the eastern end of the street;
- work with the hotel to explore ways they might be able to activate their street frontage; and
- support for mural or projection art projects where blank walls face the street.

FIGURE 22 ROAD CROSS SECTION AT PELTRO STREET





PART SIX
BEFORE AND AFTER

The *Glenorchy CBD Strategic Framework* the City embraced challenges of creating a livable city suited to the conditions of the 21st Century – a city with a CBD steeped in history but looking forward to being a place where people want to do business, shop, work, visit and engage in the life of the community.

With the current project, Council has moved in a positive way to modernise the stage for daily life in the City. The cover photo and the before and after images that follow (Figures 23-26), illustrate a CBD that is safe, well-maintained and contributing towards a vibrant city centre – the modern and dynamic city that Glenorchy aspires to be.

FIGURE 23
BEFORE

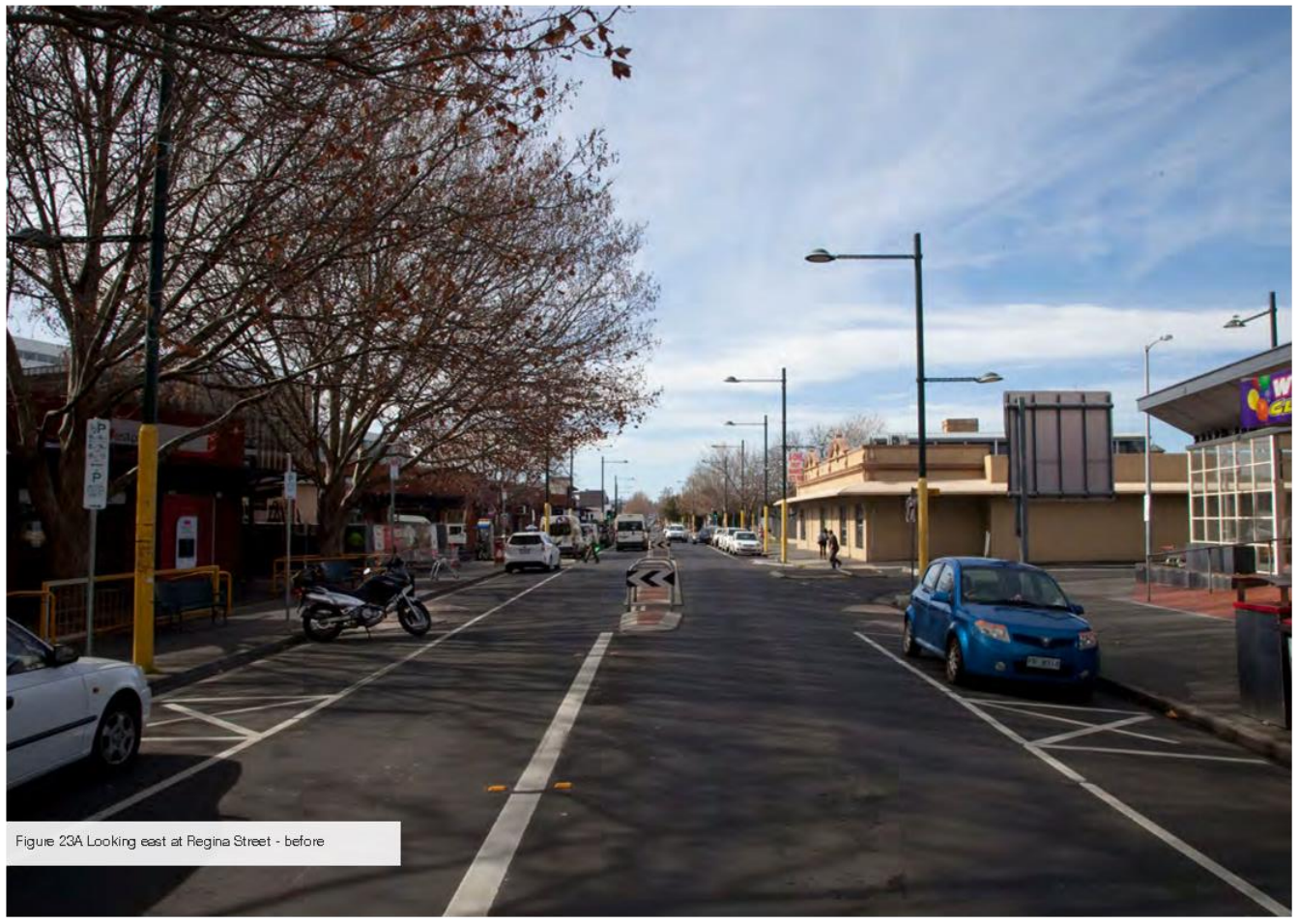


Figure 23A Looking east at Regina Street - before

FIGURE 23
AFTER

Figure 23B Looking east at Regina Street - after

Glenorchy CBD Revitalisation Project (Business Case)
Attachment 1
Attachments - Council - 20 March 2017

FIGURE 24
BEFORE

Figure 24A Looking west from St Matthew's Church - before

FIGURE 24
AFTER

Figure 24B Looking west from St Matthew's Church - after

Attachments - Council - 20 March 2017

FIGURE 25
BEFORE

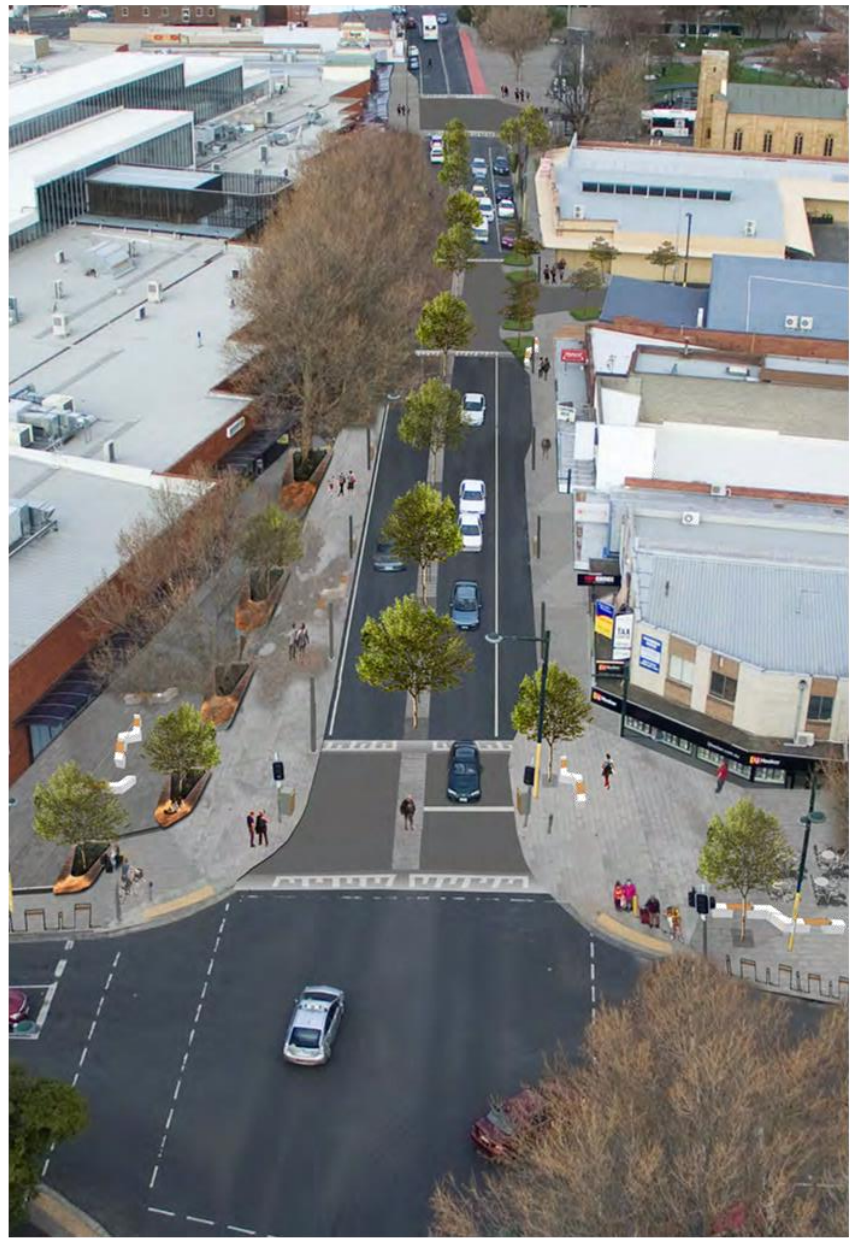
Figure 25A Looking south from Northgate - before

FIGURE 25
AFTER

Figure 25B Looking south from Northgate - after

FIGURE 26
BEFORE

FIGURE 26
AFTER



Glenorchy CBD Revitalisation Project (Business Case)

Attachment 1

Attachments - Council - 20 March 2017

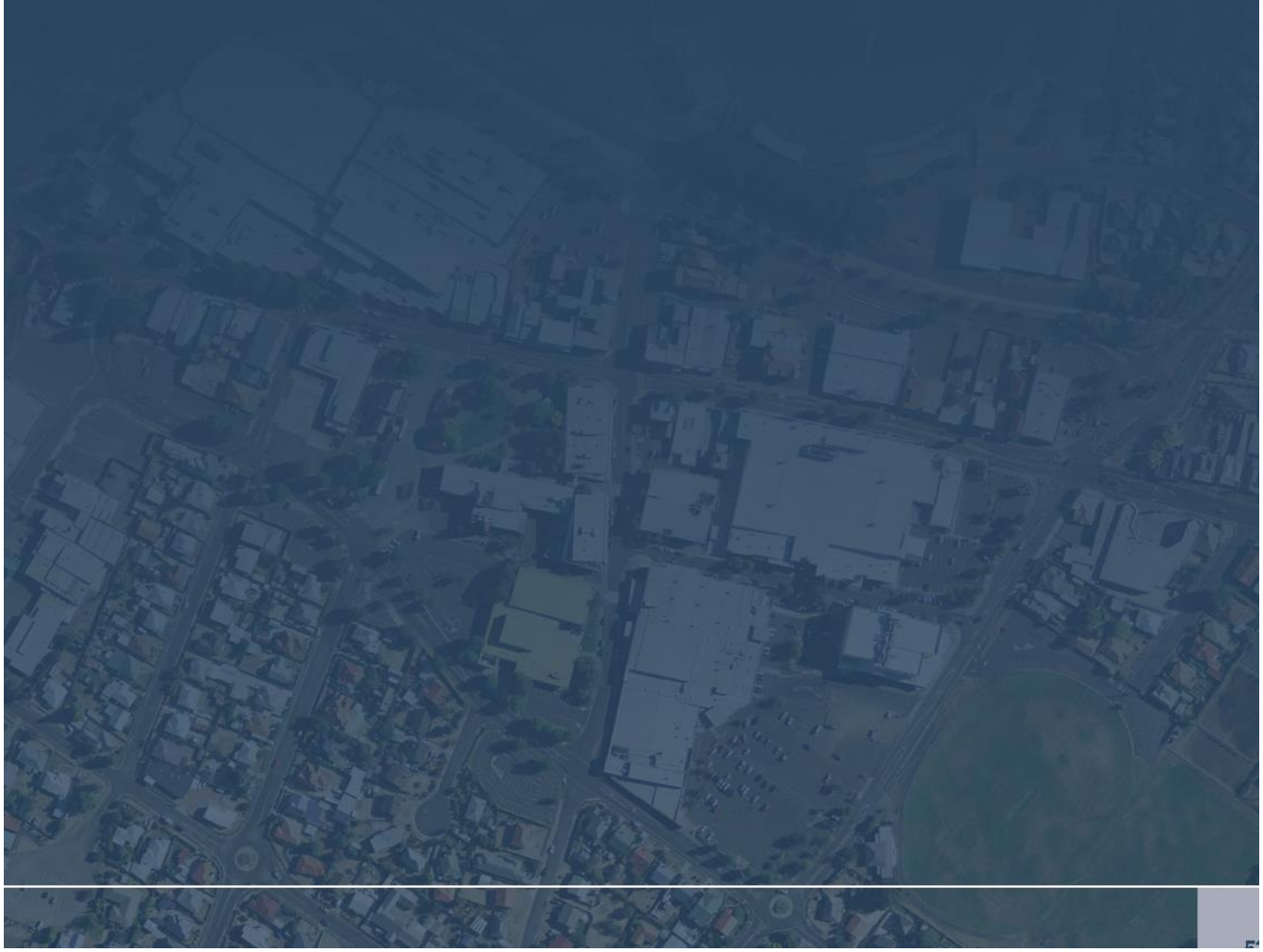
PART SEVEN
NEXT STEPS FOR PROJECT IMPLEMENTATION

PART SEVEN NEXT STEPS FOR PROJECT IMPLEMENTATION

The next steps are:

- Council approval of the Concept Urban Design Report for Main Road;
- seeking funding support and allocation of funds within Council's annual budget to allow commencement;
- detailed design of the proposed works;
- planning approval for the proposed works;
- tender of construction; and
- project implementation of the works.

ATTACHMENT A
COMMUNITY ENGAGEMENT



Format

Community engagement took place at two stages of the project: at its initiation and at the time that draft concepts were developed. The former was intended to determine the central themes that the urban design concepts should address and the latter was to test reaction to the proposals that were being made.

The techniques employed during the engagement program included:

- two trader's workshops (Stage 1 and 2);
- two workshops with Council's committees (Stage 1 and 2);
- meetings with Council's professional staff and outdoor workforce (Stage 2);
- meetings/contact with Northgate, Metro Tasmania, the Taxi Association and Emergency Services (Stage 2);
- a public display in the foyer of the Council offices targeting the general public (Stage 2);
- a 3-day pop-up exhibition (Stage 2);
- an animated visualisation of the concept plans (Stage 2); and
- a questionnaire distributed to the Glenorchy Matters Community Panel and the community at large (Stage 2).

An identical questionnaire was used with the Glenorchy Matters Community Panel (the Panel is considered a representative cross section of the City's demographics and geography) and the general community.

Responses

The Stage 1 workshop with the traders revealed a widespread agreement with the aspirations of the project. In particular, the group called for: the special qualities of the place to be built on, the activation of key spaces, the opening of more shops onto the street and the consideration of how food, culture, art, play and music could play a greater role in the life of the CBD. These findings were seen to align with the objectives of the project and contributed to the preliminary concept and its further development.

Glenorchy Matters Community Panel responses in Stage 2 were noticeably more general in content and tone often expressing the kinds of concerns that ratepayers frequently express such as greater concern for action in their locale, the priority for expenditure of rates money elsewhere, the social issues they observe in the CBD (including vandalism and graffiti) and comment about Council's capacity to maintain improvements if they were made.

The general community commented more favourably on the initiatives. The influence of the cycling community was evident, these respondents taking advantage to support the linkages with the inter-cycleway and future light rail and a call for more protect bike lanes.

In general, the most frequently expressed CBD-specific concerns from all of the respondents were the loss of parking, the potential impacts on the flow of traffic and the retention of the existing street trees and based on the experience with these trees, a negative response to the introduction of additional trees.

Negative responses were, however, offset by far stronger positive responses in both respondent groups in support for improvements to the appearance of the street, the introduction of additional greenery including street trees and landscaped garden beds, better directional signage, more event spaces for performances, bus turning lanes, seating, street lighting and enhancements to the pedestrian experience. There was also support expressed for the lessening the impact of cars through reductions in parking, traffic speeds, the narrowing of the road alignment and the provision of increased cycling infrastructure throughout the CBD.

Workshop Findings

The traders and Council committees workshop response were positive citing the benefits of implementing the urban design concepts including:

- an uplift In the look and feel of the CBD and resulting engagement with it by the community as having economic and social value; and
- improvements in behaviour as a result of increased activity and accompanying passive surveillance.

Of consistent concern was the condition of the pavement around the plane trees with mixed response to their retention. The need for more emphasis on the inclusion of art was also noted, as was the inclusion of more spaces for street activities and performances.

Discussions with the operators of Northgate were very fruitful. They supported removal of parking along their frontage (all of their deliveries come through entries away from Main Road), the provision of a protected cycleway in Peltro Street and replacement of the paving along their frontage, particularly the leveling of the pavement around the existing plane trees.

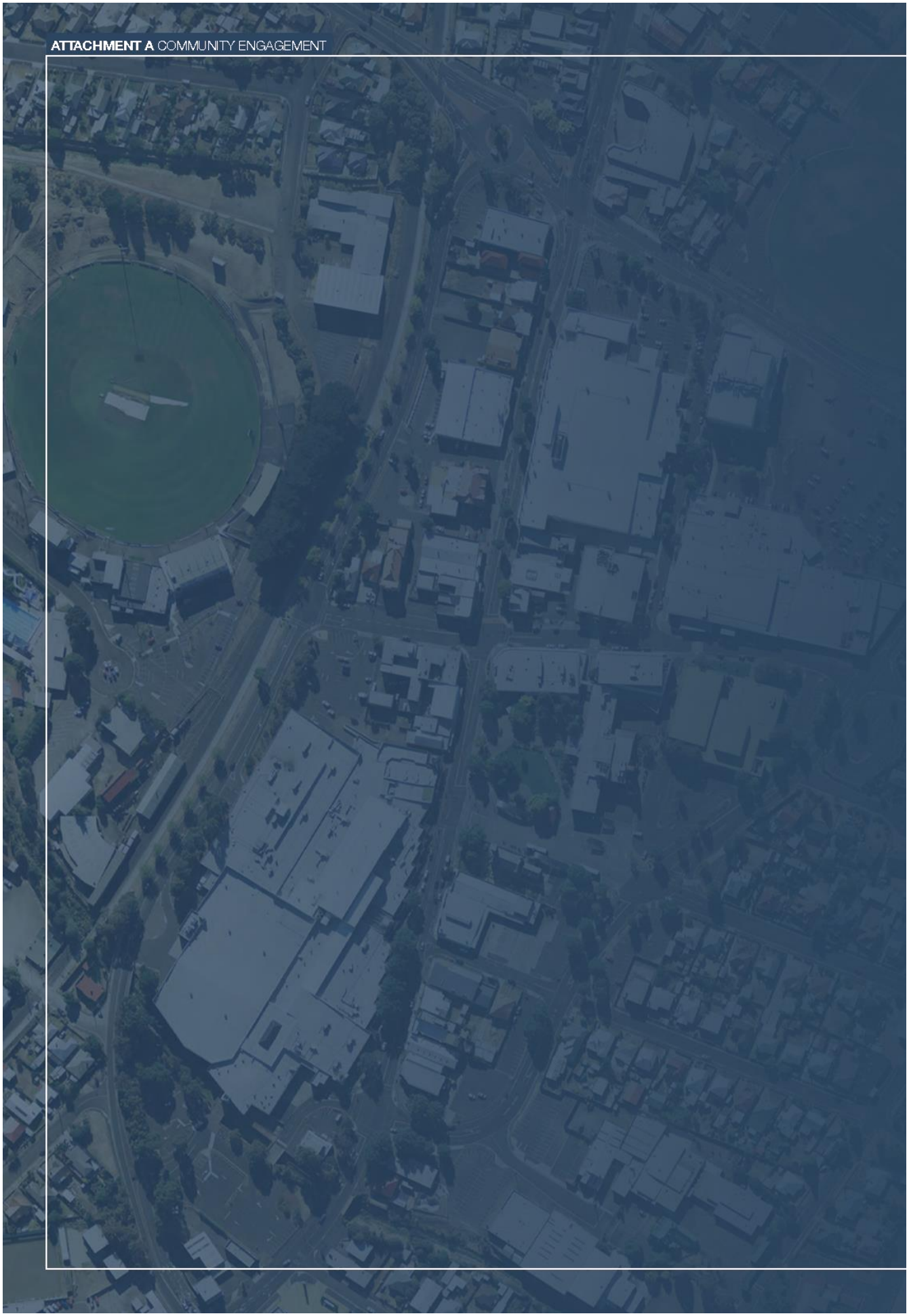
Conclusions

Overall, respondents in all of the various forums indicated that the proposed improvements would lead to an enhanced sense of pride in their community and positive impacts on the livability of the CBD.

Importantly the big moves in the plan were largely supported including:

- investment in an upgrade to the CBD including new pavements and street furniture;
- closure of the parking lane along Northgate enabling the shift of the roadway to the north;
- narrowing of vehicle lane widths;
- widening of the pavement on the southern side of Main Road to allow greater use of the footpath for activation purposes;
- the inclusion of increased landscaping including the use of street trees;
- development of the plaza at the front of the Council chambers to include a coffee shop and a toddlers play area; and
- cycling enhancements, particularly the protected cycle lane along Peltro Street.

The second stage of the engagement program showed there was nothing suggesting Council should not proceed with the concepts as they were presented to the community and stakeholders.


ATTACHMENT A COMMUNITY ENGAGEMENT

ATTACHMENT B
EVALUATION OF OPTIONAL STREET ALIGNMENTS

ATTACHMENT B EVALUATION OF OPTIONAL STREET ALIGNMENTS

Eight optional street alignments, including retention of the existing system, were evaluated by the consulting team against 4 over-arching considerations: retail/ economic value, community values, urban design value and traffic. A number of sub-elements were included under each of these headings (Table following page).

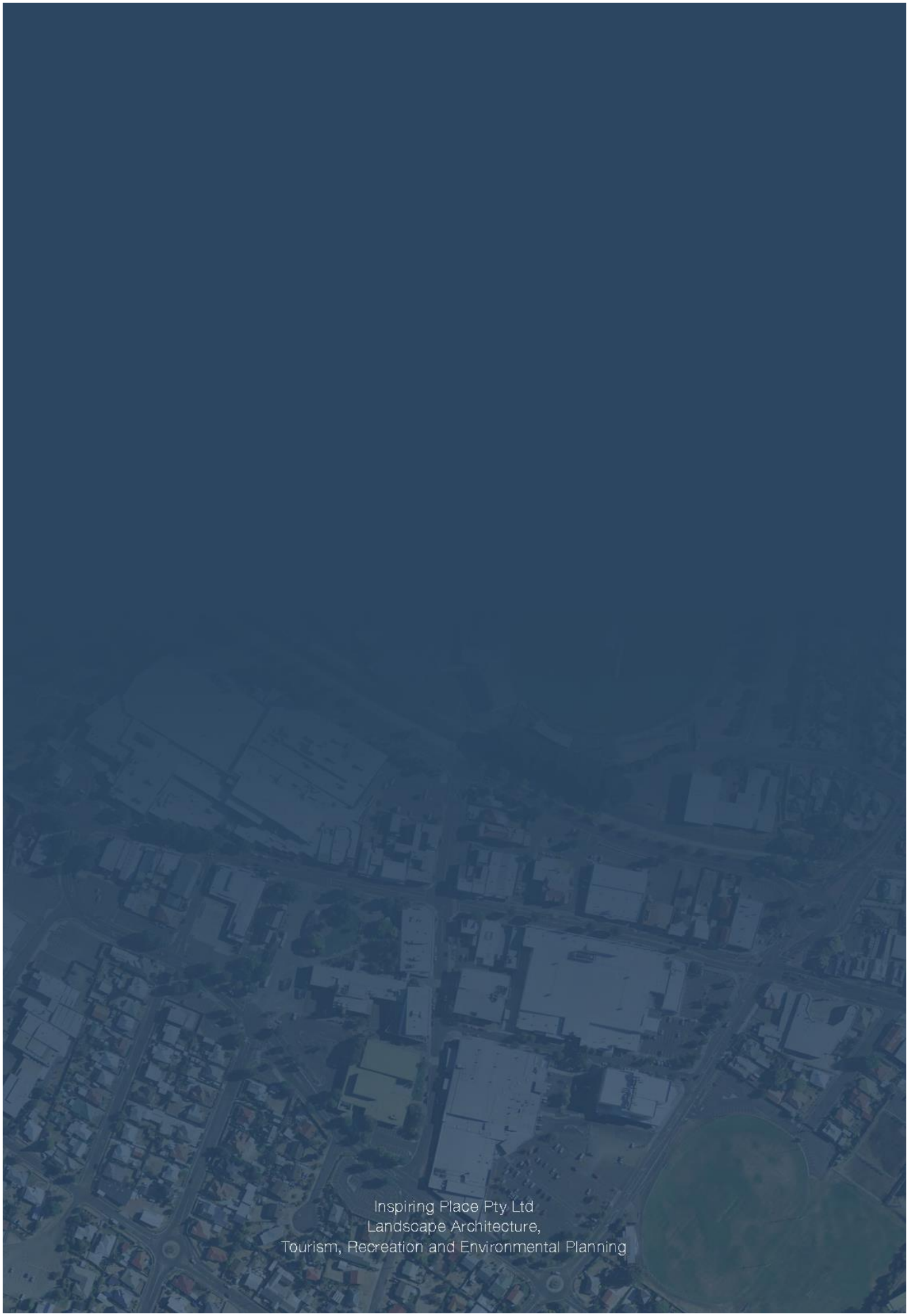
The team assigned a 0-5 value against each sub-element with 5 being the highest rating. These ratings were then adjusted using a multiplier weighted in relation to the objectives of the project with urban design value being the most important (and thus a multiplier of three).

On this basis Options 1 and 3 rated highest followed closely by Option 2 with a clear separation of results from the other options. Doing nothing (the existing condition) rated the lowest reinforcing the need for change to the current situation.

The team used these findings to create a preliminary concept plan that in effect blended the best aspects of Options 1-3.

Multiplier		Existing	Options 1	2	3	4	5	6	7
	Retail/Economic Value								
2	increased trade	0	8	8	10	10	4	6	6
	increased activity in street/"sticky street"	4	8	8	10	4	0	4	2
	Community Value								
3	safety	3	9	9	9	6	3	6	6
	pride	0	15	12	12	12	6	9	9
	pedestrianisation of street	5	9	9	9	9	12	9	6
	Urban Design Value								
1	space (value)	2	3	2	4	4	0	1	1
	aesthetic	0	5	5	4	4	4	4	4
	environmental sustainability	1	4	4	4	4	3	2	2
	street tree potential	2	3	2	2	2	5	4	4
	consistency with street treatments elsewhere	0	4	2	2	2	0	2	2
	Traffic								
	flow and speed	4	3	3	4	3	0	2	2
1	ease of pedestrian crossing	1	2	3	4	4	5	4	4
	bus route impacts	5	4	4	3	4	2	1	0
	connectivity	1	3	3	4	3	0	3	3
2	cost to build	10	4	6	4	0	0	4	2
		38	84	80	85	71	44	61	53

0-5 low to high rating


Inspiring Place Pty Ltd
Landscape Architecture,
Tourism, Recreation and Environmental Planning

Annexure Five

Cost Benefit Analysis

GLENORCHY CITY COUNCIL

COST-BENEFIT ANALYSIS

GLENORCHY CBD REVITALISATION PROJECT

BUSINESSSENSE
BUSINESS DEVELOPMENT SOLUTIONS

COST-BENEFIT ASSESSMENT

GLENORCHY CITY
Where ideas happen

BusinessSense

Authorship

Report Stage	Authors	Date	Review Date	Date
Draft Report	Kathy Sloan, Gretchen Armitage	18 February 2017	Greg Blackwell	21 February 2017
Final Report	Gretchen Armitage	22 February 2017	Greg Blackwell	23 February 2017

Disclaimer
Although every effort has been made to ensure the accuracy of the material and the integrity of the analysis presented herein, Business Sense accepts no liability for any actions taken on the basis of the contents of this report.

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BACKGROUND

The Federal Government released the Building Better Regions Fund in late 2016. This program will invest $297.7 million over four years in funding for infrastructure projects that will create jobs, drive economic growth and build stronger regional communities into the future.

The Infrastructure Fund has been designed to achieve the following outcomes in regional and remote communities:

- create jobs;
- have a positive impact on economic activity, including Indigenous economic participation through employment and supplier-use outcomes;
- enhance community facilities;
- enhance leadership capacity; and
- encourage community cohesion and sense of identity.

The Infrastructure Projects Stream will support projects which involve the construction of new infrastructure, or the upgrade or extension of existing infrastructure that provide economic and social benefits to regional and remote areas.

Applications will be assessed via four criteria which are shown below.

1. Economic benefit
2. Social benefit
3. Value for money
4. Project delivery

This report provides an economic assessment of the Glenorchy CBD Revitalisation Project supporting Merit Criterion 1 - The economic benefit your project will deliver to the region during and beyond the construction phase. This report provides a cost-benefit analysis and economic impact of the Project.

THE GLENORCHY CBD REVITALISATION PROJECT

The Glenorchy CBD Revitalisation Project will re-energise and stimulate the commercial and social functions within the Main Road area of the City of Glenorchy. The current CBD is ageing, has little street appeal and poor amenity and does not encourage the community to stay and engage. Currently, vehicles dominate the street and car parking and pedestrian amenity is poor.

The Project aims to minimise the impact of cars on the amenity of the CBD and enhance the experience of the street for pedestrians and others. The outcomes will be the attraction of increased social and commercial activity and new use for under utilised and empty spaces. This will extend the social and commercial life of the CBD.

The Glenorchy CBD Revitalisation Project will re-energise and stimulate commercial and social functions within the CBD and provide the catalyst for future activity. The Project will assist with the attraction of new businesses to the CBD, generating employment and injecting additional money into the local economy.

Glenorchy has a significant tourism market already visiting the City to attend cultural attractions such as the Museum of Old and New Art (MONA) and the Glenorchy Art and Sculpture Park (GASP!) or ride the cycling trails at Mount Wellington or along the Derwent River. A bustling, distinctive CBD full of quality spaces, street art and a strong retail sector will encourage these visitors to stop and spend money in the CBD.

The dedicated cycling lane will encourage active transport in Glenorchy and will provide significant health and social benefits for the broader community and contribute to lower congestion and emissions. Improved amenity within the CBD will contribute to higher land values and encourage additional business investment.

The improved safety for pedestrians and cyclists through changed traffic conditions, feature lighting and improved signage will encourage the community to walk in and around the CBD and connect it to other parts of the City.

The Project has strong community support and is a key element in the strategic planning for the City. The Glenorchy CBD will be a modern, vibrant and accessible city centre steeped in history but always looking to the future. The revitalisation will ensure that the CBD will be the place where people want to do business, shop, work, visit and engage in the life of the community.

The Value of Main Streets

It is well recognised that the Main Street is an important part of the urban framework in most towns and cities across Australia. Main Street is where people go to purchase their household goods and services, and to access a range of personal and professional services such as medical and legal services, and where people can enjoy community facilities such as libraries and local parks.

The Main Street is where people work, and where new businesses are formed and new jobs created. It's where people come to enjoy leisure time. And Main Street is typically the location for civic features, including the town hall, library and court house. Main Street is where people – either as individuals or as a community – have invested considerable funds over many years in terms of buildings and infrastructure. Main Street is, in many ways, the heart of the community.

COST-BENEFIT ANALYSIS

Cost-benefit analysis is a process of identifying, quantifying and comparing the costs and

benefits of a project in current prices. The benefits and costs should be compared against a baseline which is the equivalent of maintaining the status quo, in this case not undertaking the CBD Revitalisation.

The cost-benefit analysis of the key infrastructure has been prepared using a real discount rate of 7 per cent, with sensitivity analysis conducted using real discount rates of 3 per cent and 10 per cent in accordance with Federal Government recommendations. The key assumptions adopted in preparing the cost-benefit analysis are summarised below.

COSTS

Project costs were developed as part of the detailed Main Road Urban Concept Design and checked independently by a Quantity Surveyor. The total project costs are $5.795 million. Glenorchy City Council is seeking $2.505 million from the Building Better Regions Fund and contributing $2.505 million, 50% cofunding. Council is also committing $285,000 in inkind works.

In addition, the Tasmania Government is contributing $455,000 towards the construction of the children's playground and coffee shop space and $45,000 of inkind works. Glenorchy City Council will contribute the remaining funds toward the Project

Table 1: Glenorchy CBD Revitalisation Project Activities Costs

Project Activities	Cost
Site Preparation	$300,000.00
Roads, Footpaths and Paved Areas	$1,378,417.50
Landscaping and Improvements	$642,925.00
Site Electrical Services	$848,125.00
External Services Generally	$251,250.00
Special provisions	$295,000.00
Project setup costs	$709,282.50
Coffee Shop and Playground	$500,000.00
Contingencies	$670,000.00
Fees	$200,000.00
Total	$5,795,000.00

BENEFITS

The quantified benefits are outlined below.

Safety

A clear objective of the Glenorchy CBD Revitalisation Project was to improve the experience of the pedestrian within in the Main Road area. In particular, increased safety for pedestrians was identified as key objective of the Project Design. This will be met through a range of activities including:

- Reduction of the road pavement width and realignment of the road along the route to slow cars and give pedestrians more time to cross the road. This will in turn reduce the number of cars along the route diverting them onto other roads around the CBD; and
- Introduction of a median strip that will allow pedestrians to stop in the middle of the road when crossing allowing safe and easy road crossing especially for pedestrians with mobility issues.

As part of the Project Planning, Glenorchy Council commissioned GHD to conduct a Traffic Impact Assessment of the proposed CBD Improvements. The initial report, Glenorchy CBD Improvements - Traffic Modelling Report, was completed by GHD in October 2016 and assessed a range of options on the traffic flows around the CBD. An addendum was released in October 2016, providing detail on the performance of the CBD network under the preferred scenario.

As part of the report, GHD estimated the impact of safety on both pedestrians and cars under the new traffic arrangements. The report found that the pedestrian safety improvements would impact positively on the 10 year pedestrian crash rate. This is shown in Table 2.

Table 2: Pedestrian Safety Improvements

Scenario	Pedestrian Safety Improvements	Expected 10 Year Pedestrian Crash Rate
Existing		Total Crashes: 11.0 Casualty: 10.0
Proposed Option	Median refuge island, kerb bulbing and raised tables to improve crossings, reduce traffic volumes and speeds	Total Crashes: 5.8 Casualty: 5.1

Source: GHD – Glenorchy CBD Improvements

With regard to road safety, the proposed changes will reduce the speed of cars which will lead to a diversion of considerable traffic to existing roads which bypass the CBD. The report found that the changes will result in a large decrease in the crash rate on Main Road. However, it should be noted that diversion of traffic onto King George V Avenue will increase the crash rate on this road. The report concluded that the net impact on the crash rate would be positive however, further measure may need to be considered on bypassing roads in the future. The results are shown in Table 3 and 4 below.

Table 3: Expected Crash Performance Main Road

Scenario	10 Year Crash Rate	
	Total	Casualty
Existing	435	67
Proposed Option	385	38

Source: GHD – Glenorchy CBD Improvements

Table 4: Expected Crash Performance King George V Avenue (bypass road)

Scenario	10 Year Crash Rate	
	Total	Casualty
Existing	24	6
Proposed Option	30	7

Source: GHD – Glenorchy CBD Improvements

Prevention of pedestrian and car crashes result in considerable cost savings to Government. The Department of Infrastructure & Regional Development (DIRD) produce a Treatment/Crash Reduction Matrix *(http://investment.infrastructure.gov.au/publications/administration/pdf/Blackspot_Matrix.pdf)* that is used to cost proposals for Black Spot funding. Based on the information provided in the matrix, the following assumptions have been used in the cost-benefit analysis.

- The average cost of a casualty crash involving a pedestrian is estimated to be $165,000 (DIRD: Tables 1 & 2a -Metro areas)
- For casualty crashes involving cars only, an average of the costs for the types of accidents that may be possible to occur within the Project area is $132,000 (DIRD: Tables 1 ,2a & 2b).

Increase in Retail Expenditure

Glenorchy CBD has reached the end of its viable asset life, being tired, run down and has low foot traffic volumes. A major shopping centre opens onto Main Road, however is most commonly accessed from the carpark underneath. There are 2-3 empty shops on Main Road, however the types of shops are low value, charity and discount shops. There are no destination shops and little opportunity to dine within the space. Currently, there is limited incentive to browse or linger in the Precinct ,therefore reducing the chance of increasing retail expenditure.

There are direct economic benefits of improvement of retail environments, which can be both immediate and strategic. A paper commissioned by the Heart Foundation, South Australia noted that "Both walking and cycling are sufficiently slow and flexible to allow their adherents to stop and spend en route more easily than can a car driver or bus passenger. Indeed, given their heightened awareness of the environment around them - of shops, window displays, stalls etc - walkers are more likely to notice the opportunities to spend. The key issue though is the improvement in the quality of the urban environment that results from a rise in the volume of walkers and a fall in the dominance of cars. It is that quality which results in higher visitation levels and frequencies, longer dwell times, and higher levels of expenditure per head."

In addition, the report noted that "in walkable cities there is good customer retention for local shops: in the Netherlands, the town of Houten, with its high levels of cycling (and walking) has retail turnover 2.5 times higher per square metre than elsewhere in the country."

A key aim of the Glenorchy CBD Revitalisation Project is to improve the Precinct for pedestrians and cyclists. The proposed upgrade of existing infrastructure, the introduction of key walking and cycling elements and the improvement in the overall amenity will encourage additional pedestrians and cyclists into the area.

The impact of the enhancement of public spaces has been cited in a many global studies. A study in Bangkok by Kumar and Ross (2006) found that increasing the number of pedestrians in an area had a positive impact on surrounding businesses. The report also found that on the basis of previous research good access for pedestrians encouraged local people to buy goods and services in their own neighbourhoods and attracted more customers from a wider area.

Research suggests that well planned improvements to public spaces can boost footfall and trading by up to 40%. Turner et al. (2011) conducted a before and after study of new or improved facilities in eight New Zealand cities which had limited access for pedestrians. Improvements included the provision of kerb extensions, refuge islands and controlled crossings. The research found that pedestrian use increased in seven of the eight sites, ranging from 7 per cent to 90 per cent. As similar improvements are planned in the Glenorchy CBD Project, it is assumed that pedestrian access to the CBD will increase significantly.

It is unlikely that the Project will increase expenditure in supermarkets and grocery stores, the single biggest component of retail spend, however it may encourage additional discretionary expenditure in other retail outlets. The impact would also be enhanced if these outlets are locally-owned businesses, as these generally have higher local impacts, in terms of contribution to gross regional product, than chain-operated retailers. The upgrade of Main Road in the Glenorchy CBD would provide an excellent opportunity for local entrepreneurs to open new retail shops and dining options upon completion of the Project. Local real estate operators have indicated that there is interest in investing in the retail space if the upgrade is undertaken.

It has been assumed that the Glenorchy CBD Revitalisation Project will increase the discretionary expenditure by pedestrians and cyclists. Data was drawn from the Australian Bureau of Statistics regarding retail turnover by sector in Tasmania for the year ending December 2016 (ABS 8501.0 Retail Trade, Australia). This was converted to per capita turnover per annum. In order to prepare estimates of retail turnover per capita for Glenorchy data from the following sources was used:

- Estimated resident population of the City (ABS 3218.0, Regional Population Growth, Australia);
- Average taxable income per head compared with the Tasmanian average (Australian Taxation Office);
- Estimates of retail sales made on-line (business.nab.com.au online retail sales index); and
- Estimates of out-shopping from Glenorchy, derived from estimates of total retail expenditure derived from a regional input output table.

As the retail sector most likely to benefit from the Project is anticipated to be "cafes, restaurants and takeaway food services" in the first instance, the assessed benefits have been assumed to be derived from increased expenditure in this sector, currently estimated to have turnover approximating $6.96 million (2016 dollar values). A ten per cent increase in expenditure per capita in this sector equates to an increase in spend made locally of $0.29 per resident per week. When flow-on impacts are taken into account, this equates to an increase in the gross regional product of Glenorchy of approximately $1.00 million per annum.

The above assessment is conservative as it only incorporates a marginal increase in expenditure by local residents in cafes, restaurants and takeaway food outlets made in the local region. No allowance has been made for increased expenditure in other retail outlets as there is no real estate on the type, size or number of these establishments as this stage. However, once the Project is complete, it is expected that investment in the retail sector in the CBD will increase, creating highly quality, destination shops that will encourage pedestrians to stop, browse and purchase.

Reduction in Maintenance Costs

Glenorchy Council has undertaken a comprehensive lifecycle cost assessment of the maintenance required in the CBD both currently, and after the Project is complete. Glenorchy Council estimates that, on average Council undertakes 115 maintenance activities work tickets each financial year in the CBD. An estimate identified the activities within the Project area and on average the Project will result in 16 less work tickets per year. These will include elimination of tripping hazards, loose pavers and replacement of broken or old service pit lids.

The Project will increase civil pride and public surveillance which will reduce incidents such as vandalism and graffiti. Currently, these result in 10 work tickets per year within the Project area with an estimated reduction of 50% upon completion of the Project.

Based on these assumptions, Council has estimated that the savings in the maintenance as a result of the Project will be $31,737 per annum.

ASSESSMENT

The results of the cost-benefit analysis are summarised in Table 5 below.

Table 5: Cost-benefit Assessment

Discount Rate	NPV of Net Cash Flow ($million)	NPV of Costs ($million)	NPV of Benefits ($million)	Benefit Cost Ratio
3%	$6,321	$5,596	$11,918	2.13
7%	$3,742	$5,351	$9,093	1.70
10%	$2,346	$5,181	$7,527	1.45

Using the central discount rate of 7 per cent, the Project is estimated to generate a net present value of the net cash flow of approximately $3.7 million with a benefit cost ratio of 1.70. As the benefit cost ratio is greater than 1 and the net present value is positive, the Project can be deemed an efficient use of funds.

Non-Quantified Benefits

In addition to the quantified benefits already outlined, the Revitalisation Project will contribute a range of non-quantified benefits. These are summarised below:

Increased Visitor Expenditure:
Glenorchy attracts significant visitors each year to cultural facilities (MONA and GASP) as well as the bike and walking trails on Mount Wellington and along the Derwent River. Currently, there is little within the Glenorchy CBD to attract these tourists, to extend their stay and to increase their expenditure. The Project will provide improved facilities in the CBD including well-designed spaces, additional dining options and a Public Art project. Additionally, signage and linkages to nearby attractions will encourage the tourists to visit the CBD as part of the overall visit to Glenorchy, leading to increased expenditure.

Landlord and Business Investment in Existing Buildings:
Research suggests that public investment in revitalisation projects will attract and stimulate significant private investment in existing buildings. The amenity of the CBD will be improved which will increase the foot traffic, the number of tourists and attract additional retail opportunities. Business and landlord investment will ensure that they are maintaining their edge and can take advantage of the opportunities for higher rents and returns.

Health Savings as a Result of Active Transport:
The ability to walk / cycle to work, shops, restaurants and cultural and sporting facilities as a result of the Project generates health benefits for community. Studies have shown that increased exercise contributes to better health outcomes which, in turn, provide direct economic benefit to the community. Further, a report prepared for the Australian Institute of Sport noted that a "4 per cent sustainable increase in productivity could be achieved for those workers who commence regular sport and recreational physical activity".

Savings Associated with a Reduction in Crime:
The Australian Institute of Criminology reports that community safety and security is essential in order to facilitate economic growth as well as improving community well-being and cohesion. One of the most successful methods of improving community safety and security is through crime prevention.

Crime prevention is defined as a series of measures that are used to reduce the likelihood of a crime being committed. The Victorian Government community crime prevention strategy reports that "well designed and managed public places promote community safety and attractive urban environments. Urban design is important for crime prevention because poorly designed and managed built environments can create opportunities for crime and make people feel unsafe".

Crime Prevention Through Environmental Design (CPTED) principles have been considered and implemented in the concept designs. The Principles include natural surveillance, clear sightlines, access control, space management and lighting.

The Project will provide significant improvements in the CBD to improve safety and reduce crime. Lighting in addition to removal of "dead spots" within the area as well as an increase in foot traffic, will contribute to a safer environment with less crime presenting cost savings to Government.

Support for the Creative Industries:
The Creative Industries within Glenorchy are thriving with scale attractions such as MONA and GASP. Community sentiment via the Community Strategic Plan indicated that this sector should be supported and should lead economic revival of the City. With a heavy reliance on manufacturing, diversification into other industry sectors will ensure future growth in population, industry and employment within the City.

Economic Impact of Construction

The impact of construction expenditure on job creation has been assessed using an input output table developed for Tasmania for 2014-15, based on the most recent national table published by the ABS.

Based on the estimated expenditure on construction of $5.795 million, it is estimated that 61 FTE jobs will be generated. Whilst these will primarily be in the construction sector, the flow-on impact would be expected to create additional employment particularly in retail trade; accommodation & food services; and professional, scientific & technical services.

Economic Impact of Ongoing Tourism Activity

The economic analysis has indicated that the on-going impact of the Glenorchy CBD Revitalisation Project will be increased retail expenditure within the City. This will undoubtedly lead to the creation of further jobs in the retail sector (and flow-ons to other sectors).

The economic impact of ongoing tourism activity as a result of the proposed CBD Revitalisation Project has been based on an average increased expenditure of $1.0 million dollars per annum following construction. The economic impact of the increased retail expenditure, including flow-on effects is $1.16 million in GRP and 11 FTE jobs on average each year.

CONCLUSION

Glenorchy City Council is submitting an application for funding under the Building Better Regions Fund (BBRF) for this Project to revitalise the Glenorchy CBD. A direct outcome from this key infrastructure project is the economic and social renewal.

The overall cost of the Project is $5.795 million, with funding of $2.505 being sought from the BBRF. The Tasmanian Government has committed $455,000 towards the construction of the children's playground and coffee shop in front of the Council, a key component of the Project. The balance will be funded by Glenorchy City Council. In addition, $330,000 of inkind works will be provided by both the Tasmanian Government and Glenorchy City Council.

The key initial economic benefits of the Project are the improvement in pedestrian and road safety, a reduction in on-going maintenance in the Precinct and an increase in retail expenditure.

Using the central discount rate of 7 per cent, the Project is estimated to generate a net present value of cash flow of approximately $3.7 million with a benefit cost ratio of 1.70.

The impact of construction expenditure on job creation has been assessed and it is estimated that 61 FTE jobs will be generated.
Whilst these will primarily be in the construction sector, the flow-on impact would be expected to create additional employment particularly in retail trade; accommodation & food services; and professional, scientific & technical services. The on-going impact on employment will be as a result of increased retail expenditure and is estimated at 11 FTE jobs per annum.

Other non-quantified benefits include:

- Increased visitor expenditure;
- Increased landlord and business investment;
- Health savings as a result of active transport;
- Savings Associated with a reduction in crime; and
- Expansion of the Creative Industries.

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Annexure Six

Glenorchy CBD Revitalisation Project - Inspiring Places Strategic Framework

inspiring place

GLENORCHY CBD STRATEGIC FRAMEWORK

VOLUME 2 : STRATEGIC DIRECTIONS REPORT

GLENORCHY CITY
Where ideas happen.

PREPARED FOR GLENORCHY CITY COUNCIL

MARCH 2014

GLENORCHY CBD STRATEGIC FRAMEWORK

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placemaking: landscape + environment + tourism + recreation
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All images by Inspiring Place unless noted

Date	Vesion
12.03.14	Internal review
13.03.14	Council review
20.06.14	Final report incorporating Council's comments

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" THE CITY IS A STATE OF MIND... A BODY OF CUSTOMS, AND OF UNORGANISED ATTITUDES AND SENTIMENTS ... IT IS INVOLVED IN THE VITAL PROCESSES OF THE PEOPLE WHO COMPOSE IT, IT IS A PRODUCT OF NATURE AND PARTICULARLY HUMAN NATURE." ROBERT EZRA PARK THE CITY: SUGGESTIONS FOR INVESTIGATION OF HUMAN BEHAVIOUR IN THE URBAN ENVIRONMENT

1. BACKGROUND

The *Glenorchy CBD Strategic Framework* (the Framework) places Glenorchy at the forefront of the worldwide movement to build more livable cities. Livable cities are the stage for daily life accommodating a range of activities that add value to the quality of resident's lifestyle. Active, livable cities are also beneficial to commerce. People's positive image of a city centre as safe, sustainable, beautiful and vibrant correlates with a willingness to come, stay longer and spend more. When they do, everyone benefits.

Increased population density around a city centre and enhanced walkability contribute significantly to activation. Mixed-use development in close proximity to activity centres and pedestrianisation of the public realm are central tenets, then, of the move to create livable cities.

The Framework for Glenorchy examines opportunities for the creation of a well-designed civic heart that positions Glenorchy to be the 'modern and dynamic' city it seeks to be. It examines the CBD in the context of its history, setting, people and economy with a view to envisioning a direction for development over the next 20 years.

Volume 1 of the Framework, reviewed the existing situation in the CBD exploring how people use the CBD and the way the real estate market is reacting to changes in demographics and the economics of the community.

BACKGROUND

IN SHORT, THESE INITIAL INVESTIGATIONS IDENTIFIED THAT:

1. GLENORCHY'S CBD COULD ALMOST BE ANY CITY ANYWHERE - IT NEEDS TO BE A DISTINCTIVE CBD SOMEWHERE.

2. GLENORCHY'S CBD LACKS A COMPACT CORE - THE DENSITY OF DEVELOPMENT AROUND AND WITHIN THE CBD SHOULD BE INTENSIFIED.

3. PEOPLE ARE CUT OFF FROM THE CBD – THE CBD SHOULD BE EASY TO REACH.

4. THE CBD IS UNFRIENDLY TO WALK AROUND – GETTING AROUND THE CBD SHOULD BE EASY.

5. THE CBD IS INACTIVE – THE CBD NEEDS TO BE A VIBRANT, LIVED IN PLACE.

6. THE CBD IS UNDER-LOVED – THE CBD SHOULD BE MUCH CARED FOR PLACE REFLECTING ITS ROLE AS ONE OF THE PRINCIPAL ACTIVITY CENTRES IN SOUTHERN TASMANIA AND THE FLAGSHIP MIXED-USE CENTRE FOR THE CITY OF GLENORCHY.

BACKGROUND

At the heart of the problems facing the CBD is the lack of a clear plan for change and urban design principles to guide private investment and Council in making improvements to the public realm – concerns that Volume 2 of the *Glenorchy CBD Strategic Framework Directions Report* (the Framework) addresses.

To do so, Volume 2 of the Framework defines a vision for the CBD. The vision is to be achieved by addressing the six critical problems facing the CBD. The solutions to these problems lie in the application of good urban design. The principles of urban design are well understood and are set out as a guide to the change needed in the CBD to make it the contemporary centre it seeks to be.

Plans in later sections of this volume illustrate concepts for change of land use, street layout and street detail that apply these urban design principles to create a vibrant public realm for the CBD and for the people of Glenorchy.

Precinct Plans Glenorchy CBD Streetscape Enhancement June 2014

"THE POINT OF CITIES IS MULTIPLICITY OF CHOICE."

JANE JACOBS DEATH AND LIFE OF GREAT AMERICAN CITIES

Council has substantial land holdings in the CBD (orange) that can be leveraged to help create a lively, activated centre.

2. A VISION FOR THE CBD

Civic pride, good governance and people's best interests are at the heart of a vision for any civic place. Community pride is engendered when the public realm is made beautiful, pleasant to be in, safe, legible and accessible. The benefit of an active public realm is a more engaged, healthy and caring populace and a stronger local economy by way of additional trade and increased real estate values. Good governance supports these aims by establishing plans and policy in support of good urban design and by directing funds to implement its plans.

In preparing the Framework for the City, a clear vision for the CBD arises naturally from the desire for an activated public realm. That is,

THE GLENORCHY CBD WILL BE A MODERN, VIBRANT AND ACCESSIBLE CITY CENTRE STEEPED IN HISTORY BUT ALWAYS LOOKING TO THE FUTURE. IT WILL BE THE PLACE WHERE PEOPLE WANT TO DO BUSINESS, SHOP, WORK, VISIT AND ENGAGE IN THE LIFE OF THE COMMUNITY.

The vision is consistent with State and regional policy, the findings of previous studies for the area and with the City's view of itself as the best place to "live, work and play" in Tasmania. Importantly, the major changes required to achieve the vision are within reach of Council given the potential to leverage off its substantive land and asset holdings in and adjacent to the CBD.

TOWN CENTRES ARE ... "THE FOCUS OF CIVIC IDENTITY, EXPRESSING THE ESSENCE OF WHAT EACH TOWN [IS] AND HOW IT [IS] DIFFERENT FROM OTHERS." KEN WORPOLE TOWNS FOR PEOPLE

Good public space is the result of a shared agenda, a plan and an agreed set of principles to guide decision making.

3. PRINCIPES FOR GOOD URBAN DESIGN

In many cities, daily life is a rich experience. In these places, local governments have identified opportunities to enliven their centres, to create spaces of vitality and to connect those spaces so that people can move comfortably, safely and enjoyably between them. In doing so, their CBDs have become places for the daily life of the community and the conduct of civil society.

The point is, good public spaces and great CBDs, don't just happen. They are the result of a shared agenda, a plan, and agreed principles that guide decision-making.

The following section looks at the issues facing the CBD of Glenorchy through the lens of supporting principles of good urban design. Examples from elsewhere illustrate the application of the principle and aim to stir the imagination about the possibilities for Glenorchy.

PRINCIPLES FOR GOOD URBAN DESIGN

Photo: Leigh Woolley

ISSUE 1. GLENORCHY'S CBD COULD ALMOST BE ANY CITY ANYWHERE - IT NEEDS TO BE A DISTINCTIVE CBD SOMEWHERE.

Each place has a distinct character that arises from its interplay with the regional landscape, the particulars of its underlying geology, geomorphology and biological systems and its history of settlement. When these factors are ignored, cities become more and more alike. In time, identity is lost – each place becomes like the other. Residents could be anywhere rather than somewhere special.

THE BEGINNING POINT IS TO RETAIN THE UNIQUE IDENTITY OF A PLACE, THAT IS TO 'GROUND' THE CBD IN ITS SETTING. IN GLENORCHY'S CBD, A UNIQUE SENSE OF IDENTITY CAN BE ACHIEVED BY:

Leveraging off the CBD's place in the region. Glenorchy is ideally situated to be a well-planned, people friendly city with a vibrant CBD. The CBD is within walking distance of the Derwent River and close to Wellington Park, located on a major transit corridor and near to the State's number one highway. Its scale means that people can easily walk the length of the CBD. Its multi- cultural population base further contributes to its potential to be a dynamic city centre, servicing residents and visitors. Investment in the public realm will leverage its location to become the place in the region where people want to meet, trade and relax.

Taking advantage of the CBD's topographic position. The CBD sits between the foothills of the Wellington Range and the edge of the Derwent River and is reinforced on the west by Humphrey Rivulet. Its gentle topography means that people can readily walk and cycle to and from the centre. Access within the CBD is relatively easy for those of all abilities. Opportunities to reduce impediments to pedestrian and cycle movement should be seized.

PRINCIPLES FOR GOOD URBAN DESIGN

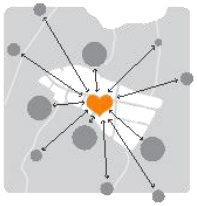
Source: 3.bp.blogspot.com/_mdi0ddP3Pqs/TVH9NtBaLXI/AAAAAAAAALk/WIiV3c2wYDM/s640/Picture+033.jpg

Looking to the view. The CBD enjoys excellent views to the visually rich backcloth of the river, hills and mountains. This is particularly the case along north-south running streets such as Peltro Street and from Barry Street. Creation or retention of opportunities to see the distant landscape will add to the aesthetics of the CBD and assist visitors to orient themselves as they move around the centre.

Connecting to the setting. Humphrey Rivulet is a feature of historic and environmental importance and a unique element of the CBD landscape. Uniquely, it is open to daylight rather than piped as it runs through the CBD. It has great potential to feature in the experience of the CBD not as a utility but as a space of physical and visual delight and connection. It also has potential as a safe corridor for pedestrian and cycle access to the city from Wellington Park. Development must contribute to the establishment of the Rivulet as a place to be.

Actively engaging with the history of the place. Much of the record of Glenorchy's settlement has been subsumed by modern development. Nonetheless, important elements are evident such as the Methodist Chapel at Main Road and Chapel Street, O'Briens Bridge and St Matthews Church. Others remain but are less discernible. Some are long buried but likely to provide evidence of earlier times if excavated such as the Dusty Miller Inn. Others such as the alignment of the former Mill Lane, could be interpreted in the development of the public space at the corner of Main Road. All remnants of the past are important as part of the layered history that is the city – they are memories that underpin identity. The public realm should nurture, expose and interpret the CBD's layered history as part of the contemporary life of the city.

Source: tcltickle.files.wordpress.com/2012/07/20111030_d3x5440.jpg



2. GLENORCHY'S CBD LACKS A COMPACT CORE - THE DENSITY OF THE CBD SHOULD BE INTENSIFIED.

Glenorchy follows a pattern of development not unlike other city centres – a commercial activity area at its core, this surrounded by single family housing stretching for long distances that then require people to drive to get to the centre. The streets and public places within the Glenorchy CBD are not activated spaces as the main activity occurs inside the shopping centres where people arrive and leave, using their cars without ever reaching the street. After 5pm, the streets and public spaces appear dead and apart from lunchtime there is little sign of life. Cars dominate the landscape and displace people.

Successful city centres have diverse uses and multiple destinations. People work and live there. Ground level is for business, upper levels are for offices and living. Active centres also encourage denser residential living within walking distance. Cars are banished to the edges and at the centre there is a peopled heart, a place for civic gatherings of celebration and remembrance around which a collective memory is established that defines community.

IN GLENORCHY'S CBD, A COMPACT CORE CAN BE CREATED BY:

Defining a boundary. 'Gateways' help create identifiable precincts. They orient visitors, mark boundaries, aid spatial memory and create a sense of inside and outside. When boundaries aren't readily identifiable, the tendency is to spread thinking and funding too far. Better to do less and do it well than to try to do too much. The core of the Glenorchy CBD is clearly defined but its boundary lacks celebration of entry. Corners should be buildings not car parks. Corner buildings should highlight their distinctive location. The crossing points to Main Road at Chapel Street and Elwick Road and to the CBD from Tolosa Street should speak to the character of the town centre Glenorchy is striving for. Celebration of the boundaries will encourage investment in the right places and create the welcoming arrival that the city should be known for.

PRINCIPLES FOR GOOD URBAN DESIGN

Photo: Jonathan Wherritt

Encouraging people to live in town. Success in activating the CBD lies in getting more people living within walking distance (1200m) and in those people using the public realm as an extension of their home. This is realised by intensifying residential living opportunities around the CBD where people walk to the shop, lounge in the centre's outdoor rooms, play in its open spaces and eat in its multiple dining rooms. Safety is enhanced and anti-social behvaiour reduced as more people occupy the centre. More people living in and near the CBD also improves the economy for business. In Glenorchy, greater compactness will be accomplished through consolidation of individual residential properties or redevelopment of vacated or under-utilised industrial sites with quality, higher density housing.

Stimulating mixed-use development. Mixed-use development is a traditional form of living. It blends commercial, cultural and residential uses to create a lived in and worked in city environment. The advent of increased automobile use led to the detachment of home from 'office', a separation that has been reinforced in many places by zoning controls. Mixed-use development in the CBD will bring greater housing variety to the market, benefits to residents such as reduced commuting times and more passing trade for business as people walk to work and go about their daily lives. Mixed use-development also supports an ageing population and the increase in single person/single parent households that is occurring in the City. These groups are looking to down size but to remain in the community.

PRINCIPLES FOR GOOD URBAN DESIGN

Source: landezine.com/wp-content/uploads/2011/04/02-NewRoad-Landscape-project-gehl-architects.jpg

Source: landezine.com/index.php/2013/01/rse-kitakyushu-technology-center-by-platdesign/rse-kitakyushu-technology-center-by-platdesign-01/

Creating a civic heart. The daily life of great cities revolves around civic space. In older times, the principal civic space was the market or the piazza at the front of the cathedral. In modern times it is often the square fronting a municipal building. Wherever it is, civic space works best where it is bounded by buildings with active and sheltered edges, is planar in topography and un-cluttered at its centre. Such spaces are inherently flexible, promoting a diversity of uses and events but when un-programmed remain active because of their lively edges. The plaza in front of Council's chambers is tired and doesn't meet contemporary needs. Creation of an active, vibrant civic plaza, at the core of the CBD, linked to the wider landscape should be a priority.

Reconsidering the car park. In modern times, the city as meeting place has become city as parking space. We've invited cars to stay and displaced people to leftover and unwelcoming spaces at the edges of an expanse of hot pavement. It should be the other way around – people should have the best real estate not cars. Easy to find parking structures and car parks at the edges of the CBD should be developed. Moving cars to the edge of the CBD opens the centre for people and their daily life and reduces the impact of through traffic. On-street parking should provide for people with disabilities, short stays and public transport. An active information system directing people to available off-street parking spaces will help direct cars where they are best placed.

"FORGET THE DAMNED MOTOR CAR AND BUILD THE CITIES FOR LOVERS AND FRIENDS." LEWIS MUMFORD MY WORK AND DAYS

PRINCIPLES FOR GOOD URBAN DESIGN

Source: landezine.com/index.php/2012/01/lettenviadukt-by-schweingruber-zulauf-landschaftsarchitekten/lettenviadukt-by-schweingruber-zulauf-landschaftsarchitekten-3/

3. PEOPLE ARE CUT OFF FROM THE CBD – THE CBD SHOULD BE EASY TO REACH.

Barriers such as high speed ring roads, rail lines and impermeable building walls all act as moats to entering a city – difficult to bridge, trying at the best of times. Good cities invite people in. They open their boundaries to footpaths, cycle lanes and public transport. They clearly and safely connect where people live and play, to the city centre – the quality of the connection speaking volumes about the value of what awaits on arrival.

BETTER CONNECTION TO GLENORCHY'S CBD CAN BE ACHIEVED BY:

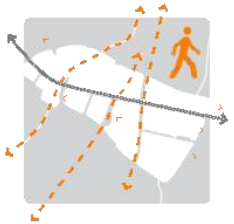
Connecting the CBD to the River and Mountain. Activation of the CBD relies on strong connections to its surroundings. Pedestrian pathways and cycle routes that are safe, direct, inter-connected and pleasant are required. Path networks also underpin a healthy community. Investment in the City's path networks will promote the quality of life of its residents. Particular attention needs to be given to the connections between the CBD, the River and Mountain and to the KGV precinct.

Encouraging public transport. Design of the CBD should support public transport. Bus/rail stops must be well located and signposted, supported by good seating, bike racks and lighting. Connections to the bus/rail stop should be many in number, clearly marked, pleasant and safe. Bus and rail should come together at an integrated transport hub, with services timed to integrate the modes of transport. Increased opportunities to access the CBD by bus and rail will add to its vitality and reduce the impact of cars on the life of the centre.

Expanding cycle access and infrastructure. In modern times, transport has come to mean motorised vehicles, especially cars and trucks. City planning thus favoured road infrastructure over all other forms of transport. There is a revolution underway around the world. Cities have found that if they create cycling safe infrastructure and denser living environments, people will take up riding despite topographic or climatic challenges. Better and safer conditions for cycling will encourage access to the Glenorchy CBD as well. The benefits are many: more bicycles, means fewer cars and fewer car parks – one car parking space can store 10-12 bicycles. People will be healthier. The city will be quieter, the pace slower and the air cleaner. Significantly, cycling infrastructure is a point of difference that will attract a younger generation to live in and around the CBD.

PRINCIPLES FOR GOOD URBAN DESIGN

Source: landezine.com/wp-content/uploads/2011/04/01-NewRoad-Landscape-project-gehl-architects-1024x682.jpg



4. THE CBD IS UNFRIENDLY TO WALK AROUND – GETTING AROUND THE CBD SHOULD BE EASY.

The invitation for cars to occupy the centre has made the life of the pedestrian in the CBD difficult. Where cars now dominate the public realm, pedestrian safe movement should be the priority. Walking must be safe. Walkways need to connect places people want to be and be comfortable and interesting in character. Barriers need to be removed to encourage ease of movement.

THE GLENORCHY CBD CAN BE MADE EASIER TO GET AROUND BY:

Prioritising pedestrian activity. Cars invaded Glenorchy in the 1960s. Between the ring roads, Main Road, on-grade, on-street, multi-storey and service parking, side streets, driveways and laneways, little space is left for pedestrians. From one side of the street to the other, cars have priority. Pedestrians are at risk. Add to this, speed, noise and pollution and it is not unrealistic to say that people are second rate citizens in their own urban space. Walkable city centres are in demand, favoured and sought out by the young and old and the educated. Paths should be wide and relatively free of obstacles. Street corners should be generous. Signalisation at intersections should favour pedestrians. In the end, all people who journey to the CBD end up on foot. Walking should be a joy.

Creating a network of public space. A large area of available public space alone is not enough to activate a city. The number and diversity of public spaces is also important to city life, each space distinctive in its experiential offer yet integrated with others through the shared language of pavement and street furniture. Public spaces become more valuable when they are connected physically and visually. Connectivity of public space encourages movement through the CBD by revealing the centre as a series of inter-connected experiences, one space flowing to the next, providing a sequence of revelations. In thinking of public space, it is important to understand that the biggest area of publically owned land is in the City's road corridors. In an enlivened CBD, these become its greatest open space asset.

PRINCIPLES FOR GOOD URBAN DESIGN

Source: Futago for Inspiring Place

Increasing permeability between buildings and spaces. Pedestrian and cycle movement can be described as flow. Barriers to movement including large building mass, raised elements in the pavement, fencing and car parking, impede that flow. Permeable edges enable multiple patterns of movement. Flexibility and variety of opportunity expand the experience of the CBD from a linear, defined route to include possibilities for freer movement and changing perspectives of the landscape. Massive singular building frontages and dead end routes should be avoided. A punctuated building pattern and inter-connected network of footpaths and lanes within the ring road network should be encouraged.

PRINCIPLES FOR GOOD URBAN DESIGN

Source: not recorded

5. THE CBD IS INACTIVE – THE CBD NEEDS TO BE A VIBRANT, LIVED IN PLACE.

The blank walls and bulk of modern shopping centre architecture, and a lack of attention to the detail and programming of the street dull the experience of the city. In a lived in and lively city people seek out other people – street life begets street life. Chance encounters can lead to friendship, dialogue, assistance and a sense of meaning. Activity begets excitement, enthusiasm and return visitation. Economies thrive because people are drawn to what is on offer. They can see the activity of the street and choose to either watch it pass or participate.

GLENORCHY'S CBD CAN BE ACTIVATED BY:

Enlivening the ground floor. Active and interesting ground floor frontages are central to the experience of the city. Multiple building entries, clear shop and office windows with internal views, vertical relief in building facades and narrow frontages invigorate activity in the street and enhance the visual quality of the CBD.

Diversifying the edge. Building edges at ground level greatly influence the vitality of a street. Edges define the street and are the zone where physical and visual connections are made between inside and outside. A homogeneous building façade dampens opportunities for use and enjoyment. Meandering building edges create space where people can step off the path, sit or stand and observe life around them. The nooks and crannies created by a varying building edge are open to imaginative uses as well. Some will be sunny, quiet – places for conversation perhaps. Some will be open, exposed places for street performance or display. Importantly, they will be occupied and active making the street safer.

Creating places to sit and watch. Places to sit invite people to stay in the CBD. Seats need to be located to provide prospect, or oversight to the public space, and refuge such as a back to a safe space or edge that is out of the flow of people and traffic. Consideration also needs to be given to microclimate, warm materials, easy access to food and drink, the view and low noise levels. Seats with arms offer comfort for the elderly and infirm. A generous number of seats and benches, combined with informal sitting opportunities such as steps and ledges, give visitors choice and increase the likelihood that they will stay and linger.

PRINCIPLES FOR GOOD URBAN DESIGN

Source: http://lh4.googleusercontent.com/-HbRoW5FHgYQ/TYp_iq6nlYI/AAAAAAAAFLg/RU_yJBTGenY/s1600/SP012597.JPG

Providing protection from the elements. Protection from un-wanted impacts is essential to comfort and safety. Sun, rain and wind diminish the enjoyment of the outdoors. Dust, glare and noise are also detrimental. Climatic and environmental impacts need to be managed to encourage people to stop and stay in the CBD. Verandahs, sun traps and street trees all help to ameliorate these impacts. Paths and seating areas where protection is provided will be used more frequently and for longer.

Making the place playful. In modern times play has essentially been eliminated from most city centres. Today, it is making a comeback both formally and informally. City planners recognise that parents and carers want to be in a lively centre but need facilities that are safe and inviting. Traders recognise that the activity that playful spaces bring to the city attracts expenditure. Provision of formal play opportunities and encouragement of informal or ephemeral use of urban space for play will add life to the CBD that is currently missing.

Encouraging an outdoor culture. People are increasingly feeling trapped indoors or in their car by their work and lifestyle and they want out. Fresh air and exercise are good reasons to be outside in the CBD. Entertainment and events expand on these reasons. To increase participation in the outdoors, the civic realm must be inviting, safe and accessible. Comfortable places to sit and stop, good path networks, food and active promotion and programming of civic space will all draw people out of their 'caves' and onto the street where we want them to be. Greatest use will occur where a variety of spaces that are flexible in arrangement are provided. While some spaces might be fixed, others should be open and unencumbered to allow people to imagine uses that we can't predict.

Seeing the city as a stage. Historically the CBD has been a 'service centre'. The modern CBD must be a stage for living. As a stage, the public realm must offer memorable, personal and engaging experiences. Aesthetics matter but so too do the activities that are on offer and the way they engage and educate visitors. When the 'experience' of the place is addressed the service centre becomes a distinctive place – a place where people are encouraged to stay and participate in daily life and where memories and community are created.

PRINCIPLES FOR GOOD URBAN DESIGN

Source:broadsheet.com.au/media/cache/00/14/0014188f5d945b14c2ae6db3ba2181aa.jpg

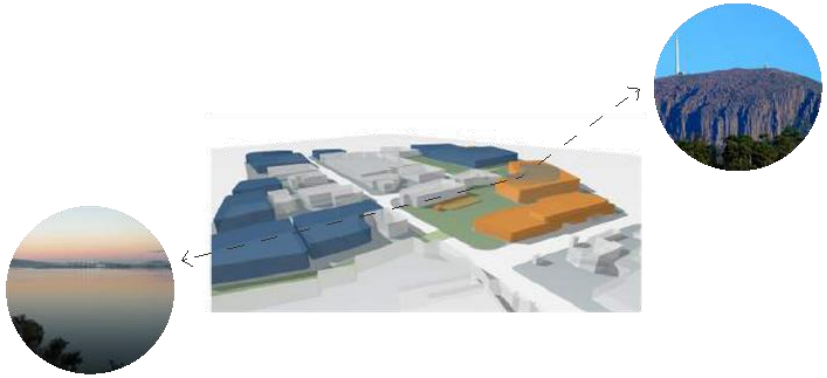
Source: static.guim.co.uk/sys-images/Guardian/Pix/pixies/2011/1/23/1295814801143/Chinese-lanterns-in-Taiwa-007.jpg

Interjecting art. The quality and quantity of public art in a city speaks to its culture. Introducing public art into the CBD adds beauty, can tell the story of the place and enliven space through colour and motion. Well-placed, contemporary artworks, permanent or temporary, by well regarded artists can turn the CBD into a gallery, add an element of surprise and engage people in the experience of the city as participants, not just as passers-by. It reminds people of the cultural richness of the place established through initiatives such as GASPI, MONA, the Moonah Arts Centre and more. The CBD should build upon this brand strength for the City.

Promoting events. Flexible public space provides an opportunity for events to happen. Events animate space, offering visitors a changing palette of activity and more reason to visit the CBD regularly. Events can be big productions such as markets or performance or more singular activities such as a busker, pop-up food van, bake sale or promotion. The important thing is there are physical spaces and a governance structure that allow for events to happen.

PRINCIPLES FOR GOOD URBAN DESIGN

Source: designbuildsource.com.au/wp-content/uploads/2013/06/Swanston-Street-lighting.jpg



Imagine occupying Council Chambers roof space, opening up views to the Derwent River and Mt Wellington

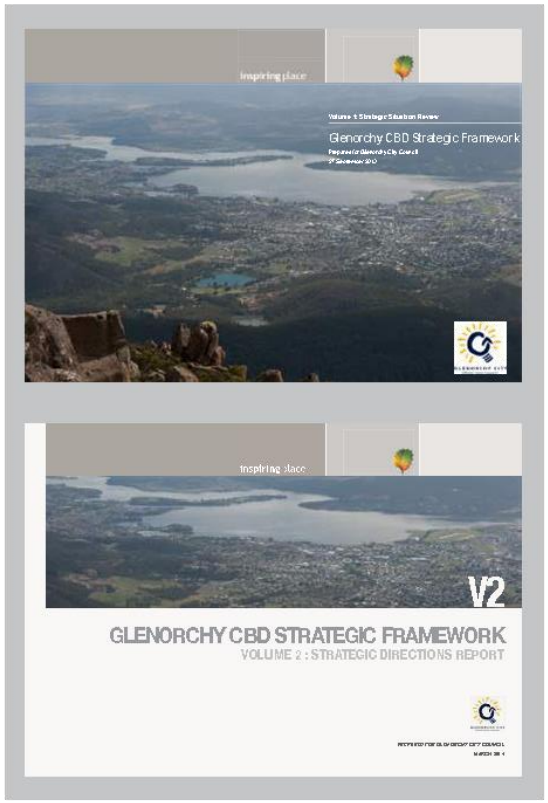
Lighting the night. A lack of nighttime activity in the CBD limits return on investment by Council. Adequate night lighting that enables facial recognition is essential to a perception of safety and a reduction in anti-social behaviour. Landscaping should be restricted in height to 600-800mm, with trees clear stemmed from ground level to 2m, thus providing clear lines of sight. With safe surrounds comes increased night use, and with use, profits and better return.

Planting street trees. Trees are a critical element in the livability infrastructure of the city. Trees create shade, lower temperatures, absorb dust and noise and reduce wind and traffic speed. Street trees add value to real estate leading to an increased tax base. Trees also make a dull walk beautiful, powerfully impacting on perceptions and the realities of walkability. The success of street plantings hinges not only on the numbers of trees planted but on species selection and good horticultural practice. In our climate, deciduous trees are preferred over evergreen trees. In the street, spreading crowned trees offer the best possibilities for protection from the elements. Planting conditions particularly affect success. Modern street tree planting concentrates on the provision of enough underground space for roots to grow and thrive as well as species selection.

Containing the landscape. Green space in the city is important but it can be dull in comparison to an active space in a city square or the coming and going along pedestrian corridors and the in and out of busy buildings. If green space in the CBD is too big it overwhelms activity and pushes destinations apart. Street life is most sustainable where the fabric is hardened to match the rigours of the impacts of many people. Small, frequent and protected pockets of planting are, then, to be favoured over expansive areas of lawn or garden beds requiring significant maintenance.

Inhabiting the roof. Roofs are typically unexplored territory – expansive, often filled with service machinery, seemingly dangerous. In some cities, people are discovering the untapped potential of the roof. Green roofs are popping up that insulate buildings below, lowering heating and cooling costs and reducing stormwater impacts downstream. Roof tops are also being turned into roof terraces, valuable space for commerce or a welcome addition to an inner city home. Building owners who use their roof space more effectively gain greater return from investment in construction. People using the roof gain access to expansive views, fresh air and diversity to their options for living and entertaining.

"NO CITY SHOULD BE TOO LARGE FOR A MAN TO WALK OUT OF IN A MORNING" CYRIL CONNELLY UNQUIET GRAVE



4. BRINGING THE VISION TO LIFE – A CONCEPT PLAN FOR THE CBD

4.1 A 'PLAN' FOR THE CBD

Many forces come together to make a CBD. It is a long-term process of change, the physical outcome and timing of which are unknown. The vision, principles and design directives herein will give an indication of the look and feel of the CBD, but the consequences of their application will be affected by unpredictable factors. Where private land is involved, market forces, a willingness between parties to cooperate, a designer's style or a landowners tastes will all influence what might happen. The functional brief for a project will also affect the arrangement of buildings on a site and their relationship to the street.

The CBD framework illustrated on the following pages is a diagram of desired outcomes that are subject to negotiation and cooperation. The illustrations, which combine to make the overarching Glenorchy CBD Framework Plan, step out how the comprehensive plan for the CBD might look and evolve. The steps start with the obvious and immediate projects that are already in train and how the vision, principles and guidelines might affect these. The timing for these projects is short-term, many intending to be completed by the end of 2015.

The timing of remaining proposals is unknown and better discussed in terms of responsibilities – projects that Council will do in their own right having greater certainty than projects that require negotiation between parties such as government agencies or Council and the private sector. The least certainty is around private investment on private land. On those parcels, the framework can only suggest desired outcomes as to use. Finally, there are projects that require substantive change, quantum leaps in the reorganisation of the framework of the CBD.

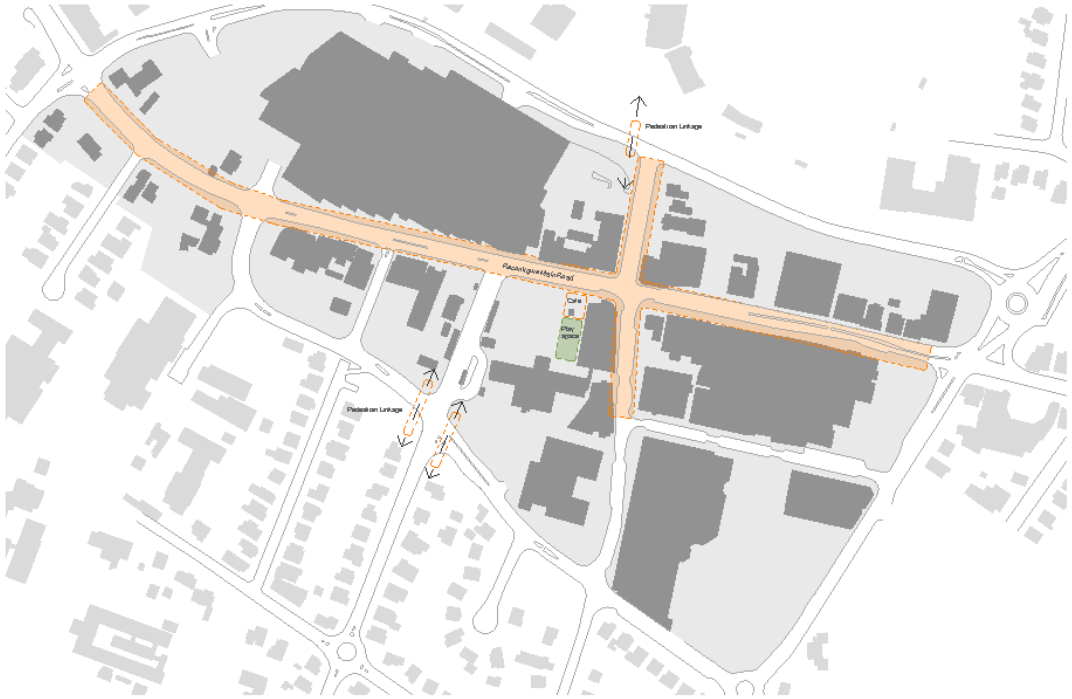
BRINGING THE VISION TO LIFE

PROJECTS IN TRAIN

Current projects in the streetscape provide a springboard for realising the City's vision for the CBD including immediate opportunities to:

- reconfigure Main Road to provide greater convenience, comfort and freedom of pedestrian movement across and along it;
- reinvigorate existing public amenity in the CBD through replacement of existing street infrastructure with high quality, well designed and robust street furniture, pavements, lighting and landscaping;
- trial proposed public amenity improvements as part of the development of the Glenorchy Integrated Care Centre;
- investigate the future use and development of the Eady Street Reserve to include investigations options for the northern end of the ground and adjacent bowling greens;
- examine the linkage between the new KGV facilities and the cycle track to ensure a clear, safe and convenient pedestrian linkage is created as part of the current redevelopment; and
- commence negotiations with State Government around the sale and redevelopment of the former Police Headquarters to leverage the best outcome from the site in terms of activating the CBD.

BRINGING THE VISION TO LIFE



SMALL STEPS

In the short term, Council is well positioned to further activate the CBD and stimulate private investment in mix-use and residential development by:

- introducing a children's playground in the forecourt to Council Chambers;
- redeveloping the small building in the Council forecourt to create a café for lease to a private operator.
- upgrading Peltro Street to encourage mixed-use development in anticipation of increased use of the rail corridor for public transport and cycling access to the CBD;
- prioritising pedestrian and cycle access across Barry Street at its Tolosa Street end;
- advancing plans to create a shared path along Humphrey Rivulet;
- develop plans for a comprehensive cycle network to and through the CBD;
- commencing plans to upgrade Anfield Street to be the principal pedestrian corridor linking the CBD with GASPI, Wilkinsons Point and the Derwent Entertainment Centre; and
- continue to advocate for the introduction of light rail service between the CBD and the Hobart central area.

BRINGING THE VISION TO LIFE

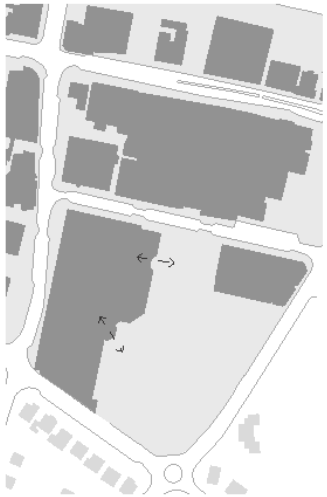
BIG MOVES – PARTNER FOR THE FUTURE

Big thinking is required if the full potential of the CBD to be modern, vibrant and accessible is to be achieved. Three projects best illustrate the kind of major changes that will bring about the desired vision for the CBD: Centro, Civic Square and the transport hub.

Other, big picture projects, may be longer in coming including opportunities to:

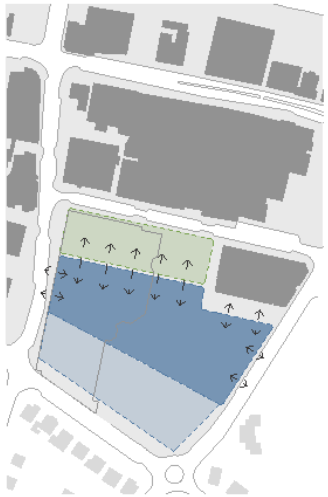
- create medium to high density housing on Council owned land to the south of the CBD, in collaboration with the Department of Health and Human Services and/or social housing providers;
- encourage mixed use development on private land parcels within the CBD through enhancement of the streetscape and/or by providing incentives;
- consolidate parking in multi-storey car parks at the perimeter of the CBD (see Centro below); and
- encourage conversion of nearby industrial sites to medium density residential uses.

BRINGING THE VISION TO LIFE



Existing Condition

Stage 1



Stage 2

CENTRO

Centro will soon be at the point where a major refurbishment or rebuild is required to maintain its market position against the other major centres. Such a refurbishment could also accommodate the increased demand for greater supermarket floor space.

A staged program of redevelopment in cooperation with Council is illustrated in the adjacent figures. The first figure shows the existing situation – Centro as a large building mass, with minimal activation of the space to the car park and no activation of Peltro Street. Centro also features blank façades without architectural merit.

The remaining diagrams show how the building could be re-oriented in cooperation with Council to present an active face to a small public square. Upper levels of the building could include office and residential living spaces, the latter having excellent views to the Mountain from its southern edges. Utilisation of the previously dead roof space would bring a good return on investment, in support of development of multi-storey car parking on the remaining portion of the site.

Any re-development needs to be carefully staged to ensure continued operation capacity for the operators client base.

BRINGING THE VISION TO LIFE

Existing Condition

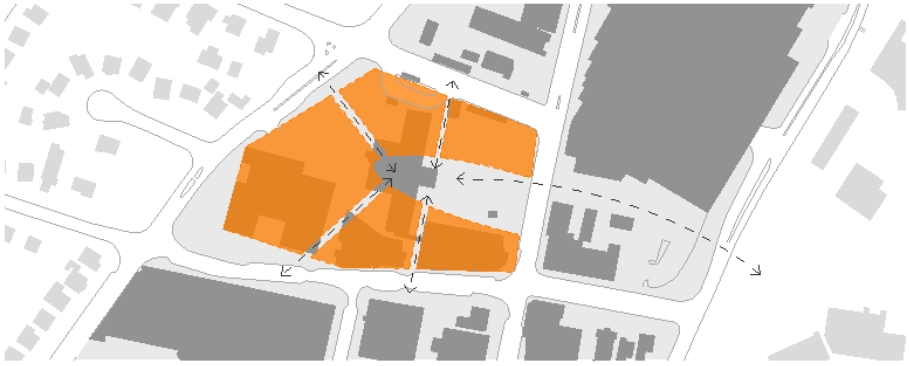
COUNCIL CHAMBERS, THE CIVIC SQUARE AND THE LINC

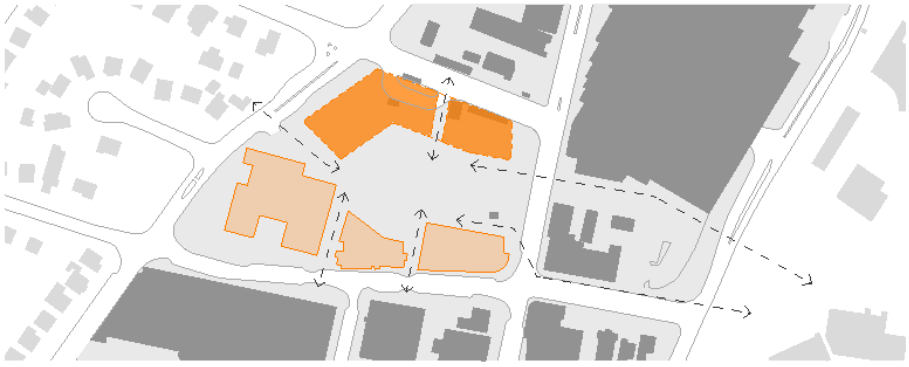
Council Chambers and the public square which fronts it are at the centre of the CBD. This is how it should be – a strong civic presence indicates a powerful sense of community pride. However, the current configuration and scale of the chambers do not meet the growing requirements for Council's operations. The space at its front lacks vitality. These concerns have led Council to investigate options for redevelopment. Nearby, the LINC is similarly constrained by its size, age and configuration and is no longer fit for its modern agenda.

The following diagrams assume both Council and the LINC are willing to explore their appetite for change simultaneously. In doing so, great synergies emerge out of which a civic heart will be created– a community plaza at the centre of the CBD embraced by activated building edges, together serving multiple functions for commerce, government and civil society. The diagrams are appreciative of the fact that not all of the change will occur at once and that a staged approach is required to achieve the proposed outcome.

The first figure shows the existing situation – limited activation of the public square, with existing buildings turning their back on it. The second figure imagines a public square edged by a building element/mass, and results in a space that strongly links north both visually and physically, while being embraced by activated building edges. The following figures illustrate how the mass can be broken down to create a more permeable perimeter, comprised of individual buildings of a more reasonable scale. The outcome is a series of buildings with public walkways on their perimeters, accessing ground level government services, retail and offices.

In this scenario, the LINC could occupy the ground floor opposite Northgate and Council's public face would remain the draw at the southern end of the plaza. Upper levels of the buildings would house Council and LINC functions that do not require ground floor public access. The top floor of the Council building would feature the Council chambers and reception facilities, with an accessible roof deck and panoramic views to the Mountain and the Derwent River. Council and other public parking could be underground beneath its building and/or the public square.





BRINGING THE VISION TO LIFE

Source: resources1.news.com.au/images/2013/11/13/1226759/307561-riverline.jpg

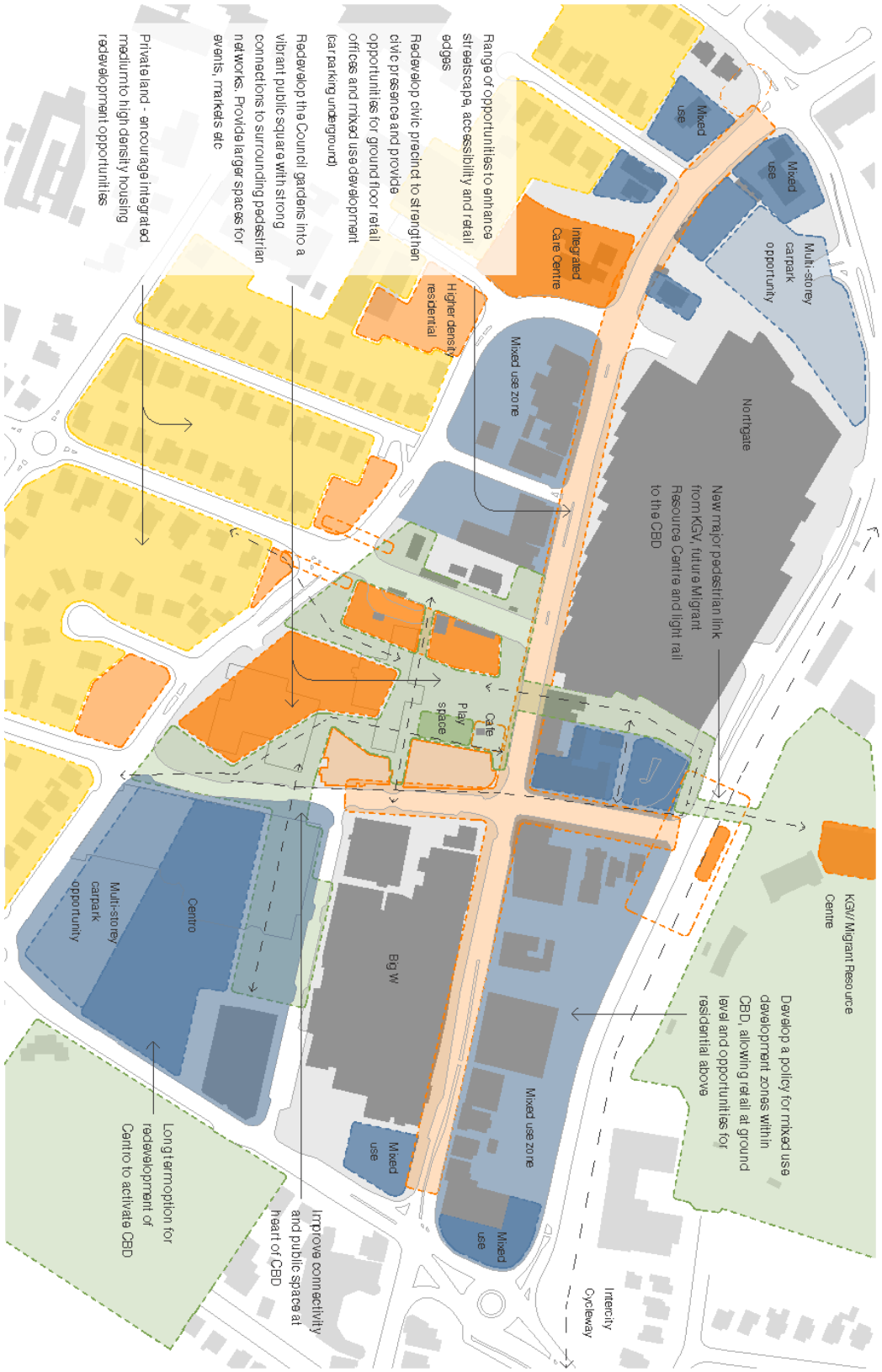
MULTI-MODAL TRANSPORT – LIGHT RAIL

At present, the location of the bus mall does not advantage anyone. It is isolated in space and felt to be unsafe. Were it located along an active street frontage it would feel safer. It would have better lighting and passive surveillance. Shopkeepers could benefit from spontaneous spending. Moving the bus mall to a better location is desirable.

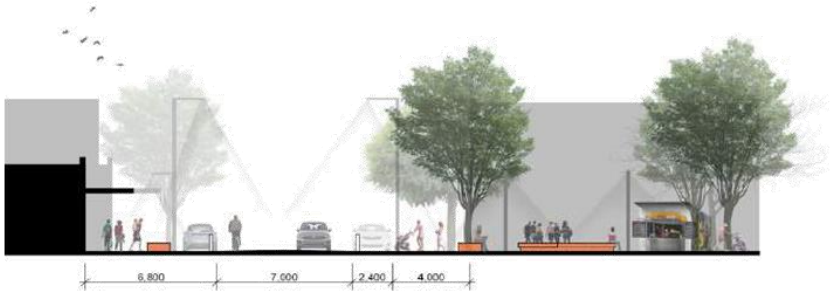
Amongst the several options, a new location integrated with a light rail platform is most desirable. Integration of public transport options around a multi-modal transport hub incorporating light rail, bus and cycle facilities is an essential component of modern city building. This will be achievable if light rail is introduced on the north of the CBD.

Introduction of light rail, would have a significant impact on economic values and activation in the CBD and should be pursued. Moving the bus mall closer to the rail platform in combination with improved pedestrian and cycle access will encourage and support development along Peltro Street, strengthening its role as an important entry to the CBD.

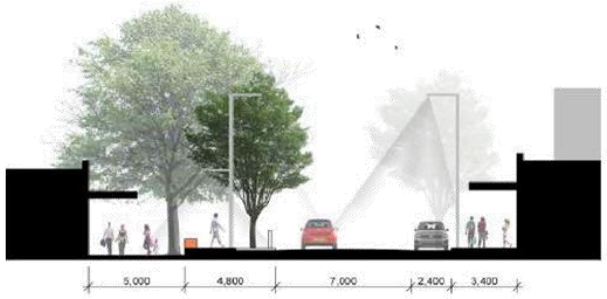
BRINGING THE VISION TO LIFE



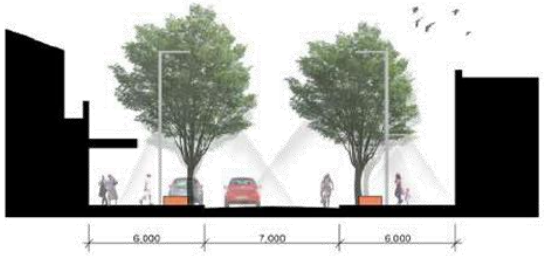
2014-2016 Streetscape works



Section 1: Main Road & Council chambers forecourt



Section 2: Typical Main Road



Section 3: Peltro Street

4.2 THE STREETSCAPE IN DETAIL

High quality design of the street and the elements in the streetscape are essential components of the success of the CBD strategy. The streetscape plan shows how the street realignment and application of new pavement combine to make a more pedestrian accessible and unified setting. At this level of detail, the plan shows:

- the recognition of the need for disabilities parking, taxi and limited short term parking in Main Road and adjacent side streets, supported by the longer term, off-street car parks throughout the CBD;
- pavements being raised at key intersections to facilitate pedestrian flow;
- the reconstruction of footpaths throughout the CBD to create a modern, attractive and robust appearance; and
- the introduction of street trees, landscape areas and seating to provide amenity and reduce the impact of vehicles.

Additional imagery shows the character of a suite of durable, yet attractive street furniture and improvements that will create a unified look along the length of the street. Furniture needs to be well located, functional and aesthetically pleasing. Aesthetics matters – people need to have a positive image of a place as safe, beautiful and active as this will correlate with their willingness to come, stay and spend.

"GOD IS IN THE DETAIL." LUDWIG MIES VAN DER ROHE

Public Seating

Public Seating

Material Palette

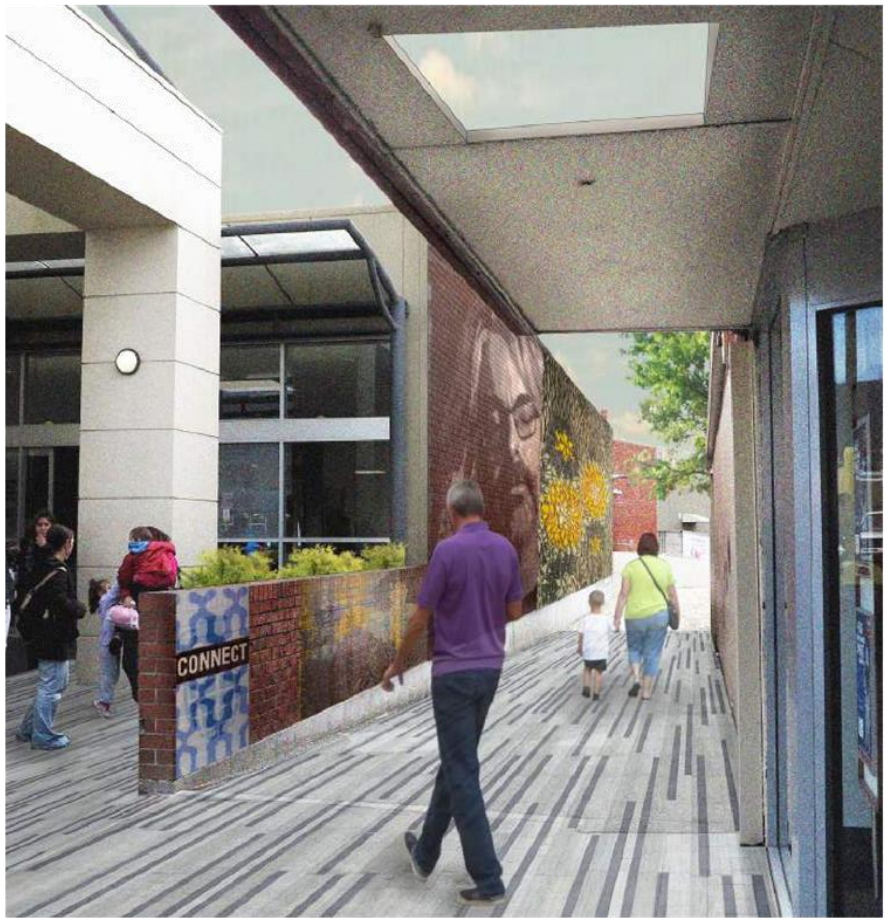
Street Furniture

Civic Space

Street Furniture

Civic Space

BRINGING THE VISION TO LIFE



Future walkway link

" THE CENTRE.... WILL BE ESSENTIALLY A BAZAAR, A GREAT GALLERY OF SHOPS AND PLACES OF CONCOURSE AND RENDEZVOUS, A PEDESTRIAN PLACE ... AND ALTOGETHER A VERY SPACIOUS, BRILLIANT, AND ENTERTAINING AGGLOMERATION."
HG WELLS ANTICIPATIONS OF THE REACTION OF MECHANICAL AND SCIENTIFIC PROGRESS ON HUMAN LIFE AND THOUGHT

"THE PURPOSE OF DESIGN IS TO CREATE THE OPPORTUNITY FOR EVENTS TO HAPPEN"
LAWRENCE HALPRIN, LANDSCAPE ARCHITECT

BRINGING THE VISION TO LIFE

Future civic space, cafe and playground

THE MAIN RESPONSIBILITY OF CITY PLANNING AND DESIGN SHOULD BE TO DEVELOP - INSOFAR AS PUBLIC POLICY AND ACTION CAN DO - CITIES THAT ARE CONGENIAL PLACES FOR [A] GREAT RANGE OF UNOFFICIAL PLANS, IDEAS AND OPPORTUNITIES TO FLOURISH." JANE JACOBS DEATH AND LIFE OF GREAT AMERICAN CITIES

5. NEXT STEPS

5.1 ADDRESSING ONE FINAL ISSUE

The next steps address the final issue affecting the CBD. The CBD should be a much cared for place reflecting its role as one of the principal activity centres in Southern Tasmania and the flagship mixed-use centre for the City of Glenorchy. An agreed framework is required to achieve this.

Up to now in this Volume, the emphasis has been on urban design and addressing the kinds of issues that 'designers' can resolve. Designers alone though will not be able to achieve the vision established herein. It will also take the efforts of non-designers – policy makers, law makers and those who influence decision making.

MAKING THE GLENORCHY CBD THE FLAGSHIP ACTIVITY CENTRE FOR THE CITY WILL BE ACHIEVED BY:

Implementing proposed changes to the Planning Scheme. Council and Government have a significant role to ensure the planning system enables appropriate development, concentrated within walking distance of the CBD and the transit corridor. The provisions of the draft Glenorchy planning scheme have been constituted to respond to the challenges presented by the Framework. Planning controls have been included to facilitate infill development in and around the CBD. The new Scheme also incorporates design criteria that relate to the principles developed herein to encourage activation of the City. Approval of the new Scheme by Council and the State government is commended.

Planning with commitment. In the past, spatial planning of the CBD has been ad hoc and reactive. Functions are fragmented and internalised. The public realm is the left over bits between buildings rather than place created with purpose. Agreement to the Framework and application of the urban design principles herein, within the context of having a strong statutory planning scheme, will create a more unified and considered whole.

NEXT STEPS

Governing with intent. The CBD today arises from the lack of an agreed plan for its future. What plans that have been made are of their time. Today, the issues of city living become paramount as questions of sustainability, a multi- cultural community, climate change, shifting world economies and changing real estate values and markets affect Glenorchy. An agreed plan as proposed herein is required. When agreed, the political will to stick with it through election cycles over years to come, is then necessary. This plan identifies the criteria to evaluate proposed change – politics, chance and opportunity must all be guided by these.

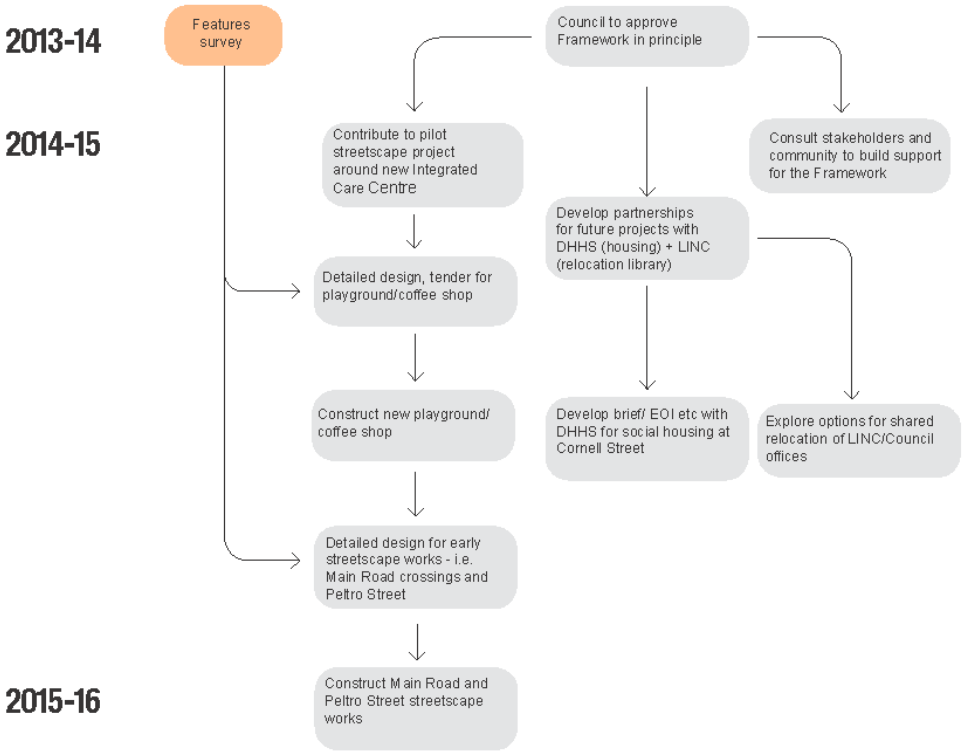
Partnering with the State government. There is a role for government (State and local) to utilise its land assets to leverage private investment in higher density, mixed-use development in support of strategic directions for land use in Southern Tasmania. Mixed-use development creates jobs and increases the population where it is needed – the city centre. Agencies such as the DHHS are already investing in the city centre with the Integrated Care Centre. Opportunities for low-cost housing to the south of the CBD offer the potential for quick gains in population density around the centre.

Involving the community and stakeholders in the process of change. People need to take ownership of plans for them to be successful. To date, the current framework has been developed as a top down analysis by outside experts looking through their professional lenses at the place. The next phases of the project needs to bring the community, landowners and other stakeholders along for the rest of the journey. The Framework is a tool for discussion and education. Refinement based on input is necessary to strengthen it further and to make it most useful for all involved.

Emphasising quality in design. Quality design sends a message about the community's expectations for its CBD. Existing infrastructure in the CBD is tired and doesn't address the vision of contemporary excellence in urban design and planning that the Council aspires to and the community expects. Insistence on the consistency of planning and design across the breadth of the CBD will help it read as a whole place.

Programming space. Programming of public space is as important as its construction. A focus on programming addresses the multiple possibilities to use the spaces that are already available in the CBD. Programs activate space, engages with new and existing constituencies and adds value to existing investment with little cost.

NEXT STEPS



5.2 THE NEXT STEPS ARE IMPORTANT

Some important next steps include:

1. The City of Glenorchy is the lead partner in the re-vitalisation of the CBD. Council's landholdings are a substantive lever to generate public and private investment in improvements that will increase the population of the centre and activate its streetscape. Council also has the funds and projects in train that will create improvements that will stimulate change. Council should establish reasonable budgets for capital works over the coming 5 years to rebuild the public realm of the streets of the CBD.

2. As noted, the current framework has been developed by consultant's for Council with limited stakeholder input. A wider discussion needs to be had. Champions for the projects need to be identified and the community engaged in such a way that they come to support the call for change.

3. Memorandums of understanding need to be generated with partners such as the DHHS and LINC to guide redevelopment. Both parties are well poised to contribute to substantive changes.

4. The Integrated Care Centre offers the opportunity to further plans for streetscape improvements. Council should negotiate with DHHS to ensure the public spaces around the pending development become an exemplar of the wider redevelopment of the CBD that is proposed in this plan.

5. Future development will rely on a detailed features survey of the CBD. Features surveys enable comprehensive assessment of conditions including the location of elements in the street and an understanding of the topography. Modern survey standards and equipment mean that a comprehensive picture can be built up over time as portions of the area are surveyed.

6. Using the survey information gathered, commence more detailed design for priority projects such as the Main Road crossing at Northgate and the 'coffee shop' and playground within the civic square.

NEXT STEPS

"A GREAT CITY IS NOT TO BE CONFOUNDED WITH A POPULOUS ONE."
ARISTOTLE

5.3 CONCLUDING THOUGHTS

The *Glenorchy CBD Strategic Framework* affirms the potential for the Glenorchy CBD to be amongst the pantheon of cities around the world that are building the livability infrastructure required to be sustainable economically, socially and environmentally. As such, the Framework identifies projects that are both visionary in scope and timeframe and immediate and commonplace. Both kinds of projects are necessary – the visionary to spur imagination, the smaller to inspire enthusiasm for needed change. The easy and immediate wins will provide incentive for the continuous investment that is needed.

Great cities are created entities grounded in strong planning. The *Glenorchy CBD Strategic Framework* provides that grounding . With its implementation, Glenorchy will become one of the best places in Tasmania to live, work and play – a city that is safe and filled with healthy and caring people who come together in a well-maintained, strategically planned and vibrant city centre.

inspiring place
Inspiring Place | 210 Collins Street Hobart 7000 | 62 311 818 | info@inspiringplace.com.au | inspiringplace.com.au

GLENORCHY CITY
Where ideas happen.

Contact:
Peter Brooks
General Manager

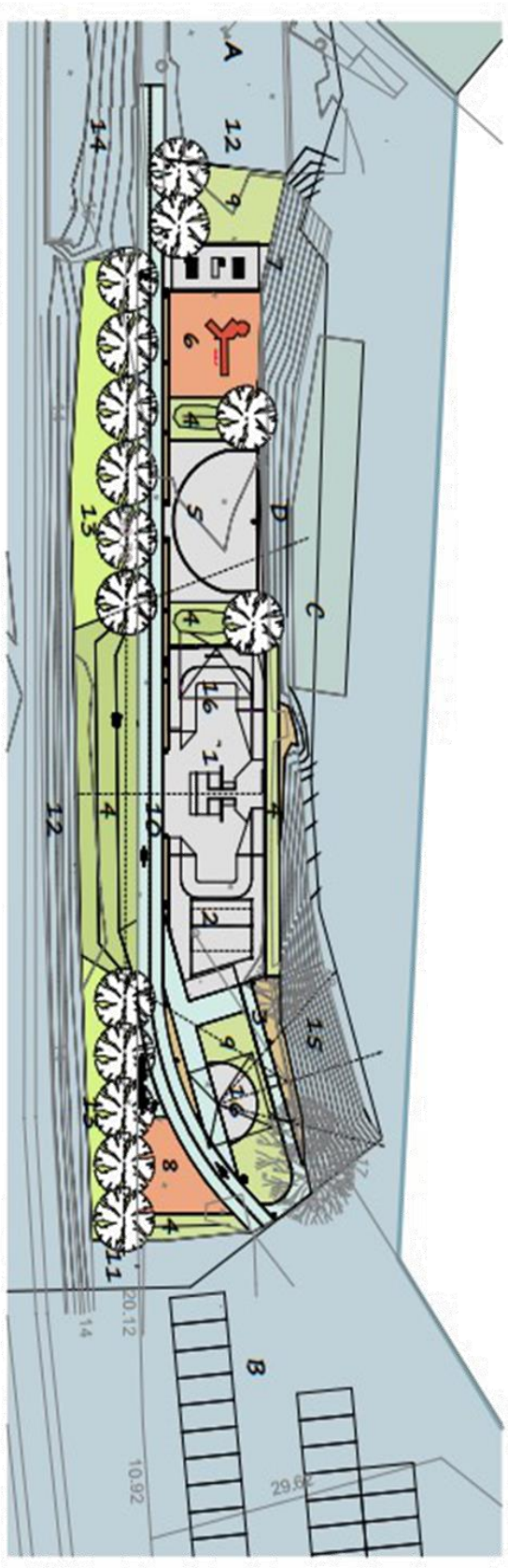
Glenorchy City Council
374 Main Rd
Glenorchy
TAS 7010

Phone: (03) 6216 6800

Queries raised by KGV Tenants – KGV Community Park (Summary)

Concern	Council Response
A review of the vehicle and pedestrian movements is required to be undertaken within the precinct and connectivity of the CBD to the KGV precinct	A budget for extension of the CBD revitalisation project has been proposed for this element in the 2017/18 financial budget. This will see a cohesive design approach extending down to GASP from CBD subject to council budget approval.
Safety should be considered in the design.	A safer by design audit has been undertaken on the site. CCTV cameras have been installed into the area, and lighting as well as other control measures will be included as part of the design.
Will the site remain clearly delineated from the Intercity Cycleway?	The shared path is on the opposite side of the rail lines and cannot be connected to any future designs of the area.
Will the area impact on any future developments of the rail corridor?	A licence is proposed with Tasrail regarding greening and beautification of the area. The area nominated by rail users will not receive any infrastructure other than fencing.
The Master Plan was adopted in 2011 and should be reviewed prior to any further development	Projects resulting from the Masterplan have been carried out from its adoption to the present time and remain ongoing.
Is budget available to undertake the project?	Council has allocated funds in the 2016/17 budget, which will be used in addition to a the two grants provided by the State.
How will antisocial behaviour be dealt with?	This will be a public place and dealt with in a similar manor to all other public places.
The Tenants should be consulted and heard as a group.	an open forum was completed in 2016 with all tenants advised. Two tenants chose to be present a t that time. The project is nominated as a community project, with all stakeholders and residents consulted in a similar manner.

Preliminary Indicative Concept Designs – KGV Community Park



SITE PLAN – OPTION 1

SCALE: 1:550 @ A4

LEGEND

EXISTING

A KGV CAR PARK

B GCC/ YMCA CAR PARKS

C KGV GRANDSTAND

D BANK

NEW

1 SKATE FACILITY

2 COVERED STAGE

3 ACCESS RAMP

4 GREEN SPACE WITH VIEWING BANK

5 MULTI-USE COURT

6 SOFT FALL PLAYGROUND

7 SHELTER

8 EXERCISE EQUIPMENT

9 GREEN SPACE

10 2.5m DUAL CYCLE/ PEDESTRIAN PATH

11 LANDSCAPING

12 FENCE ALONG BOUNDARY LINE

13 LEASED GREEN SPACE (SCULPTURE PARK)

14 FUTURE LIGHT RAIL TERMINAL

15 TIERED AMPHITHEATRE SEATING

16 TENSILE SHADE STRUCTURE

SITE PLAN – OPTION 2

SCALE: 1:550 @ A4

LEGEND

EXISTING

A KGV CAR PARK

B GCC/ YMCA CAR PARKS

C KGV GRANDSTAND

D BANK

NEW

1 SKATE FACILITY

2 COVERED STAGE

3 ACCESS RAMP

4 GREEN SPACE WITH VIEWING BANK

5 MULTI-USE COURT

6 SOFT FALL PLAYGROUND

7 SHELTER

8 EXERCISE EQUIPMENT

9 GREEN SPACE

10 2.5m DUAL CYCLE/ PEDESTRIAN PATH

11 LANDSCAPING

12 FENCE ALONG BOUNDARY LINE

13 LEASED GREEN SPACE (SCULPTURE PARK)

14 FUTURE LIGHT RAIL TERMINAL

15 TIERED AMPHITHEATRE SEATING

16 TENSILE SHADE STRUCTURE

SITE PLAN – OPTION 3

SCALE: 1:550 @ A4

LEGEND

EXISTING

A KGV CAR PARK
B GCC/ YMCA CAR PARKS
C KGV GRANDSTAND
D BANK

NEW

1 SKATE FACILITY
2 BIKE STORE
3 SOFT LANDSCAPING
4 GREEN SPACE WITH VIEWING BANK
5 MULTI-USE COURT
6 SOFT FALL PLAYGROUND
7 SHELTER
8 EXERCISE EQUIPMENT
9 GREEN SPACE
10 2.5m DUAL CYCLE/ PEDESTRIAN PATH
11 LANDSCAPING
12 FENCE ALONG BOUNDARY LINE
13 LEASED GREEN SPACE (SCULPTURE PARK)
14 FUTURE LIGHT RAIL TERMINAL
15 TENSILE SHADE STRUCTURE

Title	**Sponsorship**
Council Resolution	Item XX (DD MMM YYYY) as per Council Minutes
Responsible Directorate	Community Development
Due for Review	Four (4) years from Council Resolution Date
Strategic Plan Reference	*4.1 Govern in an open and responsible manner in the best interests of the community*
ECM	Council Policy

PURPOSE

This policy provides direction as to the processes to be followed by Council prior to entering any binding sponsorship arrangements, (either as a recipient or provider), and as to the principles that determine whether any proposed sponsorship arrangements are appropriate.

SCOPE

This policy applies to:

- Council as the proposed sponsor of another organisation through the association with the sponsored initiative, project or event (including naming rights on Council property), and
- Council as the sponsored organisation when it seeks financial or other support from another organisation, and provides a benefit in return.

It does **not** apply to the following circumstances:

- grants or direct funding, which are monies or goods provided to a recipient through a formally recognised program for a specified purpose
- endorsements, donations, philanthropic gestures, bequests or gifts, which impose no obligations on the receiver and offer little or no return to the donor
- purchasing or selling goods or services for value, including advertising space, editorial comment or advertorials, or
- the provision of funding to enable staff to attend training courses, personal development opportunities or other such activities (which is not considered to be sponsorship).

STATUTORY REQUIREMENTS

Whilst the *Local Government Act 1993* is silent with respect to Council's sponsorship activities, it is considered good governance and prudent to monitor and report on the same.

Acts	• Not Applicable
Regulations	• Not Applicable
Australian/International Standards	• Not Applicable
Guidelines	• Not Applicable

DEFINITIONS

sponsorship	• vouching for or endorsing a person or product[1] • the right to associate the sponsor's name, products or services with the sponsored organisation's service, product or activity, in return for negotiated and specific benefits such as cash or in-kind support or promotional

[1] *Butterworths Concise Australian Legal Dictionary*

	opportunities. It involves a negotiated exchange and results in tangible, material and mutual compensation for the principal parties to the arrangement[2]
incoming sponsorship	when Council receives sponsorship from another party for an initiative
outgoing sponsorship	when Council provides sponsorship to another party for an initiative
naming right	the exclusive right for an organisation to name/brand a venue, event or program and for the name/brand to be reflected on formal signage and communication

COUNCIL SPONSORSHIP PRINCIPLES

Council will assess incoming and outgoing sponsorship proposals taking into account eight (8) guiding principles:

1. Alignment with Council Priorities
2. Transparency
3. Value for Money
4. Ethical Standards and Fair Dealing
5. Appropriate Association
6. Appropriate Sponsorship Benefits
7. Appropriate Authorisation
8. Due Probity

ALIGNMENT WITH COUNCIL PRIORITIES

Sponsorship proposals must be assessed against, and align with, Council's strategic and key operational priorities. In addition, consideration should be given to the initiative's ability to:

- enhance Council's corporate identity and reputation
- observe good social, economic and environmental practice and encourage community engagement
- promote Council's initiatives to relevant target audiences, and
- build and enhance existing relationships at the local and national level.

TRANSPARENCY

Due consideration must be given to principles of efficiency, effectiveness, ethics and economics when Council engages in sponsorship arrangements.

VALUE FOR MONEY

Council will apply a business approach to sponsorship activities in order to receive value for money. 'Value for money' should not be interpreted as merely the highest price when receiving sponsorship or the lowest price when providing sponsorship.

ETHICAL STANDARDS AND FAIR DEALING

A high standard of ethical behaviour and fair dealing must be demonstrated when brokering and engaging in sponsorship arrangements, including:

- providing objective advice on the value of the sponsorship initiative
- disclosing and resolving conflicts of interest between private interests and public duties
- disclosing and resolving conflicts of interest with a sponsor or organisation that is, or is likely to be, subject to regulation or inspection, during the term of the sponsorship agreement
- ensuring the initiative can be terminated if occasions arise where sponsorship and Council regulatory interests conflict
- ensuring the integrity of Council is not compromised, and
- maintaining high standards of confidentiality, privacy and accountability.

[2] Queensland Government Sponsorship Policy (October 2015)

Appropriate Association

Activities and associations with which Council is considering entering into sponsorship arrangements **must** be appropriate and not seen to diminish the reputation Council. When considering entering into a sponsorship arrangement, the organisation's financial position, reputation in the community, involvement they will have in the initiative and the extent to which the organisation's activities support Council's priorities must be taken into account.

The motivations of organisations for entering into sponsorship agreements **must** be known before any sponsorship agreement is executed. Motives that may give rise to an inappropriate association include (but are not limited to) an apparent intention to influence Council in any of its day-to-day dealings.

Any sponsorship must also **not** compromise the reputation, probity or impinge on the ability of Council to fulfil its statutory functions. Any potential or actual conflicts of interest must be identified in the initial assessment process and addressed accordingly.

Council must **not** sponsor or offer for sponsorship:

- corporate stationery, forms, annual reports or similar materials
- web home or content pages, except for web pages specifically devoted to a sponsored project or event
- corporate uniforms, except for specific event promotional clothing, and/or
- external corporate signage on buildings.

Appropriate Sponsorship Benefits and Acknowledgement

Appropriate sponsorship benefits should be negotiated in advance and documented in a sponsorship agreement to ensure the sponsorship delivers value for money to Council.

Council must ensure that the sponsored organisation provides public acknowledgement of its support as appropriate.

Appropriate Authorisation

Sponsorship arrangements above the value of $5,000 per sponsorship request are to be reported to Council for determination. Sponsorship arrangements for $5,000 or less per sponsorship request may be determined by the General Manager under delegated authority.

Due Probity

Council will ensure that all associations with external organisations created through sponsorship arrangements are appropriate, and that necessary safeguards are taken to protect the Council's reputation.

Council must ensure that sponsorship arrangements are entered into only with organisations where the risk of damage to the reputation of Council as a whole is low. Council should carry out reasonable background checks on potential sponsorship associates to ensure that their full range of business interests and activities, and any potential risks are identified.

Sponsorship agreements should specify that Council sponsorship is not a general endorsement of the organisation or its products by Council, and that the arrangement must not be promoted or publicised as such. Council will ensure that sponsorship agreements provide for termination of the arrangement, should the association cease to be appropriate.

DRAFT

NAMING RIGHTS ON COUNCIL PROPERTY

Applications for naming rights on Council property will be considered under the following conditions:

- naming rights are limited to sports grounds, pavilions or public buildings only or a specific area/portion within a reserve, but not the entire reserve
- the term of the naming agreement is limited to the term of the club's licence, lease or agreement over the community venue
- in the case where naming rights are proposed and accepted, the naming convention would be '(VENUE) PROUDLY SPONSORED BY (SPONSORS NAME)' or '(VENUE) SPONSORED BY (SPONSORS NAME)'
- the proposed name of the venue is not in any way offensive or discriminatory, and
- the community venue ground is only referred to the 'sponsored name' in club, association, competition or league promotions and marketing.

Community venue naming rights remain vested with the Council as venue owner and manager.

Council names for the 'sponsored' property will prevail in public documents, e.g., Council reports, engineering / road plans, directories, web-sites etc.

A copy of the proposed naming rights sponsorship agreement is to be submitted as part of the approval process. Council will detail in writing the scope of the agreement with organisations seeking naming rights sponsorship.

Upon approval, the organisation/club will be permitted to install a single information sign that complies with the current Council planning scheme.

REGISTER FOR SPONSORSHIP AND REPORTING REQUIREMENTS

Council will maintain a register for sponsorship and records details of that sponsorship arrangement including (but not limited to):

- date of receipt of sponsorship request
- entity sponsored
- approved by (Council/General Manager)
- details of what sponsorship arrangement was for
- benefit for Council, and
- previous successful sponsorship bids by entity.

Council will be notified on an annual basis as to the approved sponsorship arrangements for the previous twelve months. Council will also report as appropriate all successful sponsorship arrangements for the relevant financial year in the Annual Report.

BACKGROUND

New policy

DRAFT

Title	**Contribution to Boundary Fences**
Council Resolution	Item XX (DD MMM YYYY) as per Council Minutes
Responsible Directorate	Corporate Governance
Due for Review	Four (4) years from Council Resolution Date
Strategic Plan Reference	**Leading our Community** *4.1 Govern in an open and responsible manner in the best interests of the community.* *4.2 Manage our resources to achieve community outcomes*
ECM	Council Policy

PURPOSE

This policy provides guidance on how Council will fulfil its obligations to contribute to the cost of the construction, replacement or repair of boundary fences in accordance with the *Boundary Fences Act 1908* (**the Act**).

SCOPE

This policy applies to land owned by Council, other than land to which the Act does not apply.

STATUTORY REQUIREMENTS

Section 8 of the Act provides that the owners of adjoining lands are liable to contribute to the construction of a 'sufficient fence' between those lands, subject to the limitations set out in that Act. Owners of land also have obligations under the Act to contribute to the cost of the replacement or repair of a boundary fence.

Acts	*Boundary Fences Act 1908* *Crown Lands Act 1975*
Regulations	*Boundary Fences Regulations 2008*
Australian/International Standards	Not applicable

DEFINITIONS

Owner	In this Policy, the term "owner" has the meaning given in the Act, and "owned" has the corresponding meaning.
Standard Fence	For the purposes of this Policy, a Standard Fence is a 1.5 metre high, lapped paling fence, with treated pine palings and posts made of steel, set in concrete. A Standard Fence must also be '*a sufficient fence*' for the purposes of the Act.

POLICY STATEMENT

1. In accordance with its obligations under the Act Council, as an owner of land, will contribute to the cost of the construction, replacement or repair of a fence in relation to any land which adjoins land for which Council is the owner, other than any land to which the Act does not apply.
2. Where Council is required under the Act to contribute to the cost of constructing or replacing a boundary fence, Council's contribution will be based on 50% of the cost of a Standard Fence. Where Council is required to contribute to the repair a fence, Council's contribution will be based on repairs to bring the fence to the same or a similar standard to which the fence is constructed.

3. The procedure to obtain Council's contribution to a boundary fence (including repairs to a fence) is as follows:

   (a) The applicant is to submit two (2) written quotes for the cost of the proposed fence (or proposed repairs) to Council. Where a proposed fence is of a higher standard than a Standard Fence, the quotes must also include the quote for the cost of a Standard Fence.

   (b) Council officers will undertake an inspection of the relevant property prior to approving the proposed fence or repairs. No work is to be undertaken on the proposed fence or repairs until Council's written approval has been given.

   (c) Council's written approval will include the amount that Council will agree to contribute to the proposed fence or repairs.

   (d) Following the completion of works, the applicant is to provide a copy of any relevant invoice/s to Council for payment of the Council's share of the agreed cost of the fence or repairs.

4. Council will consider contributing an amount greater than the amount based on the cost of a Standard Fence where such a fence is necessary due to safety or security concerns, or as a result of the conditions or requirements of the site.

5. Any dispute in relation to the proposed fence (including the amount that Council agrees to contribute) is to be resolved using the procedures set out in the Act.

6. For the avoidance of doubt, Council will not contribute to the cost of a boundary fence (or repairs) where the Act does not apply to the relevant land (see further information below). This includes land adjoining a 'road' as defined in the Act.

7. Council may, by resolution, depart from the requirements of this Policy in exceptional circumstances.

Land Adjoining Council Reserves

For the avoidance of any doubt, Council will continue to contribute to the cost of a boundary fence on land that borders council reserves and other property for which Council is the Owner.

The Act does not apply to a 'public reserve'. This means there is no obligation on the owner of a 'public reserve' to contribute to the cost of a boundary fence. However, a 'public reserve' for the purposes of the Act is Crown land which is managed by the State Government, not Council. There are only a small number of 'public reserves' in the Glenorchy municipality to which the Act does not apply.

In most cases, land which adjoins a park or reserve owned or managed by Council will not be a 'public reserve', meaning that Council is required under the Act to contribute to the cost of a boundary fence. For that reason, this Policy does not impact Council's long-held position that it will contribute to the cost of boundary fences on land which adjoins parks, reserves, sporting facilities or other land owned by Council.

The above information is provided for the purposes of clarity, and does not form part of the Policy Statement.

BACKGROUND

Council, as an owner of land, is required to contribute to the cost of boundary fences in the circumstances set out in the Act.

This Policy is necessary to clarify how Council will comply with its obligations under the Act, including the circumstances under which Council is required to contribute to a boundary fence.

CONTRIBUTION TO BOUNDARY FENCES

Policy Manual Number: 07-5

Council Minutes Ref: Council (Item 9) 21.10.02
Council dated 12th January 1998
Services Committee (Item 4) dated 27-8-90
P & E (Item 1) dated 14-11-94

File Ref: 02331, 01417 & 03089

Background

This policy was developed in 1990 to clarify fencing responsibilities of both council and property owners that adjoin Council land. The policy has previously been updated in 1994 and 1998.

In conjunction with the policy the following procedure has been developed for provision or replacement of boundary fences.

a. Two written quotes to be submitted to the Property Section of Council's Roads & Recreation Department detailing value of works, name and address of applicant and the boundary or boundaries to be fenced.
b. Inspection of the project to be arranged with a Council Officer to assess if new/replacement is warranted.
c. No work to proceed until written confirmation is received from Council
d. Prior to Council's contribution being forwarded a final inspection is to be arranged with the Council Officer nominated on the approval notice.
e. In some cases applicants desire to erect other than the standard fencing in which case approval may be granted subject to satisfactory negotiations with Council but with limitation in cost to 50% of the standard fence.

Policy Statement

1. Notwithstanding the provisions of the Boundary Fences Act 1908, the Council accepts responsibility to share the cost of fences (construction or replacement) where Council owned land, public reserve or access to a public reserve adjoins privately owned land.

2. Council will not share the fencing responsibility where privately owned land adjoins a roadway. (Roadway is defined as "including any public highway, street, by-way, crossway or public place, whether it be a carriage-way, horse-way or footway")

3. Councils contribution to fencing is to be based on half the cost of a 1.5 metre high hardwood lapped paling fence with steel posts set in concrete.

4. Property owner are required to comply with Council's procedure for the provision or replacement of boundary fences that adjoin Council properties.

5. Council will consider variations to the fencing policy where risk management, safety or security is an issue for the property owners.

6. A concession for fencing within the roadway definition is available for the fencing of public rights of way where the applicants for assistance are:
   a. Permanently disabled / incapacitated.
   b. Where the disability restricts the residents from taking action to prevent vandalism to their fence.

Review **5 Years**

Status: *Current*

POLICY DOCUMENT CONTROL SHEET

Policy Name: Contribution to Boundary Fences

Policy Manual No: 07- 5

Department: Roads and Recreation

Date Policy Approved by Council: 01/11/1994

Reviewed by (Name and Job Title of officer)	**Nature of Amendment** (List changes made to Policy)	Date Council **Endorsed Amendment**
Andrew Lawrence Manager Roads and Recreation	Review	21st October 2002
	Council (Item 9) 21.10.02	
Mr Ray Thompson Property Officer	Create new Policy Fencing contribution against Footways	12th January 1998
	Services Committee (Item 4) dated 27-8-90	
	P & E (Item 1) dated 14-11-94	

Title	**Use of Jumping Castles and Similar Equipment on Council Property**
Council Resolution	Item XX (DD MMM YYYY) as per Council Minutes
Responsible Directorate	Corporate Governance
Due for Review	Four (4) years from Council Resolution Date
Strategic Plan Reference	**Leading our Community** *4.1 Govern in an open and responsible manner in the best interests of the community.* *4.2 Manage our resources to achieve community outcomes*
ECM	Council Policy

PURPOSE

This policy provides guidance as to the circumstances under which Council will permit the use of inflatable jumping castles and other similar "land-borne inflatable devices" on land that is owned or administered by Council.

SCOPE

This policy applies to any land-borne inflatable device that is covered by the Standard, which is used or intended to be used on Council Property. This includes inflatable jumping castles, but also applies to similar inflatable play equipment.

Refer to the 'Definitions' section of this policy (below) for the relevant definitions.

STATUTORY REQUIREMENTS

Acts	Not currently applicable
Regulations	Not currently applicable
Australian/International Standards	AS 3533.4.1-2005: Amusement rides and devices), Part 4.1– Specific requirements – Land-borne inflatable devices

DEFINITIONS

land-borne inflatable device	Either of the following, as defined in the Standard: (a) an inflatable structure or device (continuously blown); or (b) an inflatable structure or device (sealed). For ease of reference, the definitions in the Standard are as follows: ***Inflatable structure or device (continuously blown)*** *A structure or device relying on a continuous supply of air pressure to maintain its shape, on which patrons may play.* ***Inflatable structure or device (sealed)*** *A structure or device on which patrons may play that is inflated by means of air supply and, having achieved the design pressure, is sealed with a bung or stopper and does not require continuous inflation.*
device	Unless expressly stated otherwise, the use of the term 'device' refers to a land-borne inflatable device
Council Property	Any land owned or administered by Council
General Manager	The General Manager of Council, or delegate
Authorised person	The General Manager, or a person authorised by the General Manager to make decisions in accordance with this policy
the Standard	AS 3533.4.1-2005 (Amusement rides and devices), Part 4.1– Specific

	requirements – Land-borne inflatable devices and any amending, replacement or additional Standard, code, law, rule or requirement that may apply from time to time.

POLICY STATEMENT

1. Land-borne inflatable devices must not be operated on Council Property, except with the prior written approval of the General Manager, which may be withheld at the absolute discretion of the General Manager.
2. Council (through the General Manager) will only provide its written approval to operate a land-borne inflatable device on Council Property where:
   (a) the land-borne inflatable device is to be used in association with an event (e.g. a fete or festival) that has been approved by Council
   (b) the applicant can demonstrate that the device will be constructed, installed and operated in accordance with the Standard
   (c) the applicant has a taken out public liability insurance coverage that names Glenorchy City Council as an insured party, in a form satisfactory to Council and for a minimum of $20,000,000 for any single occurrence, and
   (d) the applicant is able to comply with any conditions placed upon the approval by Council.
3. All written approvals provided by Council will be subject to the following mandatory conditions:
   (a) the applicant must provide evidence satisfactory to Council that the land-borne inflatable device complies with the Standard, including certification that the device has been installed by a competent person and in accordance with the Standard
   (b) the device may only be operated during the times that the event with which it is associated is authorised to be operated
   (c) the applicant must provide Council with certificates of currency for all insurance policies held in relation to the operation of the device prior to commencing the operation
   (d) all persons operating the device must hold a current Working with Children Registration in accordance with the *Registration to Work with Vulnerable People Act 2013* (commonly referred to as a 'Blue Card'), and
   (e) the applicant must provide evidence satisfactory to Council that any person who will or may be operating the device or in any way in control of or associated with the use of the device must be competent, experienced and skilled in the use or operation of the device and must provide any information reasonably required by Council in relation to such persons.
4. In addition to the conditions in clause 3, Council may impose any conditions on an approval that it considers appropriate in the circumstances.
5. Council, in its absolute discretion, may cancel an approval where:
   (a) the applicant has breached, or in the reasonable opinion of Council is likely to breach, any condition of the approval or any law
   (b) inclement weather conditions have caused, or may cause, the operation of the device to be unsafe, or
   (c) an authorised person has formed the reasonable opinion that, in the circumstances, it is unsafe, impractical or contrary to this Policy to allow the continued operation of the device.
6. Where an approval is cancelled, the operator must immediately cease operating the device, and remove the device from the Council Property as soon as practicable. If the operator refuses to remove the device, Council may remove the device and may charge the operator for any reasonable costs incurred by Council in doing so.

BACKGROUND

Council supports activities which encourage physical activity and social interaction, provided they are operated safely. If operated correctly, land-borne inflatable devices can be a safe and enjoyable activity for children, which can enhance the atmosphere and success of events held on Council Property.

In line with community expectations and Council's responsibility to govern responsibly and in the best interests of the community, Council must take active steps to minimise the risk of injury to the public and to Council's exposure to claims for liability caused by land-borne inflatable devices.

DRAFT

USE OF INFLATABLE AMUSEMENT DEVICES – COUNCIL RESERVES

Policy Manual Number 16-5

Council Minutes Ref: Item 10 Council Meeting 4th February 2008

File Ref: Council Policies
Author: Property & Recreation Co-Ordinator (Rod Marshall)
Department: Roads & Recreation

Background

Council has for a number of years allowed under mixed circumstances the use of jumping castles etc in Council reserves.

In recent times the demand has increased in tandem with the risk associated with allowing structures to be erected on Council property and the potential administrative function of processing applications.

Recent advice from Council's liability insurers Civic Mutual Plus has provided' in light of the revised Australian Standards, recommendations focussing on the associated risks, legal regulations and steps Council can take to minimise exposure to liability claims.

If operated correctly, jumping castles can be a safe and enjoyable activity for children and Council should encourage activities and facilities that allow physical activity and the opportunities for social interaction.

This policy has been developed to minimise Council staff's involvement in the use of inflatable jumping castles within Council's properties.

Policy Statement

1 The installation of inflatable amusement devices eg jumping castles will be allowed in site / locations nominated by Council only.
2 Approval for any appliance will only be granted on completion of an application separate to the venue
3 Operator to provide evidence that the appliance meets current Australian Standard AS3533 (4.1)
4 Installer to provide certification that the appliance has been installed by a competent person in line with the requirements of AS3533 and is safe for use.
5 A separate certificate is to be supplied for each installation and passed to Council Ranger on day of installation.
6 Certificates of currency in relation to appropriate insurance cover are to be provided before the booking is confirmed.
7 Site use will be restricted to those hours normally available for public occupancy.
8 Bookings must be finalised fourteen (14) days prior to occupancy
9 No power is available on site to assist installation or operation
10 Council reserves the right to have a Council contractor remove the appliance at hirer's expense if the operator does not comply with all conditions
11 For safety and security private bookings may be cancelled or transferred in the case of inclement weather or major bookings of the facility.
12 No commercial operations for public use will be allowed within Council property
13 Tolosa Park bookings for inflatable devicesto be limited to space adjacent to sites 7, 8, 14 & 15

This policy rescinds
New Policy
Review (3 years) **4th February 2011**

Status:	***Current***

POLICY DOCUMENT CONTROL SHEET

Policy Name: Use of inflatable amusement devices – Council Reserves

Policy No: 16-5

Department: Roads & Recreeation

Date Policy Approved by Council: 4th February 2008

Reviewed by (Name and Job Title of officer)	**Nature of Amendment** (List changes made to Policy)	Date Council **Endorsed Amendment**

Title	**Telecommunications Infrastructure on Council Property**
Council Resolution	Item XX (DD MMM YYYY) as per Council Minutes
Responsible Directorate	Corporate Governance
Due for Review	Four (4) years from Council Resolution Date
Strategic Plan Reference	**Leading our Community** *4.1 Govern in an open and responsible manner in the best interests of the community.* *4.2 Manage our resources to achieve community outcomes*
ECM	Council Policy

PURPOSE

This Policy provides guidance as to when Council will provide its consent, as owner, to the installation of telecommunications infrastructure on Council Property.

It aims to find a balance between the preservation of residential amenity, obtaining commercial returns on Council owned land and ensuring an effective and reliable telecommunication network to service the City of Glenorchy.

SCOPE

This policy applies to:

a) Council Property, and

b) any request from a person or entity for Council's permission to install telecommunications infrastructure on Council Property.

Nothing in this policy alters or removes any obligation on a person to obtain all necessary planning approvals and comply with any and all relevant laws, including any other relevant Council policies.

STATUTORY REQUIREMENTS

Under section 52 of the *Land Use Planning and Approvals Act 1993* **(LUPAA)**, if an applicant for a planning permit is not the owner of the land in respect of which the permit is sought, and the land is owned or administered by Council, the consent of Council (through the General Manager) is required in order to make the application.

Under section 178 of the *Local Government Act 1993*, a resolution by an absolute majority of Council is required if Council intends to sell, lease, donate, exchange or otherwise dispose of public land.

Acts	*Land Use Planning and Approvals Act 1993* *Local Government Act 1993*
Regulations	*Telecommunications (Low-impact Facilities) Determination 1997*
Other	Planning Scheme

DEFINITIONS

Council Property	For the purpose of this Policy, 'Council Property' means any land in respect of which Council is the 'owner' for the purposes of section 3 of LUPAA
Planning Scheme	The *Glenorchy Interim Planning Scheme 2015* (or the instrument that replaces it)

The following terms used in this Policy adopt the same definitions used in the Planning Scheme:

areas of environmental significance	Means as defined in the *Telecommunications (Low-impact Facilities) Determination 1997.*
line	Means a wire, cable, optical fibre, tube, conduit, waveguide or other physical medium used, or for use, as a continuous artificial guide for, or in connection with, carrying communications by means of guided electromagnetic energy.
telecommunications infrastructure	Means any part of the infrastructure of a telecommunications network and includes any line, equipment, apparatus, tower, antenna, tunnel, duct, hole, pit or other structure used, or for use, in or in connection with a telecommunications network.
telecommunications network	Means a system, or series of systems, that carries or is capable of carrying communications by means of guided and/or unguided electromagnetic energy.
tower	Means a tower, pole, mast or similar structure used to supply a carriage service by means of telecommunication.

POLICY STATEMENT

1. All applications by a person or entity are for Council's permission to install telecommunications infrastructure on Council Property are to be presented to Council (in the form of an officer's report) for consideration and in-principle approval*.

2. In considering whether to give its in-principle approval to an application, Council will have regard to the following criteria:

   a) whether the proposed telecommunications infrastructure represents the highest and best use of the relevant Council Property, based on commercial, social and environmental considerations

   b) whether the telecommunications infrastructure will assist in the provision of comprehensive and reliable telecommunication coverage throughout Glenorchy, and will provide services to both business and residential users

   c) whether the proposed telecommunication infrastructure is designed and positioned such that it will not result in harm to human health or safety, adverse environmental impacts or a loss of amenity

   d) the extent and effectiveness of public consultation which has been or will be undertaken

   e) commercial considerations, including whether the proposed development will provide an adequate financial return to Council, and

   f) whether there is any other reason to approve or refuse the application, having regard to commercial, social and environmental considerations.

3. All applications to lease Council land for telecommunications facilities will be subject to the entry into an appropriate commercial lease arrangement, which must include payment of an appropriate market based rental to Council, and otherwise be on terms satisfactory to Council.

* Note that if, as part of approving in-principle, the request to install telecommunications infrastructure, Council is required to decide whether to dispose of Council Property (for example, by entering into , Council's resolution by absolute majority is required under section 178 of the *Local Government Act 1993*).

BACKGROUND

As the governing body for the City of Glenorchy, Council's functions are to:

(a) provide for the health, safety and welfare of the community

(b) represent and promote the interests of the community, and

(c) provide for the peace, order and good government of the municipal area.

As the owner of Council Property, Council is able to decide how Council Property will be used, and in doing so must have regard to Council's statutory functions and obligations.

In determining whether to permit the installation of telecommunications infrastructure on Council Property, Council must find a balance between the preservation of residential amenity, obtaining commercial returns on Council owned land and ensuring an effective and reliable telecommunication network to service the City of Glenorchy.

This policy is intended to assist Council in making decisions relating to telecommunications infrastructure on Council Property.

DRAFT

TELECOMMUNICATIONS INFRASTRUCTURE ON COUNCIL OWNED LAND

Policy Manual Number: 22-5

Council Minutes Ref: Item 8 Council meeting 27th April 2011

File Ref: Council Policies - City Assets /Telecommunication Towers

Background and Intent

Council has been approached by telecommunication carriers in relation to the location of telecommunications facilities on Council land. Council has comprehensive provisions in the Glenorchy Planning Scheme 1993 for the assessment of "low impact" and "high impact" telecommunications infrastructure. However, Council does not have a policy on whether it "should" permit telecommunication facility on Council land, details of the decision making process and the conditions of any approval.

This Policy sets out the broad criteria for assessing whether Council should permit telecommunications infrastructure on Council land and strives to find a balance between the preservation of residential amenity, obtaining commercial returns on Council owned land and ensuring an effective and reliable telecommunication network to service the City of Glenorchy.

Definitions and Interpretation

'Guidelines' means Council's Guidelines for processing applications to install telecommunication infrastructure on Council owned land.

'High Impact Facilities' means a facility that is not a **'Low Impact Facility'** and typically includes new mobile telecommunication towers, designated overhead lines, a tower that is not attached to a building, a tower attached to a building and more than 5 metres high and certain extensions to existing towers.

'Infrastructure Development' means, in relation to telecommunications infrastructure, the planning, design, construction, maintenance and use of telecommunications infrastructure.

'Low Impact Facilities' means a facility described in Part 3 of the Schedule of the *Telecommunications (Low Impact Facilities) Determination 1997*. A facility is low impact only if it is installed, or to be installed, in the areas described in Part 2 of the Schedule of the *Telecommunications (Low Impact Facilities) Determination 1997* and is not located in an area of environmental significance.

'Telecommunications Infrastructure" means any part of the infrastructure of a telecommunications network; or any line, equipment, apparatus, tower, mast, antenna, tunnel, duct, hole, pit, pole or other structure or thing used, or for use, in or in connection with a telecommunications network. Telecommunications Infrastructure includes High Impact Facilities and Low Impact Facilities

'Telecommunications Network' means a system, or series of systems, that carries or is capable of carrying communications by means of guided and/or unguided electromagnetic energy.

Policy Statement

The scope of this Policy is to:

1. All applications for the installation of Telecommunication Facilities on Council land will be forwarded to Council for in principle approval (Policy 01-5)
2. Council will consider applications for telecommunications facilities provided that the following criteria are met:
   - 2.1 The proposed telecommunication facility is the highest and best use of the relevant Council land, on commercial, social and environmental considerations.
   - 2.2 The development of Telecommunications Towers and associated Telecommunication Infrastructure on Council owned land is rationalised to the best possible degree.
   - 2.3 The development provides for comprehensive and reliable telecommunication coverage throughout Glenorchy and satisfies the requirements of both business and residential users.
   - 2.4 The development locates and designs telecommunication infrastructure in a manner that minimises disturbances to the environment and minimises potential loss of amenity.
   - 2.5 The applicant has an appropriate comprehensive public consultation strategy with the provision of relevant telecommunication information in respect to Infrastructure Development.
   - 2.6 The development provides an adequate financial return to Council.
3. To give commercial, social and environmental consideration to whether a proposed telecommunication facility is the highest and best use of the relevant Council land.
4. The applicant agrees to follow the Telecommunication Infrastructure Guidelines.
5. All applications to lease Council land for telecommunication facilities shall be in accordance with Council's statutory obligations, Council's leases and Licences Policy 01-5 and Council's Disposal of Land Policy 17-5.
6. All applications to lease Council land for telecommunications facilities shall be in accordance with contemporary governance standards which include the execution of an appropriate commercial lease agreement and recovery of an appropriate market rental.

New Policy

Review **3 Years**

Status:	*Current*

POLICY DOCUMENT CONTROL SHEET

Policy Name: Telecommunications Infrastructure

Policy Manual No: 22- 5

Department: City Assets

Date Policy Approved by Council: 27th April 2011

Reviewed by (Name and Job Title of officer)	**Nature of Amendment** (List changes made to Policy)	Date Council **Endorsed Amendment**
Chris Holm Legal & Property Officer	Develop Policy	27th April 2011

Title	**Sports Ground Lighting**
Council Resolution	Item XX (DD MMM YYYY) as per Council Minutes
Responsible Directorate	Corporate Governance
Due for Review	Four (4) years from Council Resolution Date
Strategic Plan Reference	**Leading our Community** *4.1 Govern in an open and responsible manner in the best interests of the community.* *4.2 Manage our resources to achieve community outcomes*
ECM	Council Policy

PURPOSE

This policy provides guidance on the ownership and operation of lighting infrastructure on Council owned sports grounds

SCOPE

This policy applies to lighting infrastructure installed for the purpose of illuminating playing fields at Council-owned sports grounds.

STATUTORY REQUIREMENTS

Acts	Not applicable
Regulations	Not applicable
Australian/International Standards	AS 2560.1-2002: Sports lighting – general principles AS 2560.2 Series: Sports lighting – specific applications AS 4282-1997: Control of the obtrusive effects of outdoor lighting

DEFINITIONS

lighting infrastructure	the components and structure used to provide lighting for the purpose of illuminating the playing area at a Council-owned sports ground, including, but not limited to, light poles, electrical wiring, light globes, circuit boards, control panels, and meter boxes.
Council-owned Sports Ground	Means a sports playing field or facility that is owned or administered by Council.

POLICY STATEMENT

Ownership of lighting infrastructure

1. Any lighting infrastructure installed at Council owned sports grounds after the adoption date is to be owned and managed by Council.
2. Council may, in its absolute discretion, agree to take over ownership and management of lighting installed at a Council-owned sports ground prior to the adoption date, in accordance with the requirements of clause 9 (below) of this Policy.

Maintenance costs

3. The cost of the maintenance of lighting infrastructure at Council-owned sporting grounds is to be borne by:
   (a) where the lighting infrastructure is owned by Council - Council, and

(b) where the lighting infrastructure is owned by a person or entity other than Council - that person or entity.

Usage Costs

4. The costs of the electricity used to operate lighting infrastructure are to be paid by the person or entity which used the electricity.
5. If the relevant bill for the electricity is in the name of Council, Council will invoice the user for the charges incurred by the user.
6. Arrangements as to the payment of electricity costs for the use of lighting infrastructure are to be formalised in the lease/licence agreement between Council and the users of the relevant sporting ground.

Compliance with Australian Standards

7. All lighting installed on Council-owned sports grounds after the adoption date must comply with:
   (a) AS 2560.1-2002: Sports lighting – general principles
   (b) the applicable Standard in the AS 2560.2 series which covers the sport or sports to be played at the relevant Council-owned sports ground (for example, for a football oval, AS 2560.2.3-2007: Sports lighting - Specific applications - Lighting for football (all codes)), and
   (c) AS 4282.1997: Control of the obtrusive effects of outdoor lighting.
8. For the avoidance of doubt, in addition to the requirements in clause 7 (above), the installation of lighting within a Council-owned sports ground must also comply with any other relevant code, standard, planning scheme, regulation or law.

Transfer of Ownership of Existing Lighting Infrastructure

9. Where lighting infrastructure installed at a Council-owned sports ground is owned by a person or entity other than Council, Council may, in Council's absolute discretion, consider taking over ownership of the lighting infrastructure provided that:
   (a) the lighting complies with, or can be made to comply with, the Australian Standards identified in Clause 7 (above)
   (b) an asset condition report has been presented to Council which concludes that the lighting infrastructure is in a satisfactory condition, and
   (c) appropriate arrangements are made for the operating costs (i.e. the electricity bill) for the lighting infrastructure to be paid by the persons or entities using the lighting infrastructure.

Audit of Sports Ground Lighting

10. Council will undertake an annual audit of lighting infrastructure not owned by Council that is installed at Council-owned sports grounds.
11. Where the audit identifies damage, defects or deficiencies in lighting infrastructure, Council will issue the owner of the lighting with a notice of non-compliance. Council will not permit the use of the lighting infrastructure at the Council-owned sports ground until appropriate rectification works have bene undertaken and approved by Council.

BACKGROUND

For some time, Council's position is that all assets which are constructed on land that is owned and administered by Council should generally remain in Council ownership. This includes lighting infrastructure at Council-owned sports grounds.

Though it places the burden of maintenance and some operating costs on Council, Council ownership of lighting infrastructure and control of its operational functions is desirable because it allows Council to manage the risks associated with the lighting infrastructure, increase venue safety and maintain a high standard of lighting at all sports grounds that Council owns.

This policy is necessary to clarify Council's position, and the circumstances under which Council will own, operate, and permit the use of lighting infrastructure at its sporting grounds.

DRAFT

SPORTS GROUND LIGHTING

Policy Manual Number 20-5

Council Minutes Ref:	Item 11 Council Meeting 16th August 2010 (Please note: this policy has not been endorsed until the Council Minute or CMT reference has been documented)
File Ref:	Council Policies – City Assets
Author:	Property & Recreation Co-ordinator (Rod Marshall)
Department:	City Assets

Background

For many years Council has supported the provision of lighting to sports grounds without accepting ownership or ongoing maintenance responsibilities. While previously not having a formal approach to lighting on Council owned facilities, Council has followed the unwritten practice that lighting will be allowed subject to approval of a development application and the ownership of the installation, the ongoing maintenance and the operational costs being the responsibility of the user.

Sporting trends and activity times are constantly changing and associations / organisations are now regularly evaluating innovative and cost effective ways that communities and local sporting clubs can maximise the use of their facilities and playing surfaces and encourage more people to be active in sport and recreation.

Good lighting is important for local sport as it provides more opportunities to train and play, supporting year round activity and maximum use of facilities.

The development of a Sports Ground Lighting Policy is a required action from the Glenorchy Recreation Plan and has been developed to clarify Councils position prior to the construction of lighting at King George V Oval.

The transfer of ownership of lighting infrastructure and operational functions will increase Council's responsibilities but also provide the opportunity to control risk management, venue safety and will contribute to Council's aim of having total site management.

While it is not intended that existing lighting will be transferred to Council, a clause is provided identifying the actions required by the existing owners to transfer the asset to Council.

Council will continue to audit existing systems and issue non compliance notices to private systems on Council land that are non compliant with the relevant Australian Standards.

The ownership of the asset is consistent with Council's current position that all assets constructed or provided on Council land remain in Council ownership.

This policy now reflects that position.

Policy Statement

1. New sports ground lighting is to be owned and managed by Council.
2. Funding for the provision of lighting is to be sourced from facility users, external grants and Council. Council's contribution is to be considered from the annual capital works fund.

3. The installation of lighting is to conform to Australian Standard 2560 (Sports Lighting) and Australian Standard 4282 (Control of obtrusive effects of outdoor lighting)
4. The installation of lighting within a sports ground requires a development application to be submitted and a permit to be issued under the Building Code of Australia.
5. Operational costs to be the responsibility of the users, and are to be reflected in the lease/licence conditions for each venue.
6. Maintenance of the lighting system is to be Council's responsibility.
7. Existing lighting can be transferred to Council subject to compliance with the relevant Australian Standards, an asset condition report and agreement to ongoing operational costs being the responsibility of the user.
8. An annual audit of private sports ground lighting is to be undertaken. A notice of non compliance with Australian standards will be issued for defective systems with notification that the use will not be supported until rectification works are completed.

This policy rescinds

New Policy

Review (5 years)

Status:	*Current*

POLICY DOCUMENT CONTROL SHEET

Policy Name: Sports Ground Lighting

Policy No: 20-5

Department: City Assets

Date Policy Approved by Council: 16th August 2010

Reviewed by (Name and Job Title of officer)	**Nature of Amendment** (List changes made to Policy)	Date Council **Endorsed Amendment**

Title	**Advertising Devices on Council Property**
Council Resolution	Item XX (DD MMM YYYY) as per Council Minutes
Responsible Directorate	Corporate Governance
Due for Review	Four (4) years from Council Resolution Date
Strategic Plan Reference	**Leading our Community** *4.1 Govern in an open and responsible manner in the best interests of the community.* *4.2 Manage our resources to achieve community outcomes*
ECM	Council Policy

PURPOSE

This policy provides guidance on when Council will permit the use of Advertising Devices within Council Property.

SCOPE

This policy applies to any Advertising Device used, or proposed to be used, on Council Property.

STATUTORY REQUIREMENTS

Acts	*Local Government Act 1993*
Regulations	Not applicable
Australian/International Standards	Not applicable

DEFINITIONS

Advertising Device	A device used for exposing for sale, or for the purpose of publicising, any matter.
Council Property	Any land owned or administered by Council.
Device	Any design, writing, drawing, three-dimensional object, depiction, symbol, structure, erection, placard, banner, notice, signboard, projection, image, animation, hologram, publication or sign of any kind.
General Manager	The General Manager of Council, or delegate.
Sports Ground	Council Property which is a sports playing field or facility that is owned or administered by Council
Recreation Reserve	Council Property (other than a sports ground) which is used for recreation, and includes, but is not limited to, a park.

POLICY STATEMENT

1. Except for the limited circumstances outlined in the Policy, Council's default position is that it will not authorise the display of any Advertising Devices on Council Property.
2. Council may authorise the display of an Advertising Device within a Sports Ground where:
   (a) the person or entity displaying the sign has entered into a licence agreement with Council on terms satisfactory to Council, and
   (b) the Advertising Device will only be visible to persons attending the relevant sports Ground.
3. Council may authorise the display of an Advertising Device within a Recreation Reserve where:

(a) the primary purpose of the Advertising Device is to publicise an event being staged by Council, for which Council is a sponsor, or with which Council has an association, or

(b) the Advertising Device is displayed in conjunction with an event which has been approved by Council (for example, a sign advertising a business that is authorised to operate in a Council reserve as part of a festival).

4. All Advertising Devices displayed, or to be displayed, under this Policy require the prior written approval of the General Manager.

5. This Policy does not alter any requirement of any person or entity to comply with the requirements of any applicable law, including, but not limited to the requirement to:

(a) obtain a Planning Permit under the *Land Use Planning and Approvals Act 1993*

(b) obtain a licence, permit or other type of approval required under a by-law, and

(c) comply with any code, standard, Act, regulation, rule, requirement, or other law that regulates the use of the Advertising Device from time to time.

BACKGROUND

In line with community expectations and Council's responsibility to govern responsibly and in the best interests of the community, Council must ensure that the use of Advertising Devices on Council Property is limited to particular circumstances and in compliance with Council's requirements. It is the primary intention of Council that Council Property may only be used to promote private or commercial interests where it may result in a benefit to the community, or for a community event, and does not adversely impact amenity or environmental values.

DRAFT

Advertising Signs within Council Properties

Policy Manual Number: 02-5

Council Minutes Ref:	Council (Item 13) dated 21 August 2006
	Council 29/1/96
	Council 7/9/98
	Council 15/12/99
	Council (Item 5) dated 1.12.97
	Policy & Executive (Item 3) dated 9.11.92
File Ref:	01046

Background

In October 1991 Council determined that tobacco advertising on land vested in the Council will no longer be approved and that existing tobacco advertising signs would be phased out prior to the renewal of the existing lease or licence.

In December, 1991 Council considered and refused signage applications for poster signs adjacent to the Brooker Highway. In discussing the applications, Council determined that to protect the visual amenity of a major access road a policy was developed to prohibit poster signs from major access roads.

During the consideration of poster signs Council also adopted the policy that advertising signs relating to sporting complexes be approved provided that they are only visible from within the arena.

Council in January 1996 provided approval for Council staff to refuse permission to erect electioneering signs on land which Council controls and in December 1999 Council endorsed the Recreation, Reserve and Natural Area Reserve By-Law that controls signage within a recreation reserve (Clause 25 of the By-Law).

Supporting information on signage is provided from Councils Road By Law No. 2 Clauses 5 and 6 and the Glenorchy Planning Scheme 1992 Clause II.

Policy Statement

1. No tobacco advertising signs will be permitted on land vested in Council.
2. Sponsorship signs within sports grounds are to be licensed where such signs are visible only to those attending the particular sporting ground.
3. All advertising material on signs to be approved by the relevant Council Officer.
4. The licence in respect to a sponsorship sign should provide for its removal should the sponsorship or licence period cease.
5. A licence fee is to be imposed at a % of the sponsorship agreement as agreed. Stamp duty is the responsibility of the applicant.
6. No electioneering signage is to be erected on Council controlled land.
7. The erection exhibition or display of notices, bills, posters or advertisement is not allowed within a recreation reserve.

Review **2 Years**

Status: *CURRENT*

POLICY DOCUMENT CONTROL SHEET

Policy Name: Advertising Signs

Policy Manual No: 02- 5

Department: Roads and Recreation

Date Policy Approved by Council: 9/11/92

Reviewed by (Name and Job Title of officer)	**Nature of Amendment** (List changes made to Policy)	Date Council **Endorsed Amendment**
Rod Marshall Property Manager	*Review*	21 August 2006
Andrew Lawrence Manager Roads and Recreation	*Review*	21st October 2002
	Council 29/1/96	
	Council 7/9/98	
	Council 15/12/99	
	Council (Item 5) dated 1.12.97	
	Policy & Executive (Item 3) dated 9.11.92	

Title	**Human Resources**
Council Resolution	Item XX (DD MMM YYYY) as per Council Minutes
Responsible Directorate	Corporate Governance
Due for Review	Four (4) years from Council Resolution Date
Strategic Plan Reference	4.1 *Govern in the best interest of our community*
ECM	Council Policy

PURPOSE

This policy sets out Council's position in respect to the fair and equitable management of its employees.

SCOPE

This policy applies to all Council employees.

STATUTORY REQUIREMENTS

Section 63(1) of the *Local Government Act 1993* (the Act) provides that the General Manager of Council may:

- appoint persons as employees of the Council
- allocate duties to employees
- control and direct employees, and
- suspend or dismiss employees.

In addition, under section 63(2) of that Act, the General Manager is to 'develop human resource practices and procedures in accordance with policies of the Council to ensure employees of the Council receive fair and equitable treatment without discrimination'.

Acts	*Local Government Act 1993*
Regulations	Not applicable
Australian/International Standards	Not applicable

POLICY STATEMENT

It is noted that Council have a raft of human resource related statutory obligations under Commonwealth and State legislation, and it is expected that in accordance with section 63(2) of the Act, the General Manager will ensure that there are sufficient human resources directives to manage the same.

BACKGROUND

Council recognises that human resource directives provide workplace structure and support equal employment opportunity in giving fair treatment to applicants and employees throughout the recruitment process and the employment experience. As amended from time to time, Council also notes that it has certain statutory obligations under various acts and associated regulations including (but not limited to):

<u>Commonwealth</u>

- *Age Discrimination Act 2004*
- *Australian Human Rights Commission Act 1986*
- *Disability Discrimination Act 1992*

- *Fair Work Act 2009*
- *Racial Discrimination Act 1975*
- *Sex Discrimination Act 1984*
- *Superannuation Guarantee (Administration) Act 1992*
- *Workplace Gender Equality Act 2012*

Tasmania

- *Anti-Discrimination Act 1998*
- *Local Government (Building and Miscellaneous Provisions) Act 1993*
- *Personal Information and Protection Act 2004*
- *Statutory Holidays Act 2012*
- *Workplace Health and Safety Act 2012*
- *Workers Rehabilitation & Compensation Act 1988*

DRAFT

Human Resources Policy

Policy Manual Number **HR001**

Council Minutes Ref: 17th March 2014

File Ref: Human Resources Policy
Author: Peter Brooks
Department: General Managers

Background

To support administrative personnel functions, performance management, employee relations and resource planning, an effective organisation must have an established and comprehensive suite of Human Resources Directives.

The establishment of such directives can help an organisation demonstrate, both internally and externally, that it meets requirements for diversity, ethics and training as well as its commitments in relation to legislation and corporate governance of its employees.

All Human Resource Directives will underpin the strategic direction of the organisation to ensure that it has the capacity to deliver all Council outcomes.

Section 63 of the *Local Government Act 1993* states:

1) The general manager of a council may –
    a. Appoint persons as employees of the council; and
    b. Allocate duties to employees; and
    c. Control and direct employees; and
    d. Suspend or dismiss employees.
2) The general manager is to develop human resource practices and procedures in accordance with policies of the council to ensure employees of the council receive fair and equitable treatment without discrimination.

Policy Statement

- Glenorchy City Council will manage its Human Resources in accordance with all legislative requirements including:

    - *Local Government Act 1993 (Tasmania)*
    - *Fair Work Act 2009 (Commonwealth)*
    - *Industrial Relations Act 1984 (Tasmania)*
    - *Work Health & Safety Act 2012 (Tasmania)*
    - *Workers Rehabilitation & Compensation Act 1988 (Tasmania)*
    - *Anti-Discrimination Act 1998 (Tasmania)*
    - *Racial Discrimination Act 1975 (Commonwealth)*
    - *Sex Discrimination Act 1984 (Commonwealth)*
    - *Disability Discrimination Act 1992 (Commonwealth)*
    - *Human Rights & Equal Opportunity Act 1986 (Commonwealth)*
    - Associated Regulations of the above (if any)
    - Successors of any of the above

- The General Manager will develop human resource directives to ensure that all employees receive fair and equitable treatment in accordance with sections 62 and 63 of the *Local Government Act 1993* and the legislation identified above.

This policy rescinds

Nil – New Policy

Review (5 years)

Status:	*DRAFT 24th February 2014*

POLICY DOCUMENT CONTROL SHEET

Policy Name:

Policy No:

Department:

Date Policy Approved by Council:

Reviewed by (Name and Job Title of officer)	**Nature of Amendment** (List changes made to Policy)	Date Council **Endorsed Amendment**
ELT	New Policy Draft	25th February 2014
Council	Policy Adopted	

QUARTERLY ANNUAL PLAN PROGRESS REPORT

AS AT 31 DECEMBER 2016

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Introduction

This report provides information on Glenorchy City Council's Annual Plan performance for the quarter ending 31st December 2016, the second 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

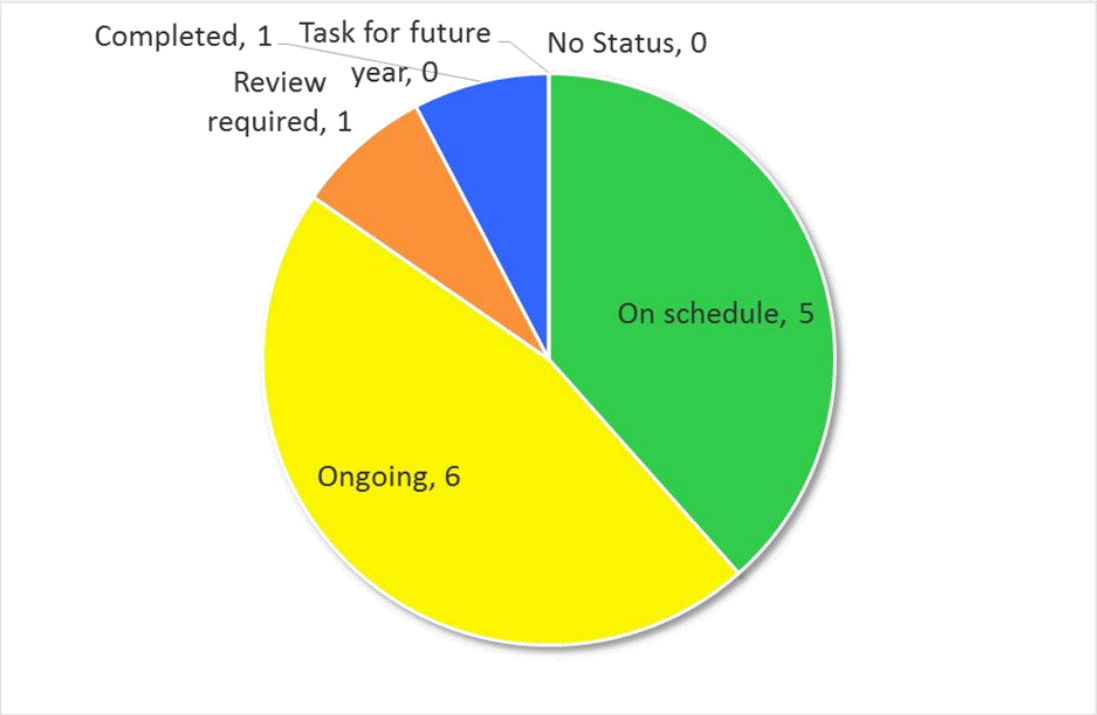
Action Status	Business rule for application of descriptor
Ongoing	For business as usual tasks (not for use with project tasks).
On schedule	The task is on track to meet the target set in the Annual Plan.
Review required	There are internal or external factors that present a foreseeable risk to project 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

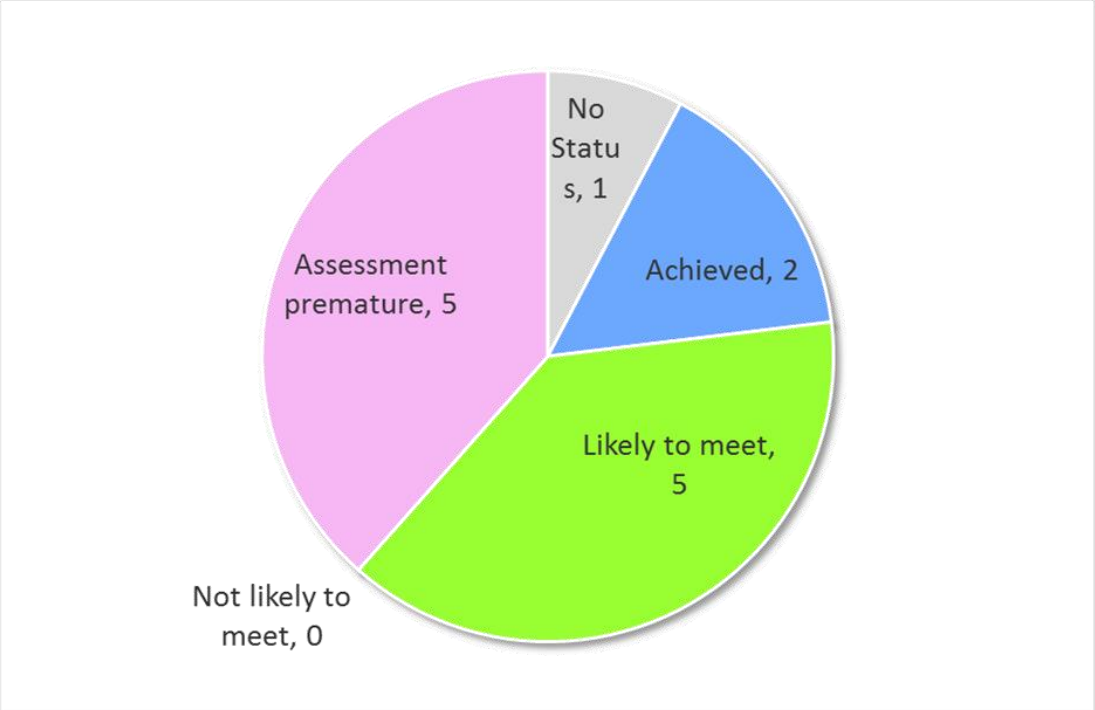
Measure Status	Business rule for application of descriptor
Achieved	The measure has been met.
Likely to meet	Task performance is on track to meet the measure and target in the Annual Plan.
Not likely to meet	Task performance is not likely to meet the measure and target in the Annual Plan due to internal 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. Black Spot nominations submitted for 17/18. Safer Roads Grant funds secured for extension of on road bike lanes, Austins Ferry - Granton.

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.

Ongoing On schedule Review required Completed Task for future year

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 was developed in consultation with the Management as part of the communication plan. The questionnaire has be sent to all staff in order to seek the staff members' feedback to assist in developing a brief. Currently an external consultant, together with the relevant staff members, are working on options for the 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 will be progressed after milestones are developed.

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		

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		Draft Risk Appetite and Risk Tolerance Statements presentation was held at the Aldermanic Workshop on Monday, 7 November 2016. Revised Risk Appetite and Risk Tolerance Statements to be presented to Council for consideration and adoption at 23 January 2017 meeting.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.

Code	Description	Lead	Target Date	Status	Comment
4.2.1.05	Implement the Corporate Risk Management Plan	CG	31-Dec-2017		Progress towards Council's risk appetite and risk tolerance statements over the period. Management workshops scheduled to be held in Q2 to overview consequence, likelihood, risk matrix and risk escalation tables for draft Risk Management Protocol.

Ongoing On schedule Review required Completed Task for future year

Code	Description	Lead	Target Date	Status	Comment
4.2.1.02	Implement the information and communications technology (ICT) strategy.	CEDB	30-Jun-2017		The current strategy runs from 2013 to 2016 and is 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.

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
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 Workshop for Management occurred on 13 December 2016 with a further workshop scheduled for 7 February 2017.

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		

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

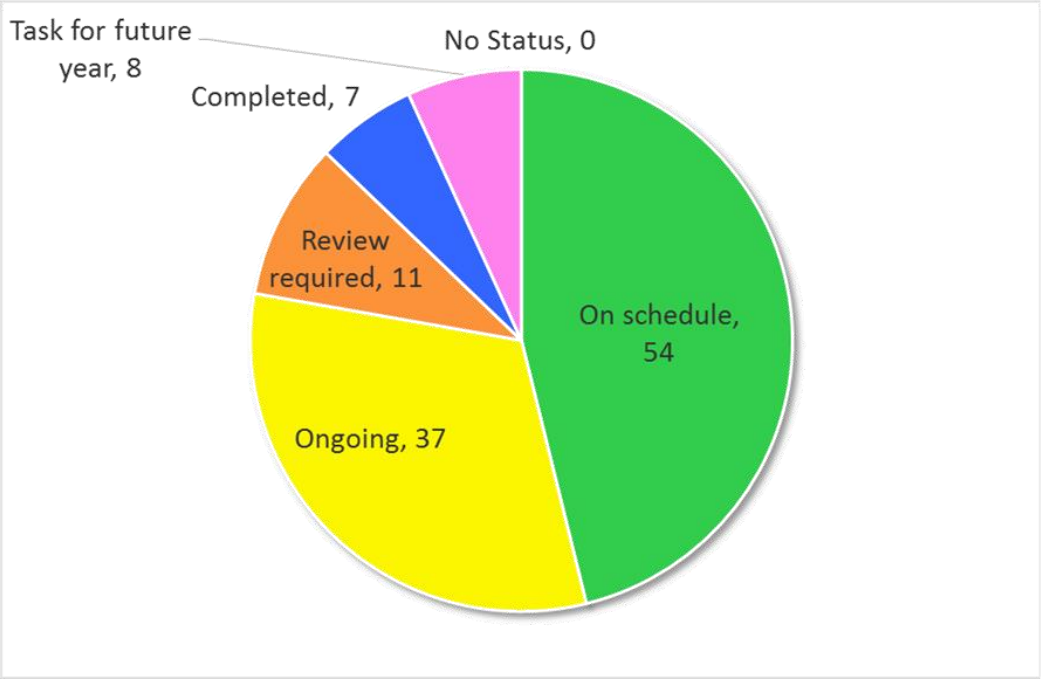
STRATEGY: 4.3.1 Foster productive relationships with other levels of government, other Councils and peak bodies to achieve community outcomes.

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.

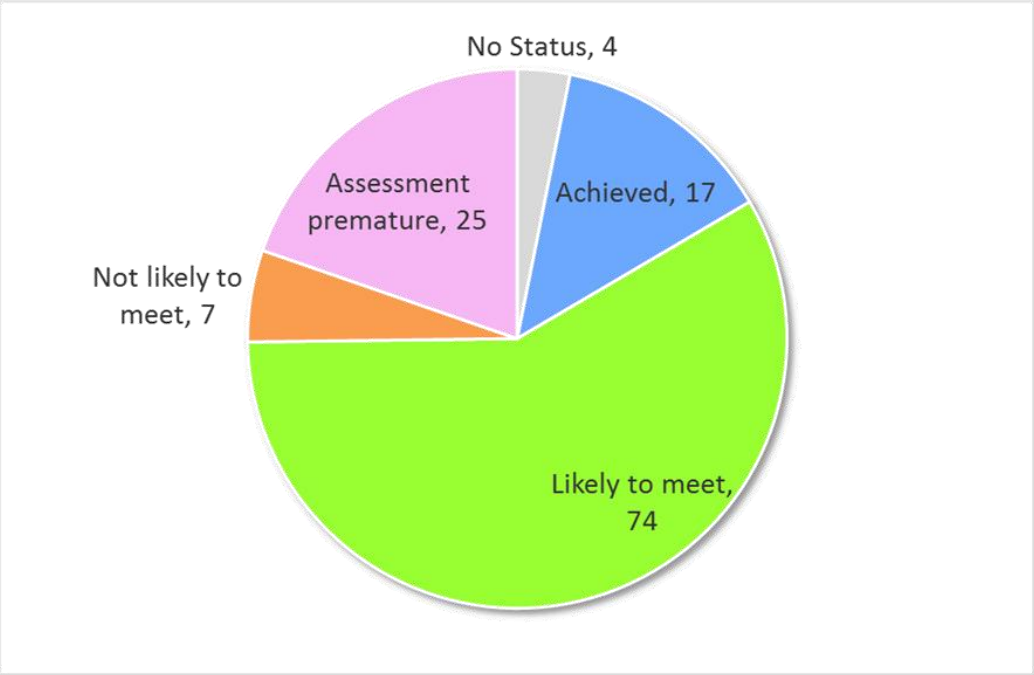
Ongoing On schedule Review required Completed Task for future year

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	

Ongoing On schedule Review required Completed Task for future year

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	

Ongoing On schedule Review required Completed Task for future year

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	

Ongoing On schedule Review required Completed Task for future year

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	

Ongoing On schedule Review required Completed Task for future year

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	

Ongoing On schedule Review required Completed Task for future year

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	CSI	H	30-Jun-2017	

Ongoing On schedule Review required Completed Task for future year

	asset class.				
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	

Ongoing On schedule Review required Completed Task for future year

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	

Ongoing On schedule Review required Completed Task for future year

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	

Action:	1.2.1.01	Review Council's Positive Ageing Strategy

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

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

Quarter 1

Actions from previous plan finalised. A project plan and timelines for the development of new plan has been established. Initial forum and discussion with COTA in relation to Age-Friendly Cities has occurred. Identified key stakeholders as project advisory/steering committee.

Quarter 2

A Project Plan with timelines has been developed for the review. With the benefit of this project planning and recognition that project resources are 0.3FTE, a revised target date of 30/6/2018 is achievable.

MEASURE		Status	Comments
	Review Completed	Assessment premature	

Action:	1.2.1.02	Implement Council's New Positive Ageing Strategy

Lead: CEDB **Priority:** L **Target Date:** 31-Dec-2016

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

Quarter 1

Council's new positive ageing strategy is being developed over the coming 18 months. Implementation will occur after this period.

Quarter 2

Implementation will start when the new strategy has been completed. Given a revised target date of 30/6/2018, implementation is anticipated from 1/7/2018.

MEASURE		Status	Comments
	Milestones in Year 1 Implementation Plan Met	Assessment premature	

Ongoing On schedule Review required Completed Task for future year

Action:	**1.3.1.04**	Implement the Customer Experience Strategy.

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

Q1

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

Once the new Customer Service Charter is adopted by Council, implementation of the charter will be rolled out.

Q2

Development of the Customer Experience strategy plan is required to implement the new Customer Service Charter. This in turn depends on access to data on Council's customer service performance. While data and reporting for the Customer Service Centre is well developed, comprehensive "whole of organisation" data is not and is dependent on the implementation of the One Council computer software solution (Project TOM). The Property and Rating and Electronic Content Management phases of this project are expected to "Go Live" on 1/10/2017.

MEASURE		Status	Comments
	Completion of actions in the implementation plan	Assessment premature	

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:	**2.1.1.04**	Implement the business & marketing strategy for the Derwent Entertainment Centre.

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

The DEC Business Plan 2015-2018 was presented and endorsed by ELT in February 2016 and presented to Council in August 2016. Implementation is ongoing. The resignation of the DEC Venue Manager and the decision to defer replacement of the Assistant Venue Manager position means that marketing and business Development at the DEC has been interrupted during a period of recruitment and business familiarisation. It is expected that the replacement DEC Manager will review the DEC business and marketing plan upon their commencement.

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

MEASURE		Status	Comments
	Implementation of business & marketing strategy actions	Assessment premature	

Ongoing On schedule Review required Completed Task for future year

Action:	**2.1.1.05**	Actively promote events held at the Derwent Entertainment Centre and other city facilities.
Lead: CEDB	**Priority:** L	**Target Date:** 30-Jun-2017

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

The DEC Business Plan 2015-2018 was presented to and endorsed by ELT in February 2016 and presented to Council in August 2016. Implementation is ongoing. The resignation of the DEC Venue Manager and decision to defer replacement of the Assistant Venue Manager position will mean that marketing and business development at the DEC will be interrupted during a period of recruitment and business familiarisation. On a positive the next iteration of the DEC business and marketing plans will have input from fresh perspectives.

MEASURE		Status	Comments
	Increase in attendance numbers	Assessment premature	

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

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

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

A Fire Management Coordinator has been employed, expectations were the 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.

Progress to date - GCC GIS development is scheduled for completion by the end of Feb 2017, this is the first stage in the process.

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

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

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.

Ongoing On schedule Review required Completed Task for future year

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:** M **Target Date:** 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	Likely to meet	

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

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

Agreement with Nyrstar for WTP2 requires review, further development and consultation with Nyrstar staff before progressing to sign. Operation of WTP1 is sub optimal. A progress report is being compiled.

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

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

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.

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

Ongoing On schedule Review required Completed Task for future year

Glenorchy City Council

Glenorchy City Council
Corporate Performance Indicators

January 2017

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Corporate Performance Indicator Legend

Considerations when reviewing performance statistics:

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

Glenorchy City Council

Profit and Loss
Corporate Performance Indicators

January 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)	2	16	(14)	34,287	34,150	137	0%
Statutory Charges	152	143	9	1,437	1,348	89	7%
User Charges	474	435	38	6,389	6,749	(361)	-5%
Grants Subsidies	245	57	188	2,457	2,075	382	18%
Investment Income	200	210	(10)	955	893	62	7%
Water Wastewater Charges	20	32	(12)	142	248	(106)	-43%
Reimbursements	40	22	18	328	348	(21)	-6%
Other Income	116	87	29	602	523	79	15%
Total Revenue	**1,247**	**1,001**	**246**	**46,597**	**46,336**	**261**	**1%**

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

Rates - $14 under budget
No supplementary rates notices were levied during the month.

Statutory Charges - $9 over budget
Primarily due to a payment received in lieu for providing Public Open Space.

User Charges – $38 over budget
Primarily due to above budget revenues from landfill.

Grants Subsidies - $188 over budget
Primarily due to the receipt of a Blackspot funding grant.

Investment Income - $10 under budget
Interest income was less than budget due to lower interest rates on offer for deposits.

Water Wastewater Charges - $12 under budget
Primarily due to lower than budgeted sales in the month due to no Stage 2 sales.

Reimbursements - $18 over budget
Primarily due to Derwent Entertainment Centre recoveries on event settlements being greater than budgeted.

Other Income - $29 over budget
Primarily due to royalties paid on landfill gas extraction and heavy motor tax rebate partially offset by a delay in processing the fuel tax credits.

($'000)

Rates - $137 over budget
Primarily due to an increase in rateable properties after the budget was finalised.

Statutory Charges - $89 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 – $361 under budget
Primarily due to lower income from Childcare operations and lower income from the Derwent Entertainment Centre.

Grants Subsidies - $382 over budget

Primarily due to a higher payment from the Commonwealth Government relating to the Roads to Recovery program and payment from the State Government for Blackspot Roads program.

Investment Income - $62 over budget
Interest income was greater than budget due to higher than budgeted cash balances on hand.

Water Wastewater Charges - $106 under budget
Primarily due to lower than budgeted sales due to no Stage 2 sales.

Reimbursements - $21 under budget
Electricity cost recoveries on KGV tenancies are below budget.

Other Income - $79 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	28	30	2	219	216	(3)	-1%
Employee Costs	1,783	2,165	382	11,561	11,355	(206)	-2%
Admin Office Costs	424	363	(61)	3,505	3,708	204	5%
Materials, Contractors & Other	741	761	20	4,950	5,578	629	11%
Depreciation	1,165	1,232	67	8,059	8,744	684	8%
Rates Expenses	-	-	-	2,528	2,528	-	0%
Total Expenditure	**4,140**	**4,551**	**411**	**30,822**	**32,129**	**1,308**	**4%**
Total Surplus (Deficit)	(2,893)	(3,551)	658	15,775	14,206	1,569	11%

($'000)

Finance Charges – $2 under budget

Due to reduced charges relating to rates payments made by credit card.

Employee Costs – $382 under budget

Primarily due to the allocation of annual leave in the budget when compared to the actual leave taken during the period.

Admin Office Costs – $61 over budget

Primarily due to legal expenses incurred in CSI and CG including the Procurement Strategy and IT support charges for services under dispute now paid.

Materials, Contractors & Other – $20 under budget

Primarily due to reduced costs relating to waste mulching and motor vehicles, partially offset by contract labour charges to support council services during the Christmas close period and timing related savings on water and sewerage charges.

Depreciation and asset write-off – $67 under budget

Primarily due to lower than budget depreciation on IT Systems $30 due to delays in project implementation.

Rates Expenses – $0 on budget

EXPENDITURE - COMMENTS FOR YTD VARIANCE:
($'000)

Finance Charges – $3 over budget
Due primarily to increased charges relating to rates payments made by credit card.

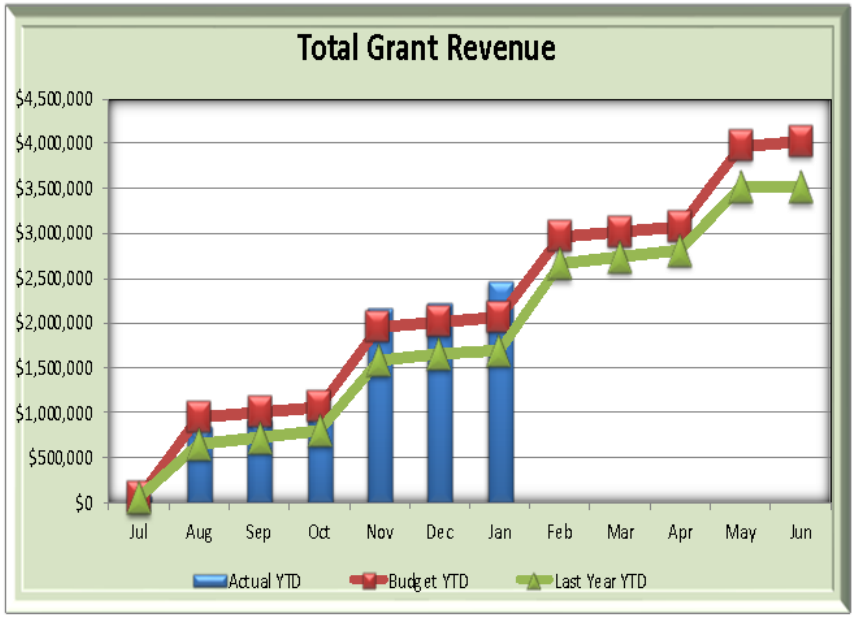
Employee Costs – $206 over budget
Primarily due to delays in the implementation of savings strategies outlined in the CT Management Report, as well as overspends in a small number of areas as a result of seasonal activity or uneven work patterns partially offset by underspends in other areas.

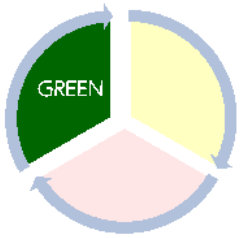
Admin Office Costs – $204 under budget
Primarily due to underspends on electricity, Derwent Entertainment Centre catering costs and insurance premiums, partially offset by higher legal expenses.

Materials, Contractors & Other – $629 under budget
Primarily due to underspends in contractors and motor vehicle costs (leases and fuel).

Depreciation and asset write-off – $684 under budget
Primarily due to lower than budget depreciation on IT Systems $276 due to delays in project implementation and profit on disposal of assets which were not budgeted.

Rates Expenses – $0 on budget
On budget.





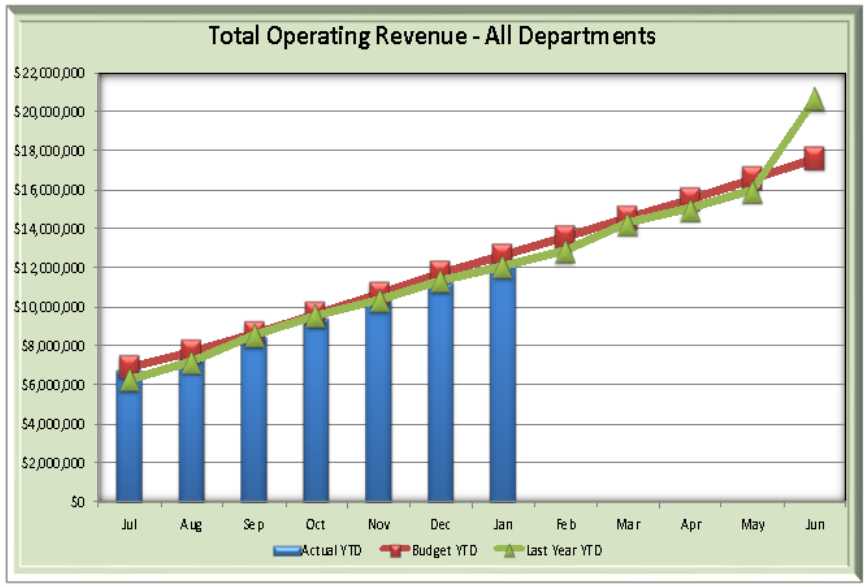
Grants Revenue for All Departments – Graph 1

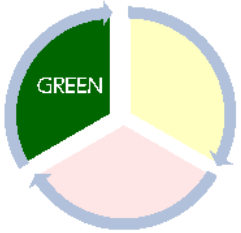
The total of grants revenue received from Government bodies.

Responsible: Executive Leadership Team

		$'000
–	Actual YTD:	$2,457
–	Budget YTD:	$2,075
	Over Budget:	$ 382

Refer to comments on pages 6-7





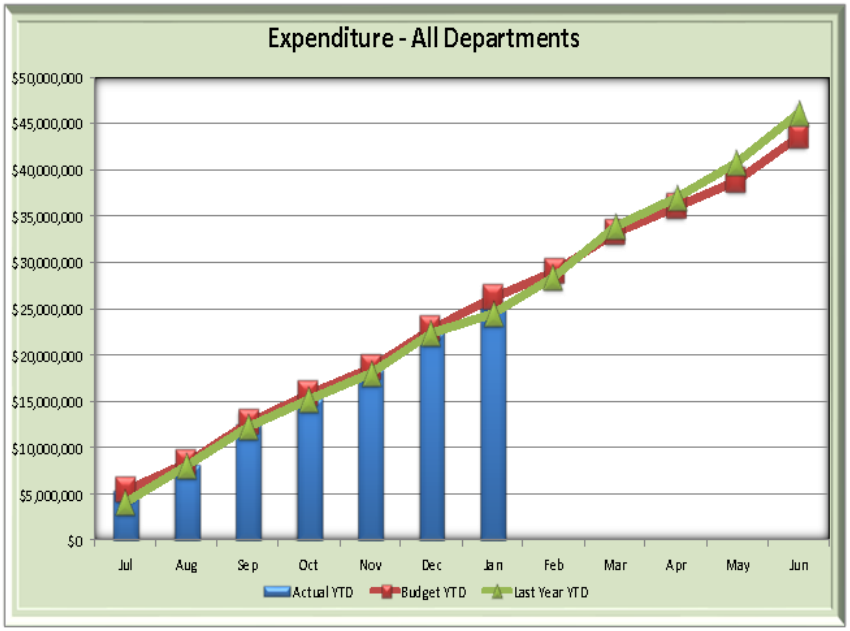
Total Operating Revenue (excluding rates , grants, TasWater income) – Graph 2

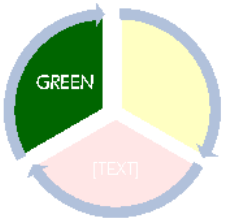
Total revenue earned by all areas of the council through fees, charges and fines compared to budget.

Responsible: Executive Leadership Team

		$'000
–	Actual YTD	$12,271
–	Budget YTD	$12,620
	Under Budget	$ 349

Refer to comments on pages 6-7





Total Operating Expenditure (excludes depreciation) – Graph 3

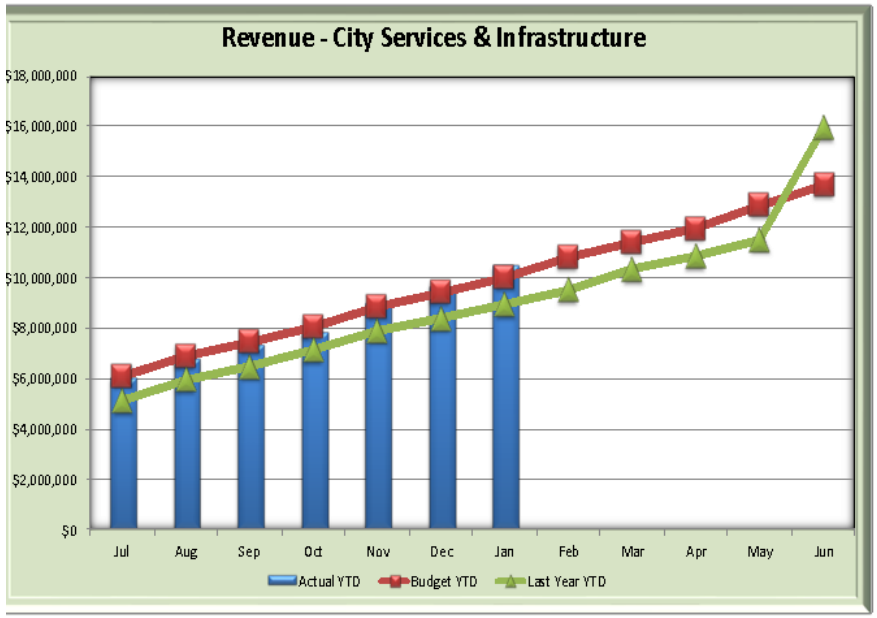
Total op. expenditure for all areas of the council compared to budget.

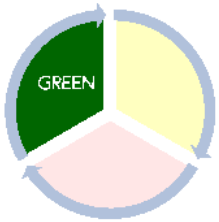
Responsible: Executive Leadership Team

		$'000
–	*Actual YTD*	$25,659
–	*Budget YTD*	$26,242
–	*Under Budget*	$ 583

Refer to comments on pages 6-10

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





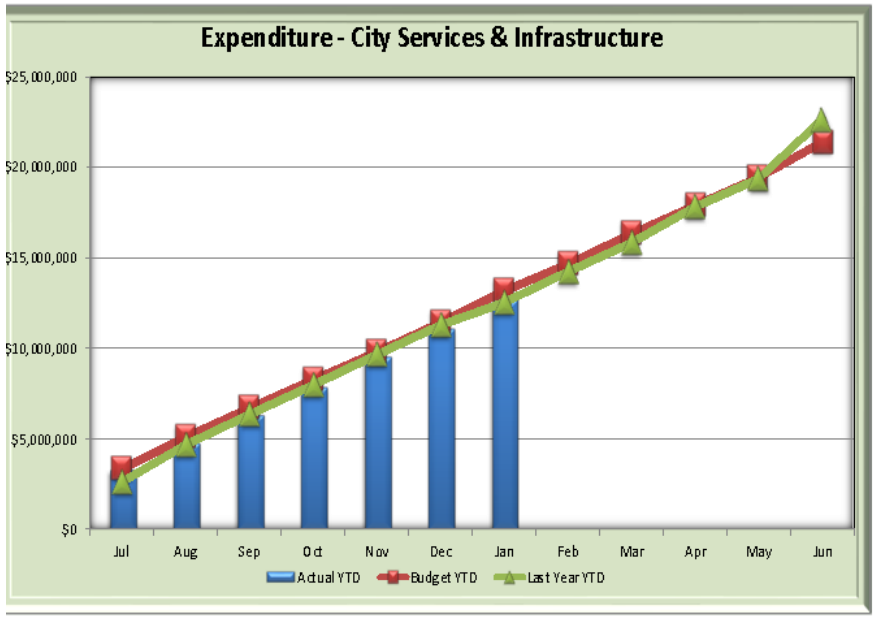
City Services and Infrastructure Revenue - Graph 4

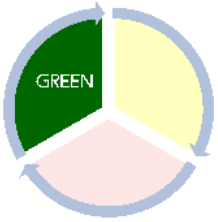
Total revenue for City Services and Infrastructure for fees, charges and grants compared to budget.

Responsible: Director City Services and Infrastructure

	$'000
– Actual YTD	$10,440
– Budget YTD	$ 9,995
Over Budget	$ 445

Commonwealth Government Road to Recovery grant funding is received earlier than budgeted.





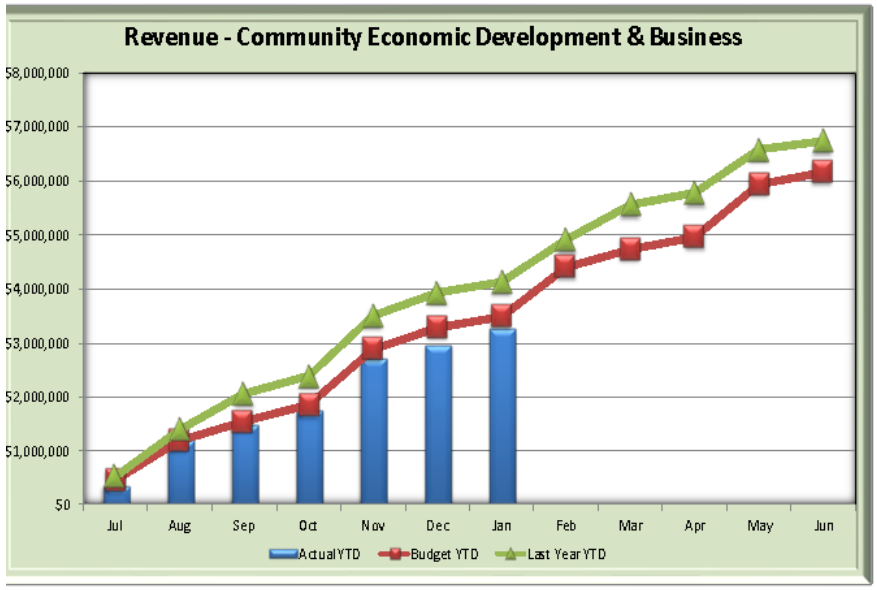
City Services and Infrastructure Expenditure – Graph 5

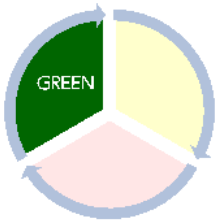
Total expense for City Services and Infrastructure compared to Budget, less depreciation.

Responsible: Director City Services and Infrastructure

	$'000
– Actual YTD	$12,706
– Budget YTD	$13,176
Under Budget	$ 470

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





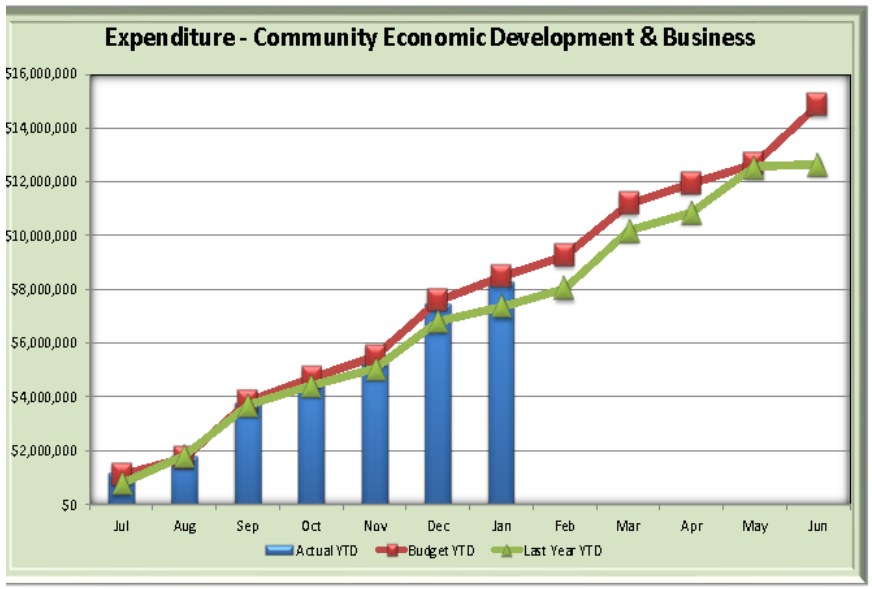
Community Economic Development and Business Revenue – Graph 6

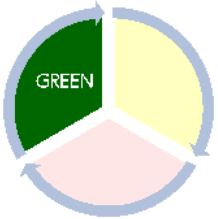
Total revenue of Community Economic Development and Business, for fees, charges and grants

Responsible: Director Community Economic Development and Business

	$'000
– Actual YTD	$3,256
– Budget YTD	$3,489
Under Budget	$ 233

Refer to Comments on Page 6-7.





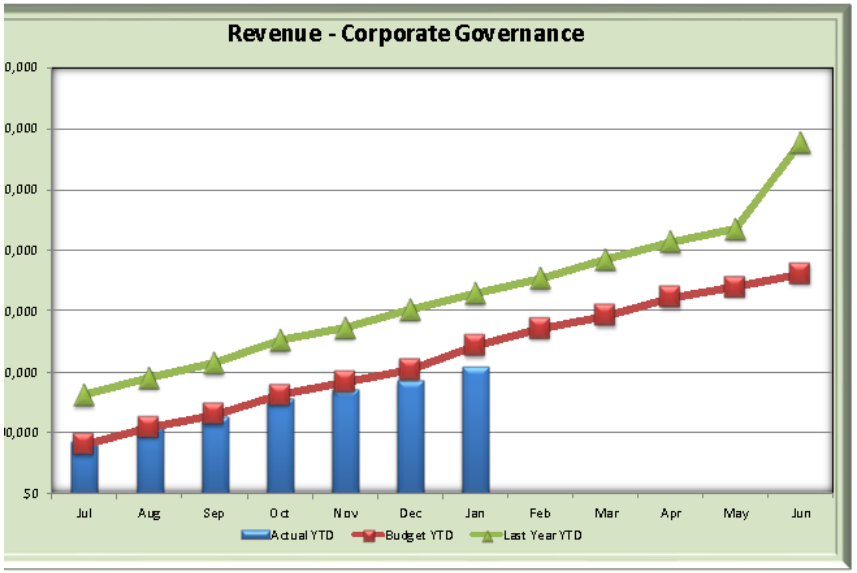
Community Economic Development and Business Expenditure – Graph 7

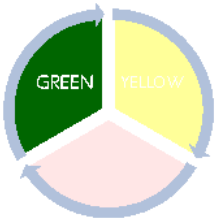
Total expense for Community Economic Development and Business.

Responsible: Director Community Economic Development and Business

	$'000
– Actual YTD	$8,314
– Budget YTD	$8,490
Under Budget	$ 176

Lower IT software support fees and catering have been partly offset by above budget wages and salaries expenses..





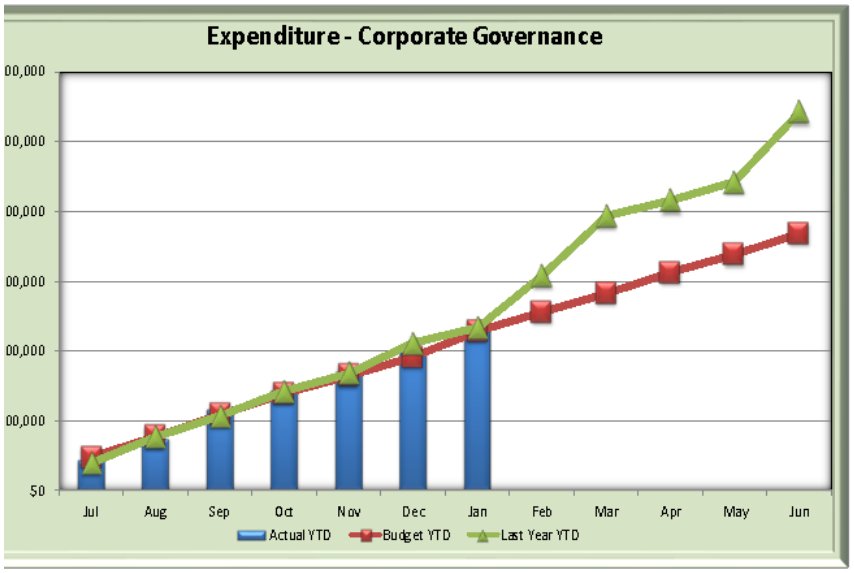
Corporate Governance Revenue - Graph 8

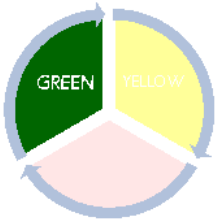
Total revenue for Corporate Governance.

Responsible: Director Corporate Governance

		$'000
–	*Actual YTD*	$1,032
–	*Budget YTD*	$1,212
	Under Budget	$ 180

Facilities hire and electricity recoveries from KGV tenants are below budget.





Corporate Governance Expenditure – Graph 9

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

Responsible: Director Corporate Governance

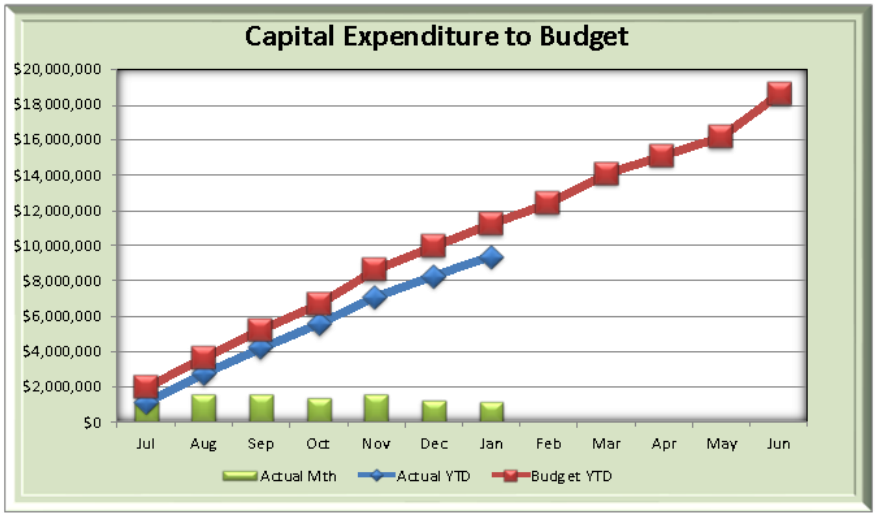
		$'000
–	*Actual YTD*	$4,639
–	*Budget YTD*	$4,576
	Over Budget	$ 63

Legal expenses and consultancy costs were well above budget.

Glenorchy City Council

Balance Sheet
Corporate Performance Indicators

January 2017

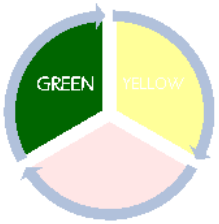


Total Capital Expenditure – Graph 14

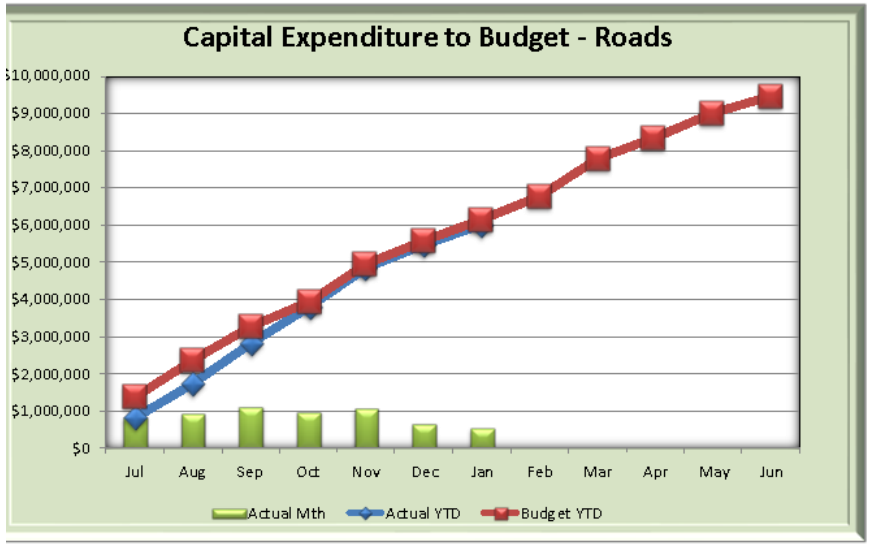
Total Capital expenditure compared to budget.

Responsible: Executive Leadership Team

		$'000
–	*Actual YTD*	$ 9,427
–	*Budget YTD*	$11,205
	Under Budget	$ 1,778



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

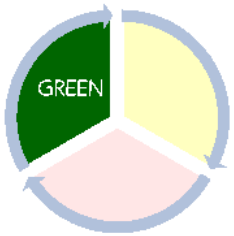


Capital Expenditure - Roads – Graph 15

Total expenditure for roads compared to budget.

Responsible: Director City Services and Infrastructure

		$'000
–	*Actual YTD*	$5,995
–	*Budget YTD*	$6,145
	Under Budget	$ 150



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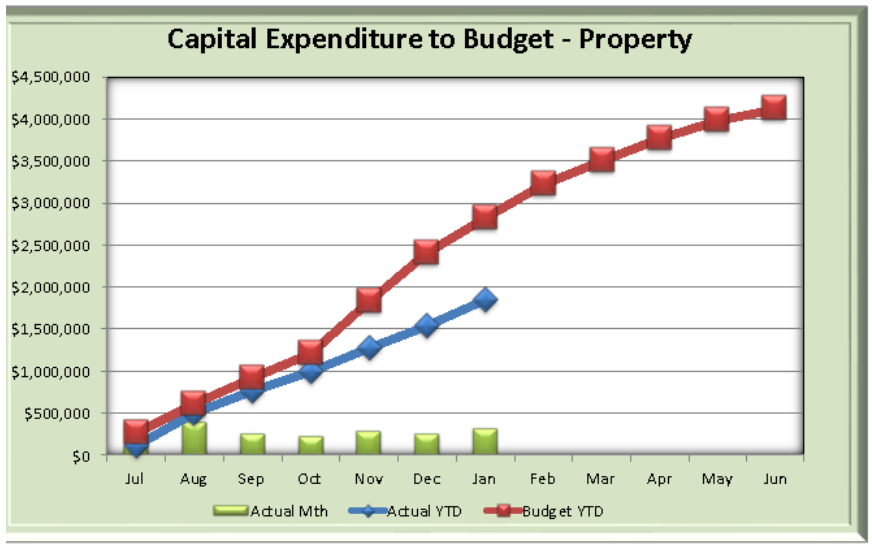
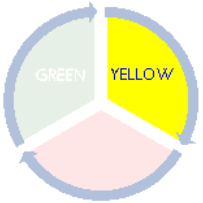


Capital Expenditure – Property – Graph 16

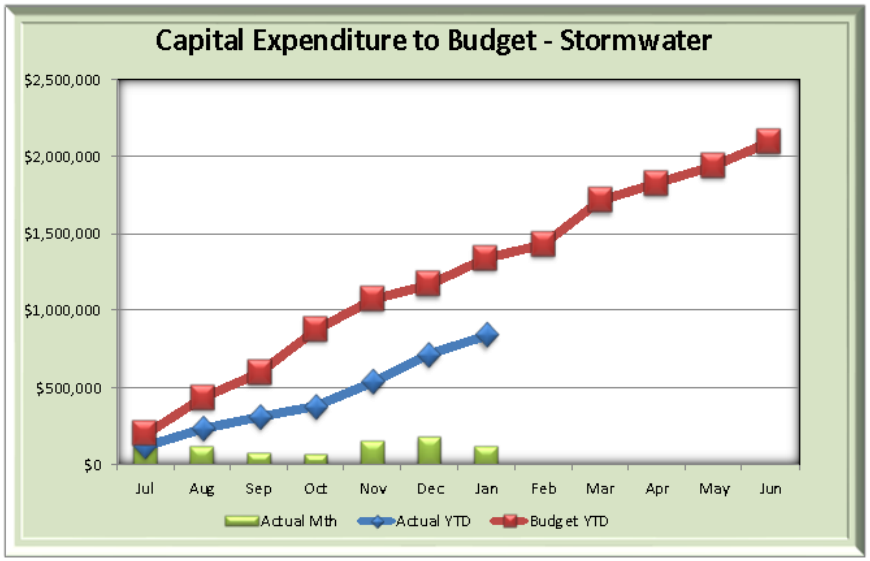
Total expenditure for property compared to budget.

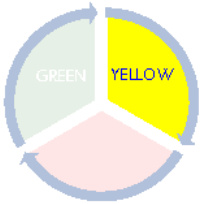
Responsible: Director Corporate Governance

		$'000
–	*Actual YTD*	$1,855
–	*Budget YTD*	$2,830
	Under Budget	$ 975



Additional information regarding capital variances is contained in Appendix B.





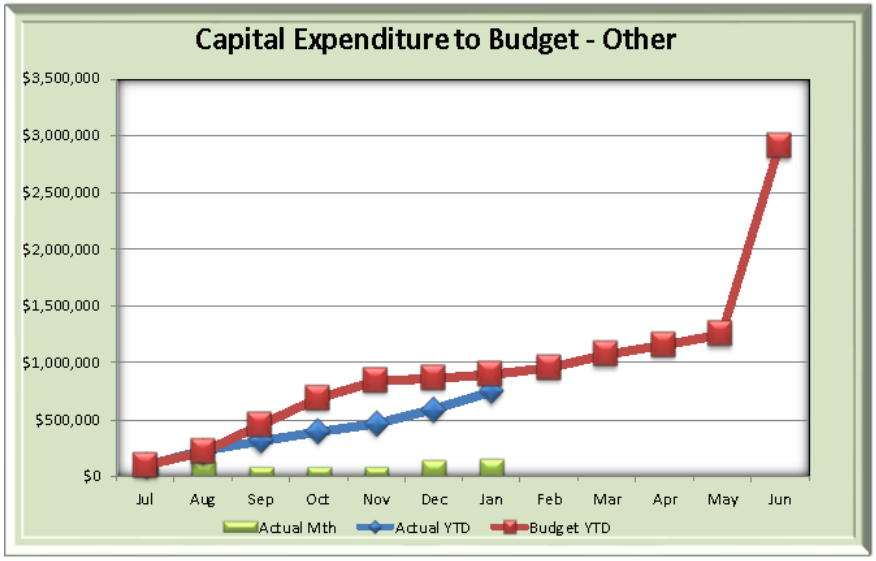
Capital Expenditure – Stormwater (excluding stormwater property connections) – Graph 17

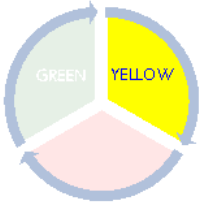
Total expenditure for stormwater compared to budget.

Responsible: Director City Services and Infrastructure

		$'000
–	*Actual YTD*	$ 837
–	*Budget YTD*	$1,339
-	*Under Budget*	$ 502

Additional information regarding capital variances is contained in Appendix B.





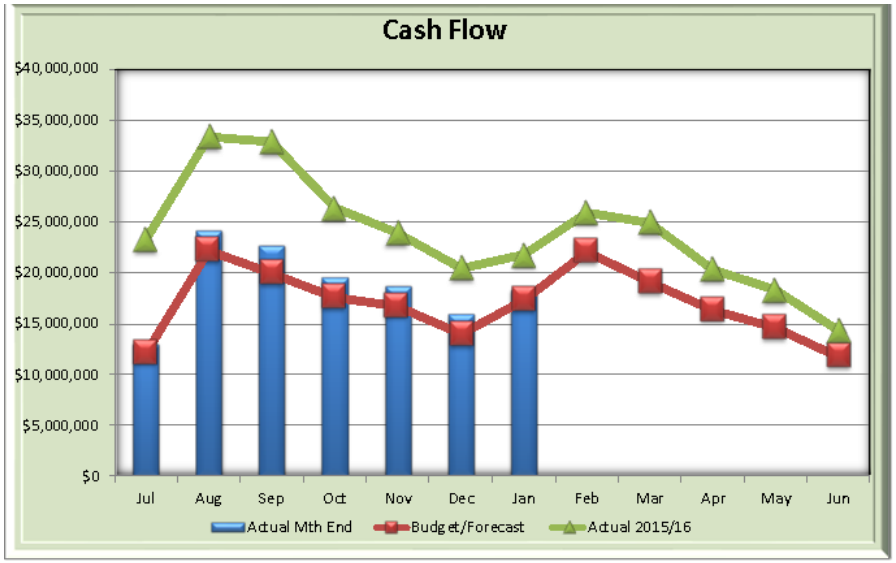
Capital Expenditure – Other (e.g. capital grants, technology, plant and equipment etc.) – Graph 18

Total expenditure for other capital compared to budget.

Responsible: Director Community Economic Development and Business

		$'000
–	*Actual YTD*	$ 741
–	*Budget YTD*	$ 891
	Under Budget	$ 150

Additional information regarding capital variances is contained in Appendix B.

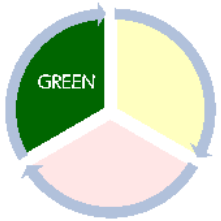


Cash Flow Movement - Graph 19

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

		$'000
–	Actual Cash :	$18,246
–	Budget :	$17,366
	Variance	$ 880



Investment Profile			
Maturity		**Total Amount**	**Average Rate**
Cash on hand	$	112,661	0.00%
At call	$	8,602,210	1.80%
30 - 60 days	$	7,031,123	2.04%
61 - 90 days	$	1,500,000	2.51%
91 - 120 days	$	-	2.72%
120+ days	$	1,000,000	4.15%
Total	**$**	**18,245,994**	**2.07%**

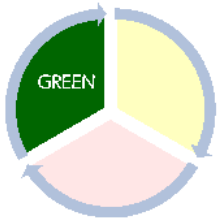
Interest Earned – Graph 20

Total interest earned (accrued and received) compared to budget

Responsible: Director Community Economic Development and Business

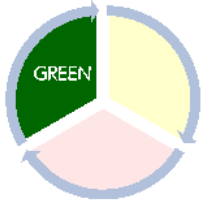
		$'000
–	Actual YTD	$ 242
–	Budget YTD	$ 206
–	Over Budget	$ 36

Effective Interest Rate: 2.07%



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

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



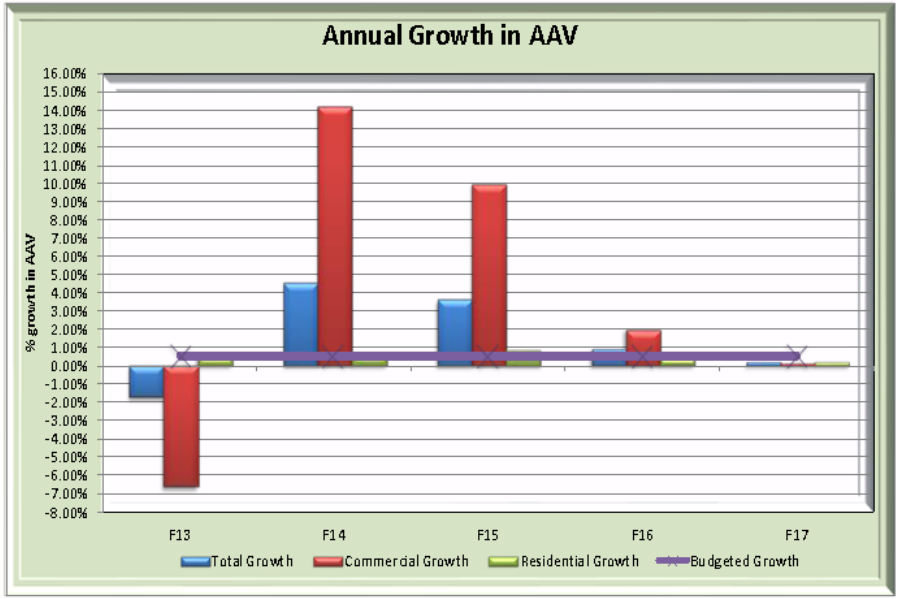
Interest Expense – Graph 21

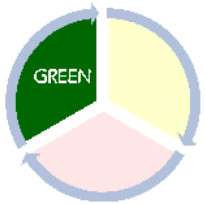
Total interest expense (accrued and paid) compared to budget

Responsible: Director Community Economic Development and Business

		$'000
–	Actual YTD	$ 180
–	Budget YTD	$ 174
	Variance	$ 6

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





Annual Growth in AAV – Graph 22

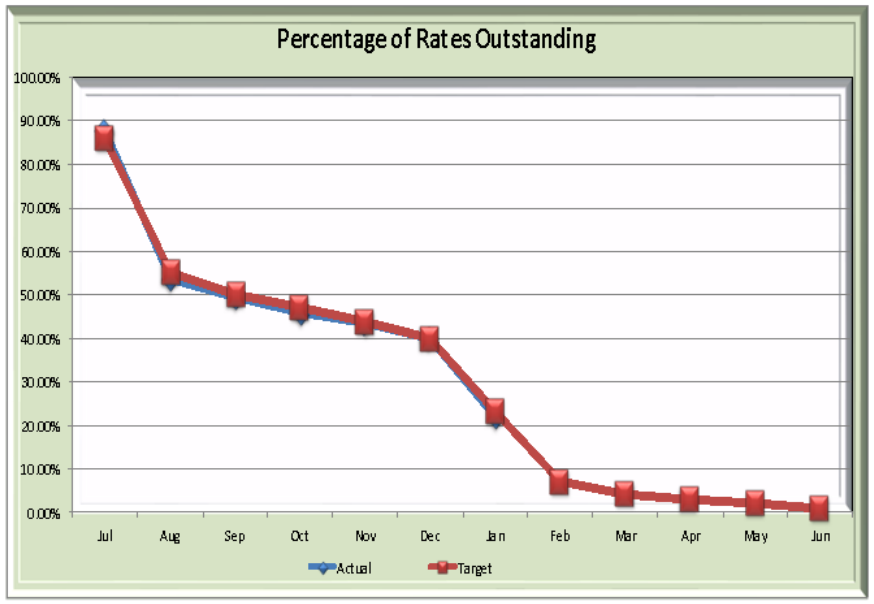
A comparison of the annual growth in the Assessed Annual Value (AAV) for Commercial, Residential and Overall Total.

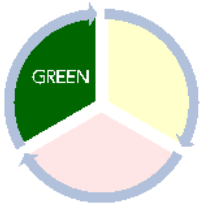
Responsible: Director Community Economic Development and Business

AAV growth 2016/17 on July 1st 2016 Base

- Commercial 0.15% (being 68% of the total AAV growth)
- Residential 0.22% (being 32% of the total AAV growth)
- Total AAV growth 0.20%

Target: 0.50% AAV growth compared to previous year





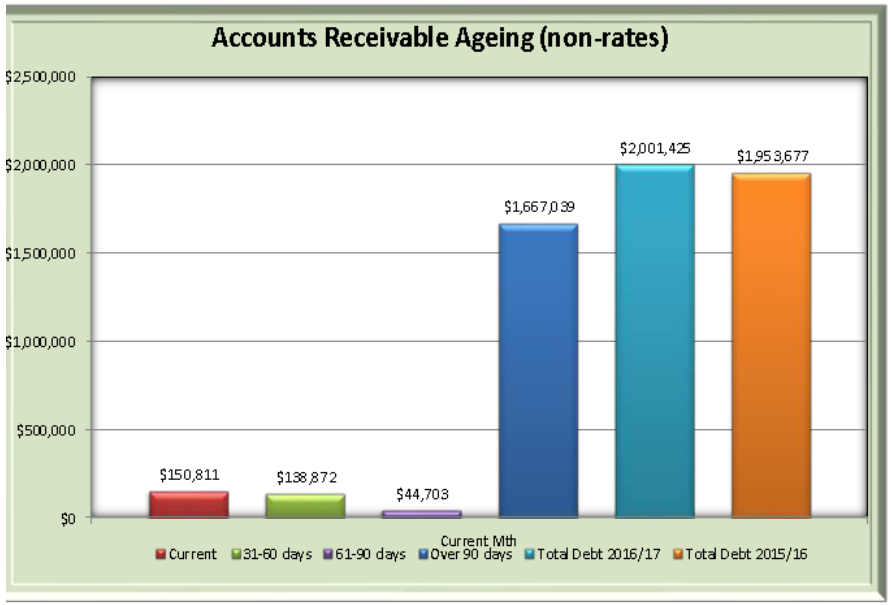
Percentage of Invoiced Rates Outstanding – Graph 23

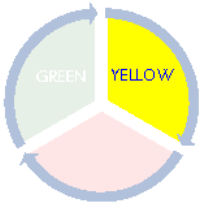
Shows the percentage amount of invoiced rates not paid.
Responsible: Director Community Economic Development and Business

- *Actual 31 January 2017: 21.86%*
- *Target 31 January 2017: 23.00%*
- *Variance: 1.14%*

	$'000
Total outstanding 31 January 2017 :	*$7,999*

Arrears as at	*this month*	*last month*	*Movement*
2016:	$153	$167	$14
2015:	$51	$55	$4
2014:	$7	$8	$1
2013:	$3	$3	$0
2012 +:	$0	$0	$0
TOTAL	$214	$233	$19





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

	$'000
Total 31 January 20176:	*$2,242*
% of AR 61 days & over: 77.8 %	

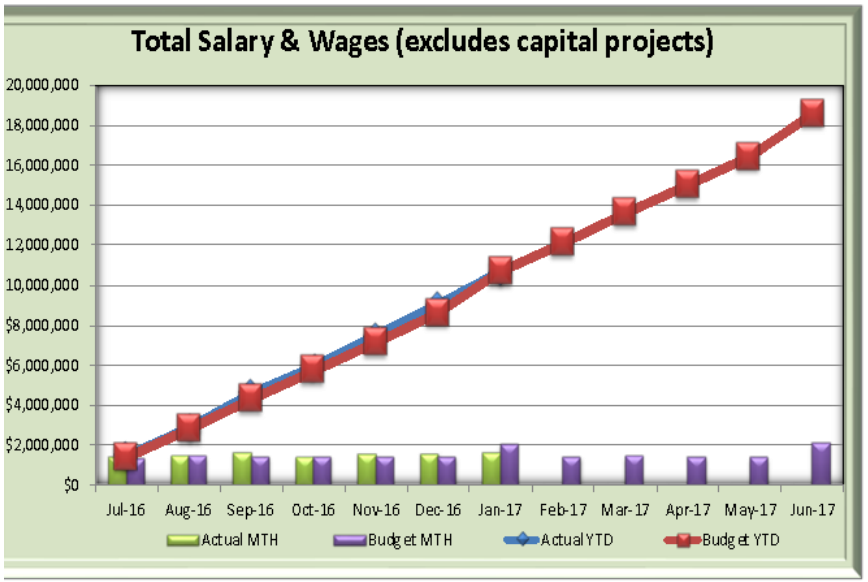
Target: <25% of AR 61 days and over (excluding property debts)

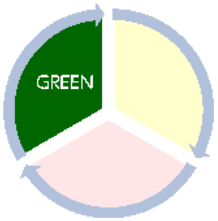
Comment:
Major component is $1.6M contractor debt relating to Derwent Park Re-use scheme in the process of being written off. Other debts are being managed in accord with policy.

Glenorchy City Council

People & Safety
Corporate Performance Indicators

January 2017



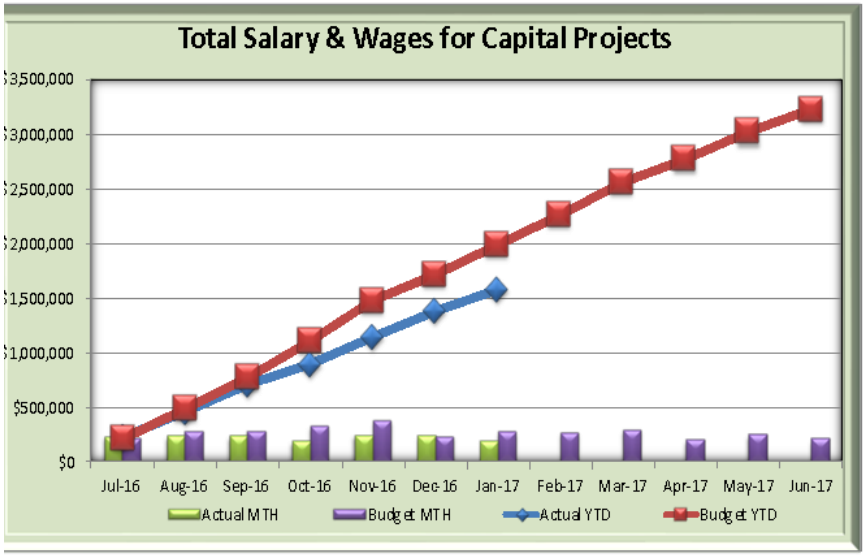


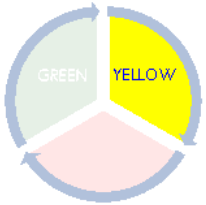
Salaries & Wages including on-costs – Operational (excludes capital projects) – Graph 25

Total operational salary costs compared to budget.

Responsible: Executive Leadership Team

		$'000
–	Actual YTD	$10,697
–	Budget YTD	$10,662
	Over Budget	$ 35





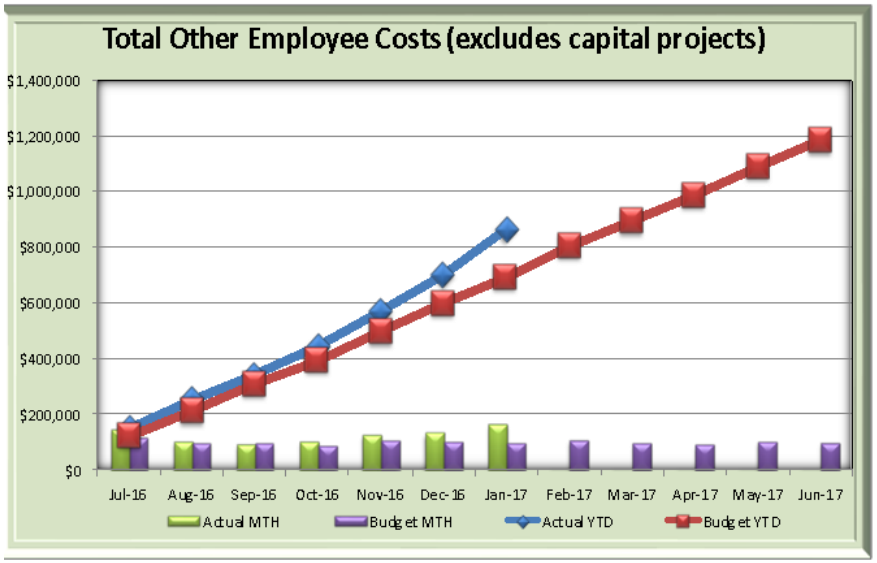
Salaries & Wages including on-costs – Capital Projects – Graph 26

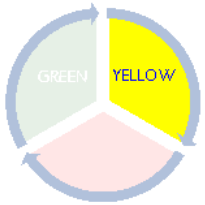
Total salary costs for capital projects compared to budget.

Responsible: Executive Leadership Team

		$'000
–	Actual YTD	$1,583
–	Budget YTD	$1,995
	Under Budget	$ 412

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



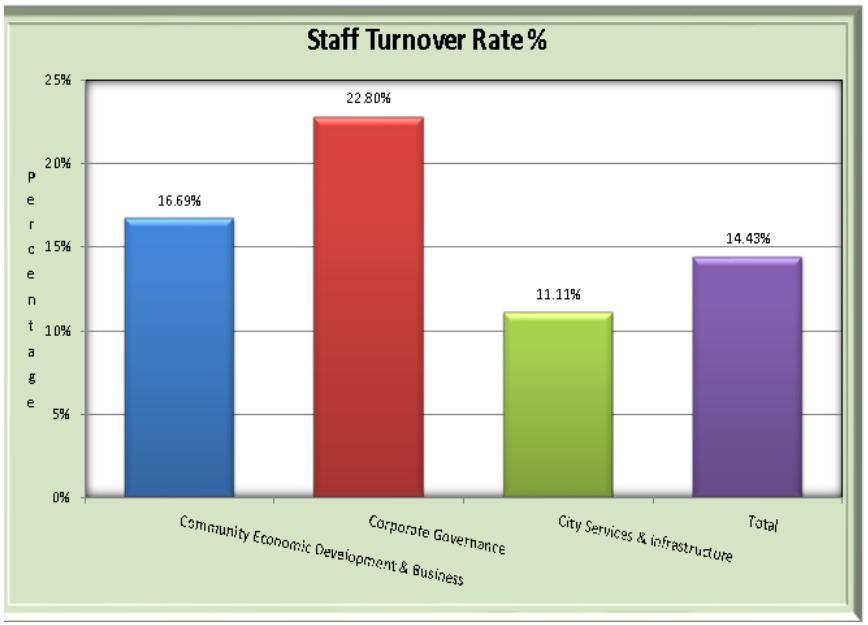


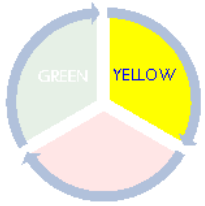
Other Employment Costs – Operational (excludes capital projects) – Graph 27

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

Responsible: Executive Leadership Team

		$'000
–	*Actual YTD*	$ 864
–	*Budget YTD*	$ 693
	Over Budget	$ 171





Permanent Staff Turnover Rate – Graph 28

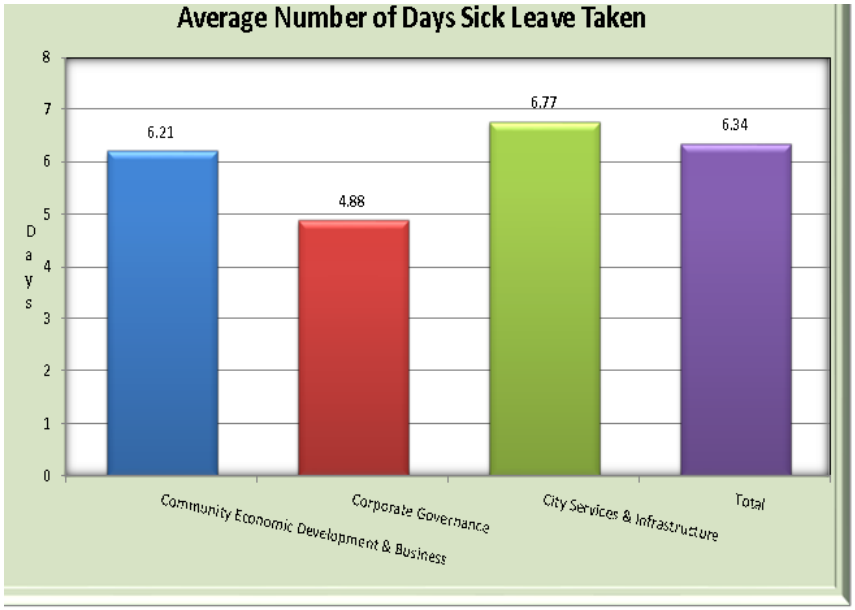
Total staff turnover is the total number of terminations over the last twelve months divided by the number of staff as at the last day of the month. This ratio represents the percentage of our total workforce who leave the council.

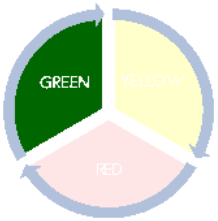
Responsible: Executive Leadership Team

Rolling 12 month av. turnover rate calculations used

	2016	2015
Rolling 12 month turnover rate	14.43%	10.79%

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





Average Number of Days Sick Leave Taken – Graph 29

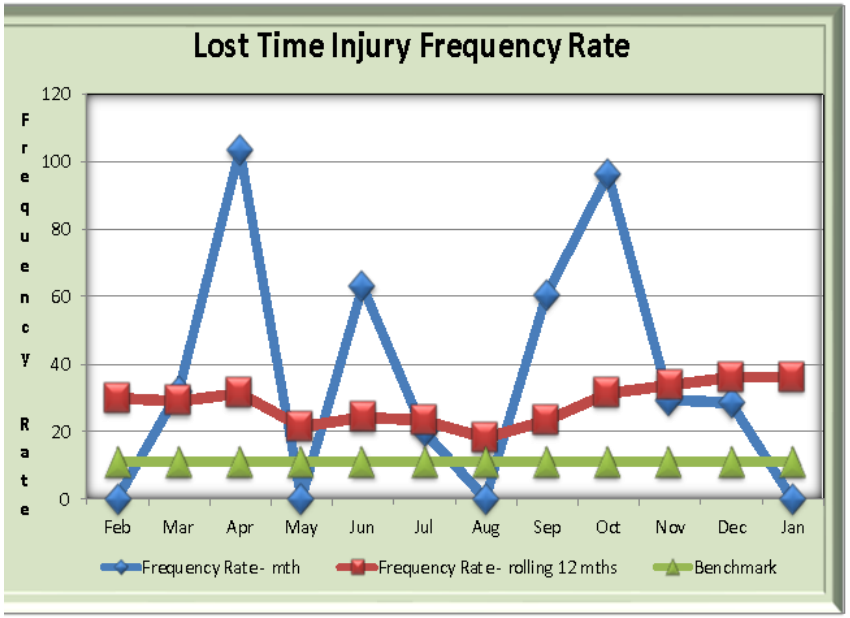
For each department: Total number of days sick taken divided by number of staff for previous 12 months. This ratio represents the number of sick days taken per person on average.

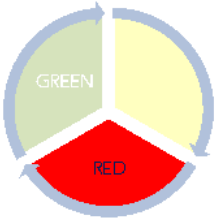
Responsible: Executive Leadership Team

- *Total average sick leave days taken last 12 months:*

Last 12 mths:	*6.34 Days*
Prev. 12 mths:	*7.99 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* 36.04
  - *Current month* 0.00

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

Capital Expenditure Summary ($'000)	31/01/2017
2016/17 Capital Budget Year to Date	*11,205*
2016/17 Capital Year to Date Expenditure	*9,427*
Total Over/(Under) Spend	*(1,778)*

Total Over/(Under) Spend Comments

Roads Capital - Under Budget $150

Primarily under budget due to:
11953 - Collinsvale Road $367 - design delayed due to review of Gabion Wall
12019 - Moreton Cres $344 - now commenced and expect that budget will be spent.
12122 - Howard Road $126 - design delayed
12119 - Neera Court $(110) - project completed ahead of budget schedule
12008 - Berriedale Roundabout $(568) - blackspot project now completed

Property Capital - Under Budget $975

Primarily under budget due to:
3961 - Glenorchy Skate Park $245 - project delayed due to ongoing community consultation.
3977 - Nth Chigwell Sports ground lighting $108 - project delayed
12173 - Montrose Bay Jetty $160 - awaiting consultants report
12170 - Sport&Rec match grant funding $140 - awaiting quotes
3031 - KGV project $(288) - cost overruns due to tenant fitout changes

Stormwater Capital - Under Budget $502

Primarily under budget due to:
300* - Derwent Park Reuse Scheme $147 - delays with gas co-generation commissioning. (now completed)
12015 - Barry Street $109 - project deferred until early 2017 due to design. Substituted with Highfield Street
11856 - Browning Road $105 - project design delayed (combined with road project)
11965 - Islet Rivulet $79 - late start to works (now underway)

Other Capital - Under Budget $150

Primarily under budget due to:
3433 - Tech1 reimplementation $69 - under spend due to change in task allocations
3650 - PC Replacements $92 - spending in early 2017 expected
MV's - various MV purchases - ($17)

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**	

Southern Tasmanian Councils Authority

Quarterly Report to Members

December 2016

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

This report covers the three month period ending 31 December 2016. This report with all previous quarterly reports is published on the Authorities website: www.stca.tas.gov.au

The Southern Tasmanian Councils Authority commenced on 1 July 2006

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Quarterly Report to Member Councils December 2016

REPORT SUMMARY

The Authority held Ordinary Board Meetings on 17 October and 12 December and a special meeting on 14 November. Matters considered at the 12 December meeting included:

1. Tasmanian Flood Recovery Taskforce Presentation

Commander Peter Edwards from the Tasmanian Flood Recovery Taskforce provided a presentation on *transition activities, proposals and arrangements*.

2. STCA Workshops - 31 October and 14 November 2016

The STCA Board members participated in two facilitated workshops to discuss the STCAs future direction.

The Board noted the actions arising from the workshops held on 31 October and 14 November.

3. Future STCA Meeting Reporting Arrangements

It was agreed that updates on key activities concerning STCA member councils (ie. planning, waste, common services) would be provided to future Board meetings.

4. Planning Reform Update

The Chief Executive Officer of the LGAT provided an update in relation to planning reform.

The Board noted the Planning Reform update.

5. Waste Strategy South Update

The Chief Executive Officer of the LGAT provided an update in relation to Waste Strategy South.

The Board noted the Waste Strategy South update.

6. Review of the Local Government Act Update

The Chief Executive Officer of the LGAT provided an update in relation to the review of the Local Government Act.

The Board noted the Review of the Local Government update.

7. Structural Reform of Local Government Update

The South East Councils Feasibility Study report has been released. The latest version of the report relating to Clarence /Glenorchy/Hobart/Kingborough is still with the Steering Committee for consideration.

The Board noted the update in relation to Structural Reform.

8. Governance and Audit Committee Update

The Board received a report from the Governance and Audit Committee following the meeting on 5 December 2016 and resolved to note the recommendations.

THE REPORT

1. STCA Workshops - 31 October and 14 November 2016

The STCA Board members participated in two workshops to discuss the STCA's future direction. The summary of the future model for the operation of the STCA and the roles and functions in the short to medium term are noted below. A full summary of the workshops including the discussion, future expectations and arrangements form attachment 1.

Emerging Model

An emerging model is already apparent and functioning across the region effectively displacing the formal organisational design.

The current design that has established itself through member actions are based on some simple design criteria / guiding principles:

- Collaborative 'communities of (self) interest' where members with 'in common' purpose come together to pursue mutually agreed, resourced and funded goals
- These communities of interest form around:
  - Sub-regions: two existing each with 4 members and the metro group re-forming
  - Specific purpose: waste (12); planning; common services (7); Copping: and Tourism
  - The communities of interest are geographically aligned with the State and Federal electoral boundaries as these boundaries enable engagement across the three levels of government
  - The communities of interest are managed on an agreed basis and 'leads' are nominated to champion the cause.
- Members may opt in, opt out and members self-fund
- Projects can be initiated by any member to form a new community of interest
- Geographically 'isolated' councils (such as Huon) may require specific support to obtain access to and support from the sub-groups.

Under the emerging model, the STCA is a "light' entity and the region is driven by the communities of interest.

Roles & Functions

The future functional requirements to be provided by the STCA are:

- A region-wide communication forum (both formal and informal) for Mayors and General Managers
- A "mail-box" for regional contact and redirection to member councils
- A mechanism for any regional activities impacting all members that may be required from time-to-time to be agreed as whole-of-region projects
- An administration / secretariat to co-ordinate and communicate across all member councils (a light touch approach).

2. PLANNING REFORM UPDATE

The Tasmanian Planning Commission (TPC) has completed the formal hearings on the Tasmanian Planning Scheme (TPS) and by the time of this meeting will have provided recommendations to the Minister for Planning. The Minister is highly likely to consult with the Planning Reform Taskforce and State Agencies prior to the "making" of the State Provisions, but beyond this he has not specified the process or timing once he receives the TPCs report.

Once the State Provisions are made then councils will need to commence the development of the Local Provision Schedules. In anticipation of this task the TPC has commenced, on a regional basis, discussions with councils on the updating of each of the Regional Land Use Strategies (RLUSs), as per the correspondence from the Minister (dated 30 September) tabled at the October meeting. This is expected to be a minor housekeeping review and deal with:

- Making any changes where the RLUSs are inconsistent with the State Planning Provisions; and
- Picking up any council strategic work, such as precinct plans, or minor 'housekeeping' issues that have been noted since the last update of the RLUSs.

The Executive Commissioner (Greg Alomes) of the TPC has met with a group of southern council general managers Ms and planners to introduce the idea of updating the Southern RLUS. Mr Alomes has recently indicated that he will be re-engaging with the southern councils planning group shortly to discuss how this will be achieved.

The next tranche of the reform package, being Tasmanian Planning Policies and the Major Project Approvals process, is likely to be released for targeted stakeholder consultation (not public) early in 2017, with formal and broader consultation to follow throughout 2017.

3. WASTE STRATEGY SOUTH UPDATE

At the May 2016 Premier's Local Government Council meeting, the State Government advised that they would not be introducing a waste levy. However, there remains a need to collaboratively consider key waste issues strategically from a whole-of-sector basis. There are several opportunities for improvements to waste management and resource recovery in Tasmania, however none of these are feasible without the additional funding that a levy or alternative funding source would provide.

In the absence of a commitment to a waste levy from the State Government, local government (at the Local Government Association of Tasmania (LGAT) July 2016 General Meeting) determined that it was important to commit to an appropriate mechanism to allow for strategic consideration of waste issues across both State and Local Government. The LGAT Waste Reference Group (WRG) was re-established to fulfil this purpose and to provide a statewide forum for discussing waste issues. The WRG consists of representatives from each of the three regional waste authorities and the LGAT Policy Director. The group met for the first time on Friday 11November. In summary, the meeting included:

- A discussion on the draft Terms of Reference for the LGAT WRG;
- A presentation from the Environmental Protection Agency (EPA) on their current thinking for the proposed process and content for updating the State Waste Strategy, noting the process is still not fully defined. They informed the group that a Waste Levy was currently off the table, but that it was not being ruled out in the future. The "no brainer" issues that the updated State Waste Strategy would address included:
  - CDS,
  - waste tyres,
  - the C-Cell and
  - organics.
- The issues also for consideration included (but were not limited to) asbestos, E-waste, plastics, litter, household hazardous waste, C&D waste, industrial and commercial waste and waste tracking;
- The draft Strategy was expected to be drafted by mid 2017, with a 3 – 5 year time horizon. It was likely to be project and action based in the first instance;
- It was determined that the LGAT WRG would prepare a "statewide waste strategy" from a local government perspective that pulls together the key issues and projects from each of the three regions;
- This document will be used as the sectors main background to inform engagement with the EPA.

Tenders have been called from a select group of consultants to undertake this work, with the successful consultant expected to be engaged prior to Christmas and to provide a draft report by the end of January. This work will be funded jointly by the three regional waste authorities.

Waste Strategy South met on 30th November and received a briefing from the LGAT Policy Director on the WRG and also confirmed it would contribute to the consultancy discussed above, to the value of $5,000.

4. REVIEW OF THE LOCAL GOVERNMENT ACT UPDATE

Consolidated feedback on proposed recommendations from the sector was fed through the Steering Committee including at their last meeting of 25 August. At that meeting the Steering Committee determined the final recommendations on amendments and other actions for a report to the Minister. This report has since been provided.

At the time of writing, the Minister was still considering the recommendations, with it likely that a report on the consultation outcomes and a communiqué regarding the Minister's decisions on the recommendations released before the end of the year.

It is expected any amendments to the Act will be drafted between November 2016 and March 2017, with the resultant Amendment Bill to be tabled in the autumn sitting of Parliament in May 2017.

Local Government and interested community members will again be consulted on the proposed changes to the Act when the draft Amendment Bill is advertised.

5. STRUCTURAL REFORM OF LOCAL GOVERNMENT UPDATE

At the time of writing, one of the feasibility studies examining voluntary amalgamation in the south of the State has been released, the South-Eastern Councils modelling (Clarence, Sorell, Tasman and Glamorgan Spring Bay Councils).

The other southern feasibility study for the Greater Hobart Councils (Hobart City, Clarence City, Glenorchy City and Kingborough Councils) has been completed in draft but there are concerns in relation to the report, particularly how benefits have been quantified.

The South-Eastern Councils modelling report looked at five options; a resource-sharing arrangement and four amalgamation models. The model which sees the four councils amalgamate into a single South-East council, with a population of 75,500 people, is anticipated to save $7.6 million a year with around 75 per cent of this in employee costs.

The total one-off cost estimated to complete the merger for that option was $6.3 million.

The other options considered had the following savings:

- Clarence, Sorell and Tasman $6.3 million,
- Glamorgan Spring Bay, Sorell and Tasman $2.5 million.
- Sorell and Tasman $1.2 million.

The fifth option, retaining the status quo but increasing shared services, would save $920,000.

Two Memoranda of Understanding to undertake feasibility studies into strategic shared services have been signed with the member councils of the Cradle Coast Authority; and all northern councils.

These studies will identify opportunities for councils to work more collaboratively through enhanced shared services or strategic resource sharing arrangements for the delivery of Local Government services in the North West and Northern regions.

Recently the UTS research on the Kentish/Latrobe resource sharing arrangement was publicly released having found that conservatively over $900,000 of savings have been delivered over a two year period.

6. GOVERNANCE AND AUDIT COMMITTEE UPDATE

The Board received a report from the Governance and Audit Committee, items discussed included the financial statements and the outcomes of the workshops related to the future direction of the STCA.

In relation to the workshops held to consider the future direction of the STCA the Committee recommendations included:

1. Commend the workshop action arising notes to the STCA Board for consideration at the 12 December 2016 meeting.
2. Give consideration to a public position on the changed arrangements for the STCA.
3. Give consideration to whether a report is required on regional transport issues.

In relation to the financials presented to the meeting it was noted that:

- All subscriptions have been paid for the financial year ($336 114.12). The subscription includes the STCA fees and Waste fees
- Group expenses are itemised as part of individual expenses ($147 500)
- Actual expenditure to date is $48 859
- The budget year to date is $76 879.17 creating a positive variance of $28 020.17
- For the 2015/16 year, the STCA achieved a $33 535 surplus.
- The Committee were advised that all obligations in relation to the former CEO have been met.

A summary of financial performance as at 31 October 2016 follows.

	Actual	Budget Year to Date	Variance	Budget Total Year
Revenue				
Council subscriptions	335,834.00	336,114.12	280.12	336,114.12
Stationery rebate		-		6,500.00
Interest on Funds		-		6,000.00
	335,834.00	**336,114.12**	**280.12**	**348,614.12**
Expenses				
Group Expenses (see itemised below)			147,500.00	
Wages	32,310.00	43,666.67	11,356.67	104,800.00
Labour On-Costs	6,060.00	9,229.17	3,169.17	22,150.00
Motor Vehicle expenses	3,064.00	4,666.67	1,602.67	11,200.00
Office rent	2,666.00	1,975.00	691.00	4,740.00
Telephone	285.00	300.00	15.00	720.00
Insurance	903.00	958.33	55.33	2,300.00
Conferences/Events	727.00	375.00	352.00	900.00
FBT		1,416.67	1,416.67	3,400.00
Website	1,764.00	2,000.00	236.00	4,800.00
Licences - ICT	202.00		202.00	
Audit fees		2,250.00	2,250.00	5,400.00
Administrative expenses	774.00	7,500.00	6,726.00	18,000.00
Meeting expenses		583.33	583.33	1,400.00
Legal expenses		833.33	833.33	2,000.00
Stationery	104.00	291.67	187.67	700.00
Printing		416.67	416.67	1,000.00
Miscellaneous		416.67	416.67	1,000.00
	48,859.00$	**76,879.17**	**28,020.17**	**332,010.00**
Individual Southern Waste Management Strategy Group				
School Education Program		20,833.33	20,833.33	50,000.00
Communications/Promotion		10,416.67	10,416.67	25,000.00
Garage Sale Trail		6,250.00	6,250.00	15,000.00
Grants/Sponsorship		4,166.67	4,166.67	10,000.00
Administration costs		4,166.67	4,166.67	10,000.00
Projects			-	
Agriculture Hazardous Waste Collection		3,125.00	3,125.00	7,500.00
Household Gazardous Waste Collection		3,125.00	3,125.00	7,500.00
Development of Regional Waste Group Action Plan		1,041.67	1,041.67	2,500.00
Recycling bin contamination stickers		2,083.33	2,083.33	5,000.00
Study/Report into solution for major regional waste issue		6,250.00	6,250.00	15,000.00
	-	61,458.33	61,458.33	147,500.00
	286,975.00	**259,234.95**	**27,740.05**	**16,604.12**

The 2015/16 Financial Statements provide:

SOUTHERN TASMANIAN COUNCILS AUTHORITY
STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2016

	Notes	2015/16 $	2014/15 $
Revenues			
Council Contributions	9	196,114	186,114
Interest		8,559	6,892
Grants	8	-	21,480
Commission		7,286	5,916
		211,959	220,402
Expenses			
Accounting and HR Services		(15,751)	(15,549)
Audit Fees - Review of the financial report		(4,820)	(4,720)
Confrences & Seminars		(600)	-
Consultancy - Other		-	(35,954)
Depreciation	6	(1,369)	-
Employee costs		(119,313)	(123,044)
External Labour		(2,245)	(11,305)
Fringe Benefits Tax		(5,389)	(5,010)
Insurance		(396)	(799)
Meeting expenses		(2,681)	(2,208)
Miscellaneous		-	(195)
Office Rent		(5,722)	(5,280)
Printing and Stationery		(375)	(2,025)
Sub-contractor Charges		-	(150)
Subscriptions		(35)	-
Telephone		(1,137)	(1,122)
Training		(745)	(3,945)
Travel		-	(3,894)
Vehicle Expenses		(14,041)	(15,244)
Website Maintenance		(3,805)	(5,897)
		(178,424)	(236,341)
Surplus/(Deficit) for year		**33,535**	**(15,939)**
Other Comprehensive Income		-	-
Comprehensive Result		**33,535**	**(15,939)**

This statement should be read in conjunction with the accompanying notes.

SOUTHERN TASMANIAN COUNCILS AUTHORITY
STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2016

	Notes	2015/16 $	2014/15 $
Assets			
Current			
Cash	4	241,905	220,409
Receivables	5	10,012	8,755
		251,917	229,164
Non-Current			
Plant and Equipment :-	6	3,112	0
Total Assets		**255,029**	229,164
Liabilities			
Current			
Payables		(2,291)	(6,203)
Employee Benefits		(14,203)	(17,961)
Total Liabilities		**(16,494)**	(24,164)
Net Assets		**238,535**	205,000
Equity			
Accumulated surplus		238,535	205,000
Total Equity		**238,535**	205,000

This statement should be read in conjunction with the accompanying notes.

SOUTHERN TASMANIAN COUNCILS AUTHORITY
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2016

	2015/16 $	2014/15 $
Accumulated Surplus	205,000	220,939
Comprehensive Result	33,535	(15,939)
Closing Equity	**238,535**	**205,000**

This statement should be read in conjunction with the accompanying notes.

SOUTHERN TASMANIAN COUNCILS AUTHORITY

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 2016

	2015/16 $	2014/15 $
Cash Inflows from Operating Activities		
Council Contributions	215,725	200,973
Interest	8,559	6,892
Grants	-	23,628
Commission	6,508	13,468
GST receipts	4,085	(6,507)
Other	-	11,929
	234,877	250,383
Cash Outflows from Operating Activities		
Accounting and HR Services	(17,326)	(17,104)
Audit Fees	(5,302)	(5,192)
Confrences & Seminars	(660)	-
Consultancy - Other	-	(39,549)
Insurance	(432)	(876)
Meeting Expenses	(2,949)	(2,429)
Miscellaneous	1	3,817
Office Rent	(6,657)	(5,445)
Printing and Stationery	(412)	(2,228)
Employee Costs	(123,186)	(115,785)
External labour	(6,485)	(12,435)
Fringe Benefits Tax	(5,389)	(5,010)
GST payments	(18,726)	(18,267)
Payroll Tax	-	(653)
Sub-contractor Charges	-	(165)
Subscriptions	(38)	
Telephone	(1,251)	(1,234)
Training	(770)	(4,033)
Travel	-	(4,073)
Vehicle Expenses	(15,011)	(16,606)
Website Development	(4,306)	(5,497)
	(208,899)	(252,764)
Net Cash (Used in) Operating Activities	25,978	(2,381)
Cash Outflows from Investing Activities		
Plant and Equipment	(4,482)	-
	(4,482)	-
Net Cash (Used in) Investing Activities	(4,482)	-
Net Increase (Decrease) in cash held	21,496	(2,381)
Cash Held at the Beginning of the Year	220,409	222,790
Cash held at the End of the Year	**241,905**	**220,409**

This statement should be read in conjunction with the accompanying notes.

Attachment 1

Southern Tasmanian Councils Authority

STCA 'FUTURE DIRECTIONS' WORKSHOPS
ACTIONS ARISING

Dates **Monday 31st October 2016 &**
Monday 14th November 2016

Attendance

Lord Mayor & Mayors

General Managers

Facilitator - Greg Hudson

Purpose

Following the resignation of the CEO, the purpose of the workshop is to consider:

- Current context for a decision about the STCA
- Key issues facing the STCA
- The future direction of the STCA.

Outcomes

The key outcomes from the workshop will be resolution of the short and mid term role and activities of the STCA.

Actions Arising

Current Context

Key points discussed:

1. Relevance: the relevance of STCA since its inception has declined
2. Value for money: the benefit for members is now low or non-existent
3. "Lowest Common Denominator": it has devolved to a default position of no conflict and only able to act in concert
4. Projects: It has delivered some projects over time of varying value
5. Funding: it has under-performed in attracting State and Federal funding
6. Infrastructure priorities: it has been unable to establish across members a region-wide set of priorities for infrastructure or economic development.

Objectives

When STCA was established, the key objectives were:

- Attract Federal regional funding (agreed score: 2/10)
- Act as a co-ordinating regional body (NA)
- Project a regional "voice" (agreed score: 2/10)
- Establish regional infrastructure priorities (agreed score: 3-4/10).

STCA's performance over the past 10 years delivering against its objectives at just 27% is considered unacceptable.

The Emerging Model

An emerging model is already apparent and functioning across the region effectively displacing the formal organisational design.

The current design that has established itself through member actions are based on some simple design criteria / guiding principles:

- Collaborative 'communities of (self) interest' where members with 'in common' purpose come together to pursue mutually agreed, resourced and funded goals

- These communities of interest form around:
    - Sub-regions: two existing each with 4 members and the metro group re-forming
    - Specific purpose: waste (12); planning; common services (7); Copping: and Tourism
    - The Communities of interest are geographically aligned with the State and Federal electoral boundaries as these boundaries enable engagement across the three levels of government
    - The communities of interest are managed on an agreed basis and 'leads' are nominated to champion the cause.
- Members may opt in, opt out and members self-fund
- Projects can be initiated by any member to form a new community of interest
- Geographically 'isolated' councils (such as Huon) may require specific support to obtain access to and support from the sub-groups.

Under the emerging model, the STCA is a "light' entity and the region is driven by the communities of interest.

Future Expectations & Arrangements

Budget

In light of the current context and performance, the current model is not considered to justify continuation or funding at previous levels.

Whilst specific discussion occurred about reducing the annual budget to $10k up to $50k, there was no fixed determined.

The agreed position is:

- For the remainder of the 2016-17 Financial Year, the monies allocated to STCA will continue to be managed by HCC on behalf of STCA
- Monies for administration and 'secretariat' functions will be arranged and provided by HCC from 1st January 2017 (when the existing interim arrangement with LGAT terminates on 31st December 2016). Monies will be spent on an 'as needs' basis, approved by the GM HCC and reported to the STCA to provide the necessary level of support. HCC will recommend future administration / secretariat funding levels and possible arrangements at the February 2017 STCA meeting
- Monies for STCA Projects (whole of region involving all councils) would be approved by the STCA and funds allocated from existing STCA funds

- Funding for the 2017-18 budget year will be the subject of further decision at the February STCA meeting.

Roles & Functions

The future functional requirements to be provided by the STCA are:

- A region-wide communication forum (both formal and informal) for Mayors and General Managers
- A "mail-box" for regional contact and redirection to member councils
- A mechanism for any regional activities impacting all members that may be required from time-to-time to be agreed as whole-of-region projects
- An administration / secretariat to co-ordinate and communicate across all member councils (a light touch approach)

Regional Projects

- Each whole-of-region project is to be agreed / approved and funded from the STCA Levy – if it is not agreed, then the proposed project devolves to the sub-groups to be considered
- A project proposal supported by a project plan (including timing, resources, funding, related activities and outcomes) is to be submitted to the proponent council
- A standard project proposal template is to be developed
- Possible whole-of-region projects may include
    - State Election
    - Regional priorities
    - Infrastructure
    - Amalgamations
    - Climate change
    - Public transport

Reporting by Sub-Groups at STCA Meetings

- Geographic
    - SERDA
    - South-Central
    - Metropolitan Hobart (forming)
- Sub-groups
    - Waste

- Planning
- Common services
- Copping
- Tourism

Governance

- A Standing Agenda to comprise
  - Update from sub-region groups
  - "Round table" for the exchange of emerging issues and ideas – and prioritisation
  - Topics seeking new sub-region support / funding
  - Media positions and statements
- Frequency of meetings to be quarterly at least 3 – 4 weeks prior to the LGAT meetings
- Composition to comprise
  - Mayors and the respective GMs
  - Chair to determine structure of meeting, invited guests and agenda contents

Legal Review

- GM HCC to arrange a review of the current STCA Constitution to determine if the proposed changes to the operation of the STCA can be accommodated within the current Constitution and if not, what would be the minimum level of changes.

Actions Arising

Members are to consider the workshop outputs.

Next Meeting

February 2017

Outstanding Actions List - Open Council Meeting

Council eeting 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 draft Parking Strategy and Community Engagement Strategy are targeted for April 2017, with the Strategy targeted to go to Council in June /July 2017 for endorsement.	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.	31-May-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	At the DEC Manager's presentation to the Council workshop on 15 August 2016, it was advised that feedback had been obtained from potential naming rights sponsors to the effect that there is currently insufficient guaranteed content to attract sponsorship funding. The quoted cost of valuing potential naming rights for the DEC was $16,000. It is therefore not recommended that Council undertakes a sponsorship EOI process around the DEC at the present time. Council is seeking to increase momentum for televised events at the DEC and consequent increase in brand value through investment in new show-court infrastructure and relationship building with netball and basketball codes. The new showcourt has arrived and will be installed for the initial Hobart Chargers Game on 25 March 2017.	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	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.	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	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.	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	A review of Council's community engagement strategy is underway, with a view to developing a new Community Engagement Manual and supporting documentation. Council's new Co-ordinator, Community Planning is overseeing this action. A project plan has been prepared and a steering committee for the project has been formed. The draft Policy, Protocol and Toolkit documents are currently out for internal consultation closing on 24 March 2017. A briefing for management and the Commissioner is planned for late March 2017and report will be presented to Council in April or May 2017.	30-Jun-17

Council eeting Date	Clause Number	Subject/Issue	Council Adopted Action	Department Responsible	Comments/Update	Estimated Completion Date
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	The Director of Local Government has granted a final extension of the grant until 30 June 2017. Philp Lighton has confirmed to officers that the playground proposal would not conflict with their Accommodation Strategy recommendations to Council. Quotes were sought from three consultants, and a final quote was received in late January 2017 based on that process. Engagement of a consultant will take place following further analysis of the quotes and Council's reuqirements.	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 are researching potential forum options and partnerships. One potential forum format has been identified and is being actively explored by officers. Council officers are awaiting confirmation from UTAS regarding possible dates and presenters. The tentative date for the forum has been agreed as 11th May. Details of the venue and relevant information are now being prepared for distribution.	30-Jun-17
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 resourc 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 Aldermens' 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.	Corporate Governance / 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.	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	Community engagement for the new skate park has commenced. Preliminary activities undertaken included presentations made to special committees and other stakeholders, and an information display in the foyer of Council chambers. Approximately 320 letters containing information have been sent out to stakeholders, and discussions held with anyone who chose to respond. (all responses so far have been positive). Community consultation was completed in December 2016. A report will be presented to Council at its meeting in March 2017 seeking Council's endorsement to commence the implementation of the project.	20-Mar-17
15/03/2016	9	Intercity 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 intercity 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 signage installed. A contractor has been engaged to remove the gate and this work is estimated to be completed by the end of this month.	31-Mar-17

Council eeting Date	Clause Number	Subject/Issue	Council Adopted Action	Department Responsible	Comments/Update	Estimated Completion Date
13/04/2016	10	Smoking Ban Along the Intercity 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 Intercity 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 support for the initiative is rueqired to be approved by their Council. It is understood that a report will be presented to HCC at it's April 2017 meeting (the report has been delayed by several months).	TBA (subject to HCC resolution)
9/05/2016	11	Proposed Environmental Amenity By-law	That Council: DECLARES its intention to make the Environmental Amenity 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 Amenity 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 DPIPWE). 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 April 2017 Council meeting seeking Council's final endorsement of the new By-law.	19-Apr-17
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	General Manager	A report outlining Council's responsibilities and obligations as a result of joining the coalition was presented to Council at the 21 November 2016 Council Meeting. A submission was forwarded to the Joint Select Committee for Future Gaming Markets on 8 December 2016. 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. A date for the Select Committee's report is not presently known.	To be advised
4/07/2016	11	Acquisition and Disposal of Land - Bosco Drive AND Dalmacia Place	That Council: APPROVE Council Officers negotiations and settlement of the purchase of private land at 2/1 Dalmacia Place for the purpose of allowing Council to formalise and maintain a public walkway through Dalmacia 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 Councils 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
4/07/2016	19.1	Notice of Motion - Alderman M. Stevenson	That Council: REFER the budget development process to the Audit Panel for their review and request that a report on their findings be presented to Council for consideration	Corporate Governance	This request was considered by the Audit Panel at its meeting on 19 July 2016 at which it was noted that the matter would form part of the internal audit plan for the 2017 financial year. The Audit Panel's Annual Work Plan was considered at its meeting on 21 September 2016. The review of the annual budget process was part of that plan and is targeted for action in April/May 2017.	31-May-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 underway to implement this process in the first quarter of 2017, with a 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

Council eeting Date	Clause Number	Subject/Issue	Council Adopted Action	Department Responsible	Comments/Update	Estimated Completion Date
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	Officers have prepared EOI documentation. The documentation will be released once the official launch of the Multicultural Community Spaces Plan has occurred and the State government has confirmed funding in writing. The launch of the GCC Multicultural Spaces Plan and State Government response occurred in December 2016. The State government has committed 4 years of funding to develop a section of the plan based around the Hopkins St centre.	30-Jun-17
24/10/2016	10	Community Precinct Program Transition	That Council establishes a book drop-off point at Council Chambers for people to donate books to the Claremont Community Library.	Community, Economic Development and Business Development	A designated drop-off point in Council's Customer Service area was established on 10 March 2017.	Complete
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 Aldermens' 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 19 April 2017 Council meeting	19-Apr-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 its meeting on 19 April 2017.	19-Apr-17
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 targeted to be presented to Council in April/May 2017.	15-May-17
23/01/2017	11	Question taken on notice - Alderman Stevenson	Management to provide a report to Council identifying the deficiencies in items that are include 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.	Community, Economic Development and Business Development	This item has been referred to Council's Community and Customer Service section for further action. A report will be presented to Council at a future meeting once a working party has been established and has had the opportunity to meet. This will occur in the coming months.	30-Apr-17
23/01/2017	14.14	Question on Notice - Alderman Johnston	That Council will prepare a draft 'Sponsorship Policy', which will include: • a threshold limit as to what sponsorship arrangements need to be reported to Council for determination (e.g., City of Devonport is $10,000 and above) • the nature of sponsorship arrangements that are suitable to Council, and • guiding principles for prospective sponsorship applicants.	Governance	A draft policy has been prepared and circulated to management for comment. The policy is targeted to be presented to Council at its meeting in March 2017.	20-Mar-17