

**GLENORCHY CITY COUNCIL
ATTACHMENTS
MONDAY, 23 JANUARY 2017**



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Appendix A

PROJECT BRIEF - INFILL DEVELOPMENT PILOT PROJECT

Project background

The Department of State Growth in conjunction with Southern Councils commissioned the *Infill Development within Greater Hobart Report* to better understand the drivers and policy settings that influence infill development and how both levels of government can intervene to encourage higher levels of infill development.

This was done with a view to being able to encourage more people to live closer to employment, education, activity centres and key transport corridors.

The Report recommended the following actions:

1. designate priority area for renewal: Designate the corridor from Hobart CBD to Glenorchy as a priority area for infill development
2. undertake a comprehensive strategic planning process: The development of structure plans for priority infill areas can assist in a smoother development approval process
3. apply supply-side interventions: stimulating infill development by lowering some of the barriers such as improving development feasibility, creating efficient planning approvals
4. apply demand-side interventions: to stimulate the demand for infill development such as improving public transport, creating attractive and highly liveable communities and creating housing diversity
5. apply governance structure most likely to achieve desired outcomes: A governance model is required to facilitate infill development by implementing the recommendations above and providing a combination of leadership, facilitation and implementation.

It is proposed to progress the first two actions of the Report through identifying priority sites for infill development within the municipalities of City of Hobart and Glenorchy City Council and to undertake a strategic planning process around the development of these sites for infill development. The infill pilot project is funded jointly through the Department of State Growth, City of Hobart and Glenorchy City Councils.

Project objective

To increase density (residential and employment) in close proximity to major public transport corridors and activity centres.

Project benefits

- improve people's access to employment, education and training, by increasing residential density and housing diversity in close proximity to activity centres.
- maximise government's investment in existing services and infrastructure such as roads, public transport, schools, water, sewerage and energy networks.
- agglomeration benefits by creating an economy of scale and increasing the city's productivity and attractiveness as a place to invest.

Project outputs

Outputs of the project would be:

1. designating priority sites for infill development.
 - significant background analysis has been already undertaken on identifying sites within 800 metres of the Main Road Transit Corridor which could be suitable for infill development.
 - this work provides an important foundation for more detailed site investigations to identify where higher levels of infill are likely to occur (i.e. driven by market demand, and encouraged and facilitated by government intervention).
2. undertake a comprehensive strategic planning process.
 - develop a structure/development plans to ensure development certainty and smooth planning approval processes.
 - specialised market advice would also be required to identify what development and procurement options would be most effective in ensuring the site is developed for infill.
 - options should look at whether government develops the site in partnership with the private sector or disposes of the site under agreement for development of a specific use.

Consultancy scope

Stage One: Site identification for pilot projects

Identify strategic sites for infill development including residential and/or mixed use in the Study Area:

- review sites identified in the Main Road Transit Corridor work.
- hold site identification workshop with staff from City of Hobart, Glenorchy City Council and Department of State Growth.

Develop criteria to prioritise sites for investigation. These criteria could be based on:

- site area: ability to create clusters of sites or amalgamate sites.
- proximity to activity centres and public transport (Main Road).
- site ownership eg Tasmanian Government, Council.
- site characteristics: aspect, slope, current use of site (vacant, brownfield/greyfield), contamination and heritage issues.
- neighbourhood amenity, eg streetscape, adjoining uses.
- redevelopment potential: vacant land, age and condition of building stock, ability to have mixed use.
- market potential: assessment of whether the sites are likely to be attractive to the end market.

Assess sites and prioritise:

- select priority sites within the study area for the pilot projects, based on criteria above and hold workshop with City of Hobart, Glenorchy City Council and State Growth to verify priority sites
- must include a maximum of six priority sites, (three each within City of Hobart and Glenorchy City Council municipal areas) selected for further investigation as part of Stage Two.

Output Stage One: identification of priority sites to be investigated in Stage Two.

Stage Two: undertake a comprehensive strategic planning process

Develop high level structure plans¹ for priority sites to ensure development certainty:

- the structure plans needs to take into account site context, site characteristics including land capability, site opportunities and infrastructure.
- the structure plans need to detail desired future use and outline appropriate levels of development form, eg density, height, location of development.

Critique and, if necessary, recommend refinements to existing and future planning controls (eg Interim Planning Schemes), in respect of infill residential development within the priority sites.

Provide specialised market advice to identify what development and procurement options would be most effective in ensuring the priority sites are developed for infill:

- provide market advice on the feasibility of developing the priority sites for infill, eg market demand based on location and type of use (residential/mixed use, dwelling type and likely price points).
- provide advice on options for the process of developing the sites. Options should look at models depending on whether the sites are publically or privately owned. These options may include:
 - the Tasmanian/local Government developing the site in part of in full.
 - disposes the site under agreement for a specific use.
 - works with the private owner to develop the site through an agreement eg provision of part of the site for affordable housing
 - facilitates landowner discussions to amalgamate sites.

Output Stage Two: Development of Structure Plans for priority sites and report outlining

- identification of changes to planning controls.
- advice on feasibility of developing sites, including market advice on the type of development
- development options.

¹The level of detail in individual structure plans is negotiable, having regard to the area and characteristics of the sites selected and budgetary constraints.

Study area:

The study area includes:

- City of Hobart municipal area: sites within approximately 800 m of the Main Road Transit Corridor (Hobart CBD to Creek Road, via Elizabeth Street and New Town Road).
- Glenorchy City Council: sites in close proximity to Glenorchy activity centre as a priority (see background for map), or sites around Moonah within 800 m of the Main Road Transit Corridor. Sites within Glenorchy should focus on:
 - brownfield sites through site amalgamation: proposed Inner Residential zone.
 - brownfield strategic sites: other non-business zones.
 - mixed use/residential above retail: business zone.

Timeframes

The consultant is required to commence work in June 2015.

Stage One is required to be completed by 30 September 2015.

Stage Two is required to be completed by 31 December 2015.

Project management

- The project will be managed by a steering committee comprised of:
 - David Laskey (State Growth - Chair);
 - James McIlhenny (Hobart City Council – Project Manager);
 - Sarah Poortenar (State Growth);
 - Sandra Hogue (Tasmanian Planning Commission);
 - Tony McMullen (Glenorchy City Council); and
 - Michael Kerschbaum (Master Builders Association).
- the consultants will need to appoint a Project Manager who will be the main contact point for the project and be responsible for organising project team meetings with the clients;
- the consultant is to provide a monthly report to the City of Hobart (client project managers);
- project team meetings:
 - an initiation meeting will be held with the steering committee to discuss the brief and provide clarification on any issues prior to the project commencing;
 - project team meetings will be held during key milestones within both Stage One and Two of the project.

Previous studies

A range of previous studies relevant to the current project have been undertaken by the Department of State Growth and by the Councils.

Developable Sites Analysis – Main Road, 2013

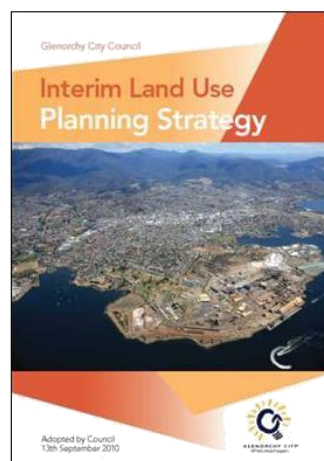
- Identified sites within 800m of Main Road between Hobart CBD and Glenorchy which could be suitable for infill development.
- http://www.stategrowth.tas.gov.au/__data/assets/pdf_file/0011/89156/Appendix_D_Developable_sites_analysis_report.pdf
- http://www.stategrowth.tas.gov.au/__data/assets/pdf_file/0009/89154/Appendix_D_Attachment_A_developable_sites_report.pdf
- The Department of State Growth has more detailed data underpinning the report.

Infill Development Report, 2014

- Identified drivers and policy settings that influence infill development and how both State and local Government could intervene to encourage higher levels of infill development.
- The report recommended as a starting point the following actions:
 - Designate priority area for renewal: Designate the corridor from Hobart CBD to Glenorchy as a priority area for infill development.
 - Undertake a comprehensive strategic planning process: The development of structure plans for priority infill areas can assist in a smoother development approval process.
- <http://www.stategrowth.tas.gov.au/passenger/framework/infill-development>

Glenorchy City Council Reports:

Interim Land Use Planning Strategy (2010)

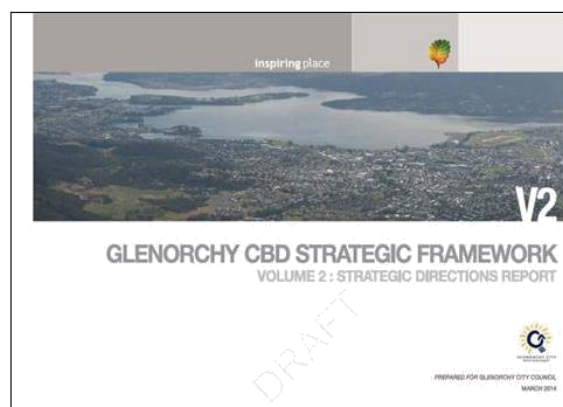


In broad summary, the Interim Land Use Planning Strategy seeks to achieve the following:

- Promote affordable / energy efficient housing for our ageing population;
- Encourage more people to live closer to services;
- Continue to protect important community infrastructure e.g. water supply, electricity, sewerage and roads;

- Improve planning for new areas, whilst optimising use of existing services;
- Plan for greater choice in transport options, including public transport, walking and cycling as well as cars;
- Protect the City's skyline and threatened species;
- Plan for hazards like sea level rise, bushfire, flooding and landslip;
- Look after the City's heritage places;
- Recognise Glenorchy's place as the centre of industry in the region; and;
- Encourage more vibrant and accessible commercial areas with more housing and improved design.

Glenorchy CBD Strategic Framework



Inspiring Place and Leigh Woolley, Urban Designer, were commissioned by Council in 2013 to prepare a strategic framework for the Glenorchy CBD. This was a result of impending streetscape capital works, significant changes in the Glenorchy activity centre and its context and existing Council land use strategies to improve the urban design in the City's activity centres.

Status of the Framework

The Framework has draft status at the time of writing.

- The CBD Strategic Framework was the subject of a Council workshop on 11 February 2014.
- A report will be going to Council in the near future to advance the continuation of the Project.
- A Glenorchy Activity Centre Urban Design Specific Area Plan has been included in the Glenorchy Draft Interim Planning Scheme 2014.
- While this Specific Area Plan anticipates the ultimate endorsement of the CBD Strategic Framework, it is also founded on strategies in the Interim Land Use Planning Strategy which prioritise improved urban design outcomes in the City's activity centres.

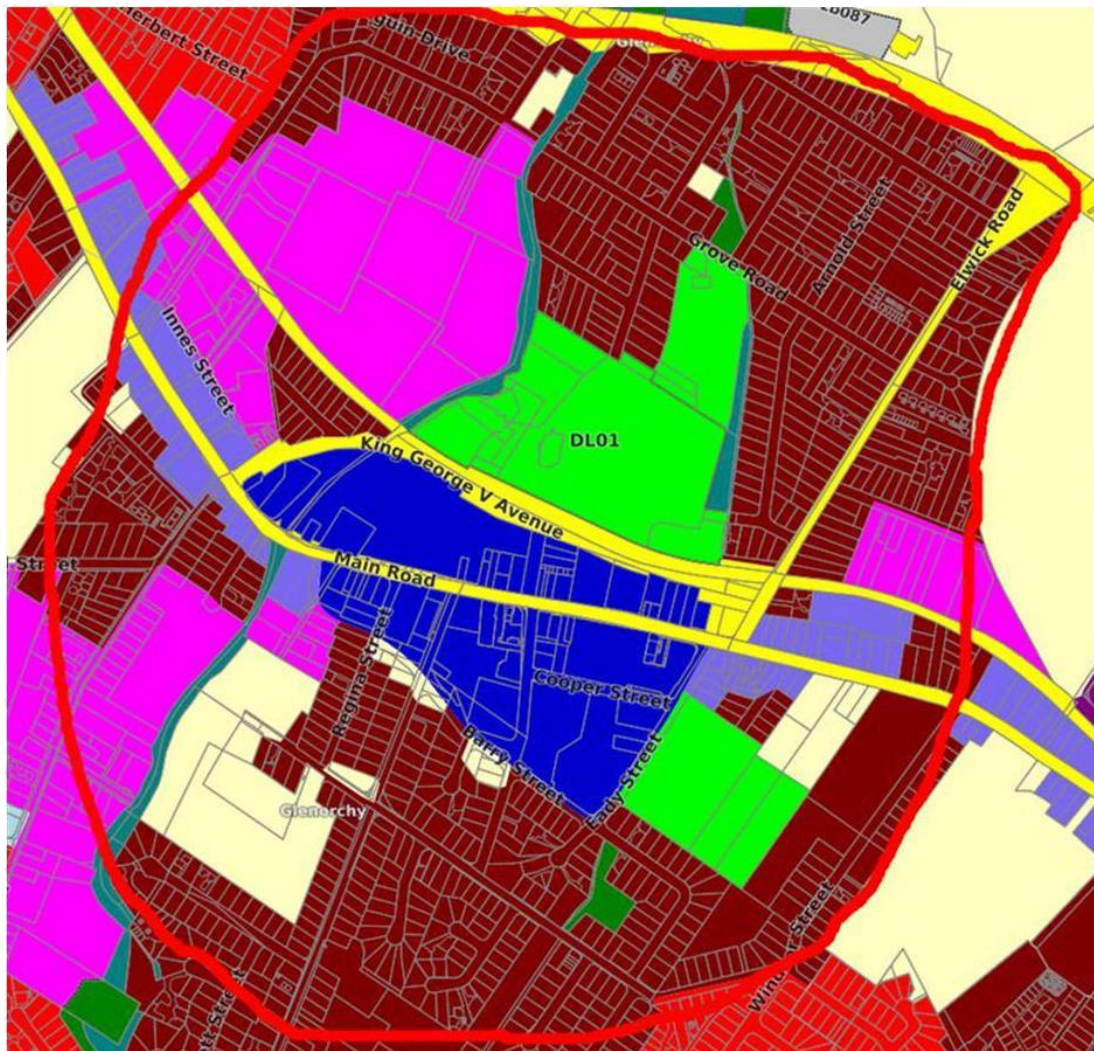
Policy Context

The Southern Tasmanian Regional Planning Strategy identifies the centre as a principal activity centre in its activity centres hierarchy for the region.

The Regional Strategy stresses the importance of supporting the Hobart to Glenorchy high density, public transit corridor through intensification of residential use within walking distance of activity centres.

Study Area – Glenorchy City Council

The Study Area is approximately defined by the thick red line on the following Plan (although strategic sites outside but in close proximity to the Study Area should not be excluded).



City of Hobart reports:

Inner City Action Plan http://www.hobartcity.com.au/Hobart/A_City_with_People_in_Mind

Hobart 2010 Public Spaces and Public Life - A city with people in mind (Ghel Architects)
http://www.hobartcity.com.au/Hobart/A_City_with_People_in_Mind

Southern Tasmania Regional Planning Project:

Southern Tasmania Regional Land Use Strategy <http://stca.tas.gov.au/rpp/southern-tasmania-regional-land-use-strategy/>

Regional Land Use Strategy background reports including *Dwelling Yield Analysis* and *Providing for Housing Needs* <http://stca.tas.gov.au/rpp/background-reports/>



Infill Development Pilot Project

Stage Two Report

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This report has been prepared by Emma Riley & Associates Pty Ltd in conjunction with Knight Frank, Cumulus Studio, Playstreet Landscape Architecture & Urban Design and WT Partnership for the Department of State Growth, Glenorchy City Council and Hobart City Council and is intended for their use. While every responsible effort has been made to ensure that this document is accurate and complete, Emma Riley & Associates, Knight Frank, Cumulus Studio, Playstreet Landscape Architecture & Urban Design and WT Partnership, Department of State Growth Glenorchy City Council and Hobart Council do not warrant or represent that the information contained is free from errors or omissions and disclaim any and all liability to any person in respect of anything or the consequences of anything done or omitted to be done in reliance or upon the whole or any part of this document

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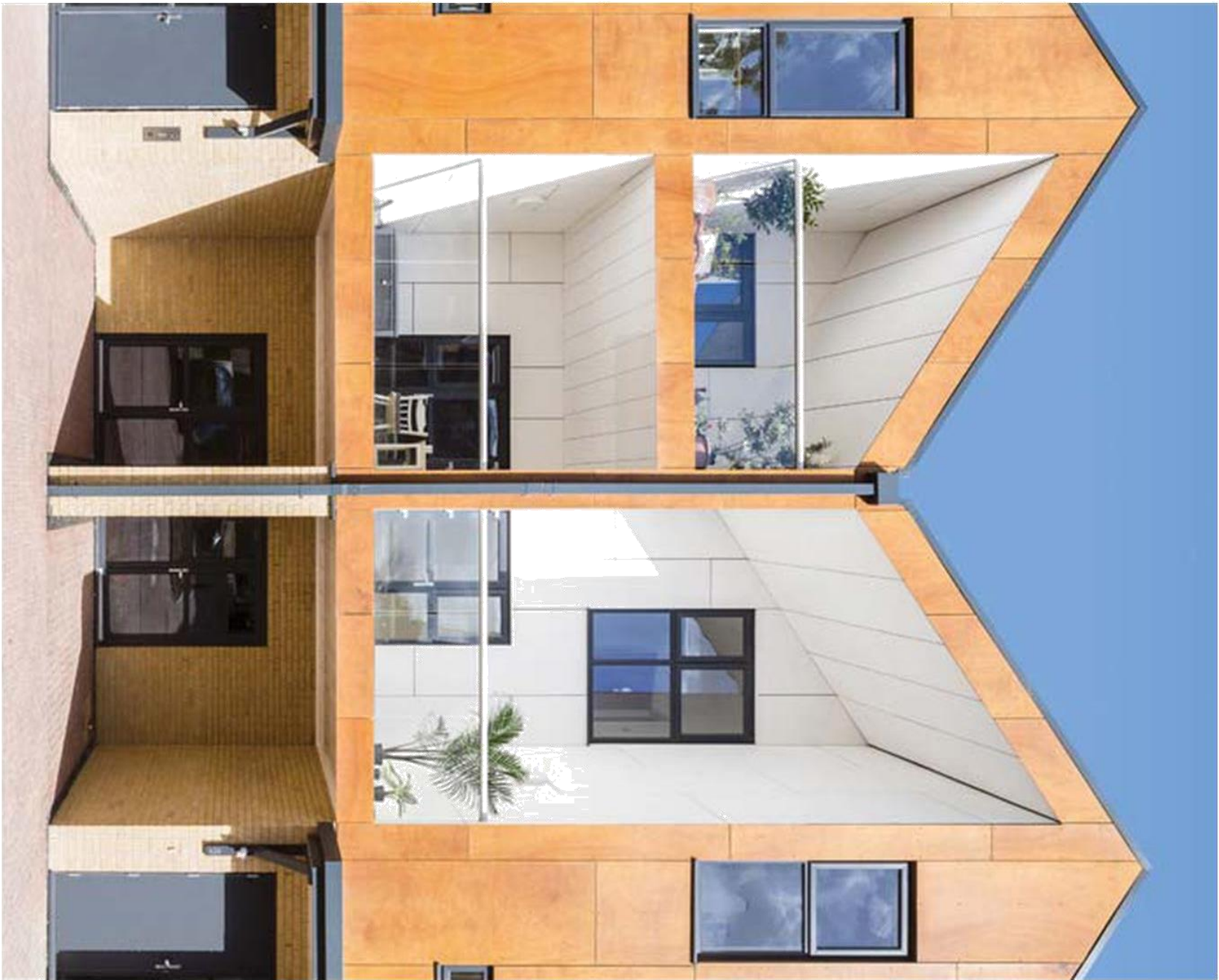
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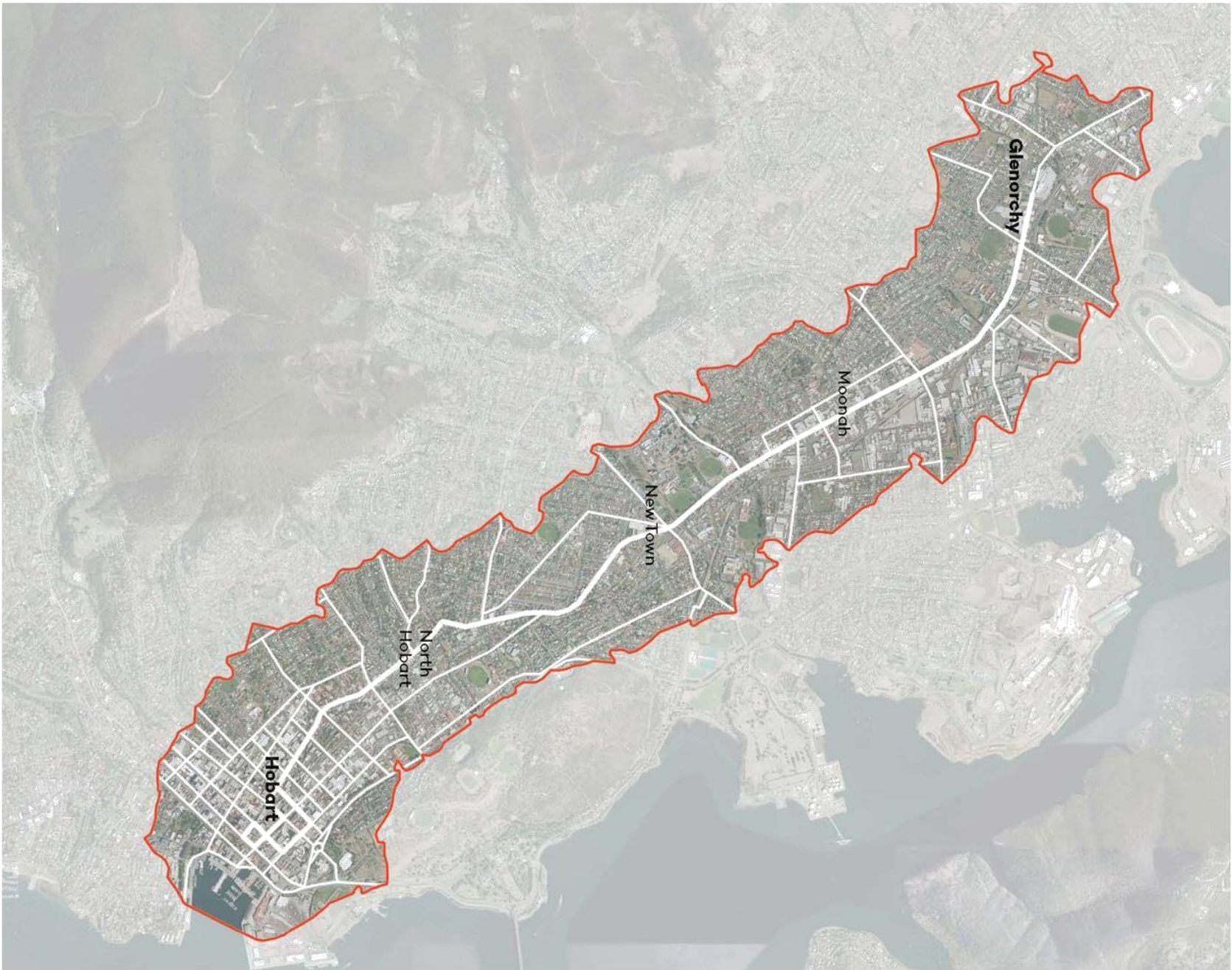
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Woodview Mews by Geraghty Taylor Architects, London. This design of this infill development had flexibility at its core and was and can continue to be easily customised using different designs and layouts to reflect personal choice and life changes. There were a number of standard layouts onto which a range of exterior and interior choices were fitted. (www.gtarchitects.co.uk, 2016)

1.0 Introduction



1.1 Project Overview

Emma Riley & Associates (ERA) together with Knight Frank have been commissioned by the Department of State Growth with Glenorchy City and Hobart City Councils to undertake a strategic planning project to assist in facilitating increased infill residential development along the Glenorchy to Hobart Main Road Transit Corridor.

The project is known as the Infill Development Pilot Project (the Project) and arises from recommendations in the Stage 2 report of the Infill Development in Greater Hobart study (Hill PDA with Pitt & Sherry, 2014).

The project has been divided into two stages.

Stage One was the identification of six strategic sites (priority sites) for infill development in the study area (shown in Figure 01). Stage One was completed in December 2015, the outcomes of which are contained within the Stage One Report (Emma Riley & Associates, 2015).

Stage Two is focussed on undertake a strategic planning and site development process for each of the priority sites. The outputs of Stage Two is a form of 'site development plan' for each priority site.

In the preparation of these ERA engaged the following sub consultants:

- Cumulus Studio
- Playstreet Urban Design & Landscape Architecture
- WT Partnership
- Milian Prodanovic, Traffic Engineer

The outcomes of this stage are provided in this report.

Figure 01: Study Area

1.2 Project Aims

The overall aim of the project is to encourage more people to live in close proximity to the major public transport corridor extending from Hobart through to Glenorchy and established activity centres.

The strategic objectives supporting this aim are outlined in the Southern Tasmania Regional Land Use Strategy 2010 - 2035, which includes specific metropolitan level policies for Greater Hobart, one of which is a specific densification area covering the study area as shown in Figure 01.

1.3 Aims of Stage Two

Stage Two has two key aims. Firstly to identify any planning scheme amendments that would need to occur to ensure infill development certainty and provide the broad strategic justification for these amendments. This aim is focussed on what actions Glenorchy City or Hobart City Councils may need to pursue as the Planning Authorities.

The second aim is to entice land owners to consider redevelopment of their land for infill residential purposes. Each site development plan therefore presents a realistic and practical option or vision for its redevelopment taking into account:

- Existing land use, development and tenure;
- Infrastructure capacity;
- Market and demand considerations for its location;
- Environmental, heritage or urban design considerations; and
- Existing planning scheme requirements, including what could be achieved through a discretionary pathway.

1.4 Consultation

While the consent of each priority site's land owner was obtained prior to the finalisation of Stage One, Stage Two has involved additional land owner consultation.

In particular a meeting was held with each land owner at the commencement of the site development process to gain a better understanding of their interest in redevelopment and future aspirations and needs.

In addition to land owner consultation the following people and organisations were engaged in the development of each site development plan:

- Stefan Gebka, Development Engineer, Hobart City Council
- Sarah Waight, Heritage Officer, Hobart City Council
- Phil Papps, TasWater

1.5 Report Structure

This report is structure into three sections:

- Introduction;
- Site Development Plans; and
- Next Steps



Figures 03, 04 & 05: Newhall Be infill development, Harlow Essex by Allison Brooks Architects. By halving the size of the gardens and creating roof terraces equally the land lots the architects fitted an extra eight houses on the development site. This then paid for extras such as full-height windows, dedicated studios and convertible roof spaces. Winner of the RIBA Stirling Prize 2013, UK Housing Design Awards 2013.



2.0 Site Development Plans

2.1 The Priority Sites

The six strategic sites (Priority Sites) for infill development identified through Stage One of the Project are:

Hobart City Municipal Area

- 27-35 Tasma Street, North Hobart
- 66 Burnett Street, North Hobart
- 143-145 New Town Road, New Town

Glenorchy City Municipal Area

- 60-62 Hopkins Street (including 18 Sunderland Street), Moonah
- 97A Grove Road, Glenorchy
- 22 Wrights Avenue, Glenorchy (also known as McKays Timber Mill site)

These priority sites present an opportunity to deliver a diverse range of infill development types within the Hobart to Glenorchy Infill Corridor: this is due to the variations in location, site areas and surrounding characteristics.

While all considered to be priority sites, the timeframe for redevelopment of each site is also likely to vary.

2.2 Overall Approach

Due to the considerable variation in the location and characteristics of each priority site there has been a tailoring of approach to each site, which is demonstrated through the recommended redevelopment options for each Site Development Plan.

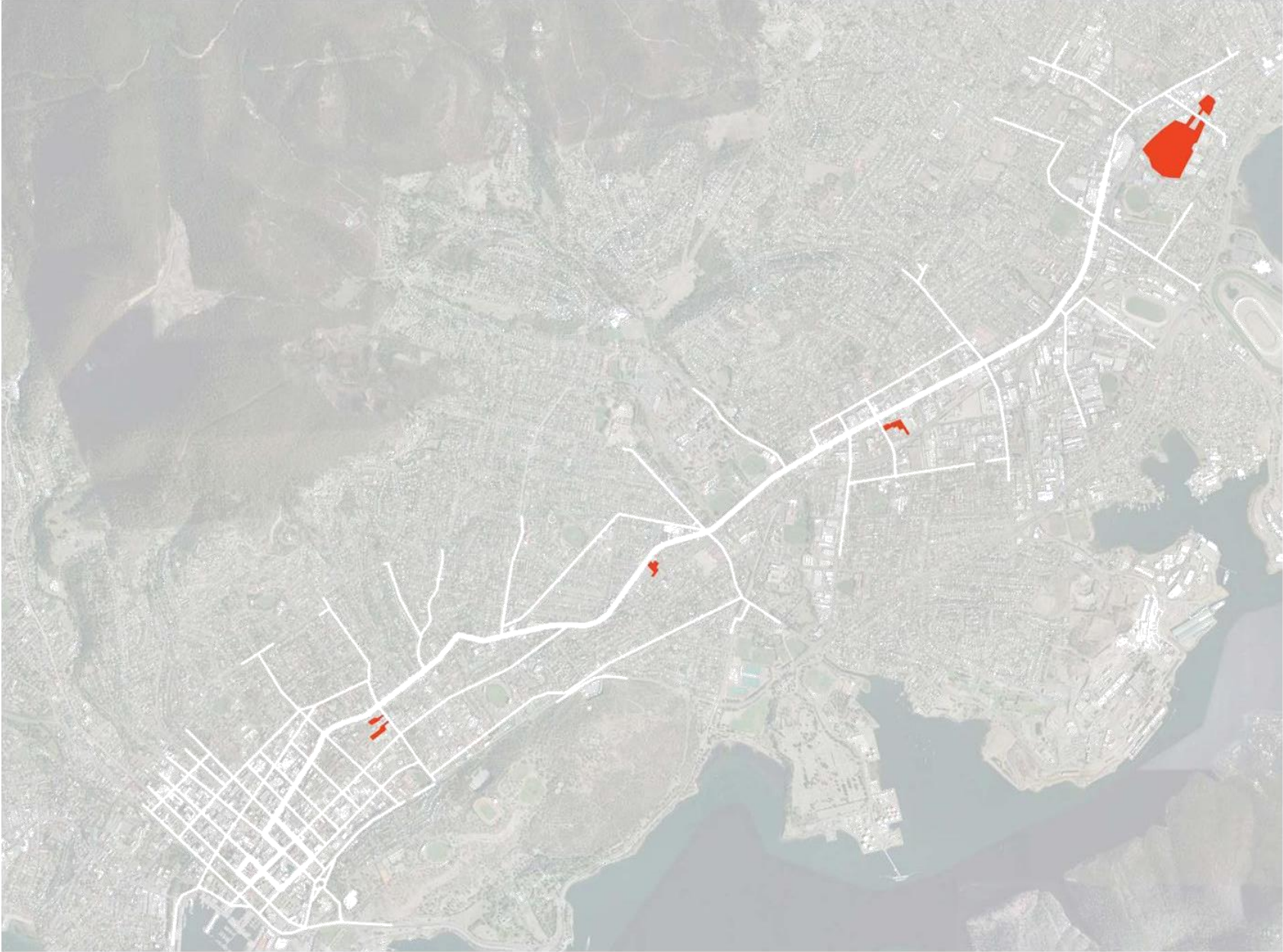
Importantly, each Site Development Plan has sought to find a balance between the need to maximise potential densities and ensure that each site's redevelopment is done in a manner that contributes to the urban fabric of the surrounding area and is a financially realistic and marketable option.

A site inspection has been undertaken for each site and the surrounding area. This was done at the same time as owner consultation.

In addition each site development plan includes:

- A summary of the key site characteristics;
- An analysis of the site, location and surrounding land use;
- An assessment of the relevant market, design and environmental considerations;
- A summary of the key planning scheme controls;
- A visual representations of the permitted building envelopes under the planning scheme controls;
- An assessment of the servicing and infrastructure capacity relating to redevelopment of the site;
- The site development plan which includes:
 - An indicative site layout;
 - A three dimensional representation of building masses;
 - Potential realistic dwelling yield with indicative dwelling types and sizes; and
- Consideration of potential costs, returns and marketability of the redevelopment option.

Figure 06: Location of the Priority Sites within the study area



2.3 What is Residential Infill Development?

Residential infill development is the development of new housing in established areas. The Southern Tasmania Regional Land Use Strategy specifically defines it as:

Development within existing urban areas through:

- a. Small scale subdivision or unit development on existing residential lots; or*
- b. Redevelopment of brownfield or greyfield sites.*

Brownfield sites are defined as:

Underutilised or former industrial or commercial sites in an urban environment characterised by the presence of site contamination.

Greyfield sites are defined as:

Underutilised, derelict or vacant residential or commercial sites in an urban environment that are not contaminated.

Any type of residential development in an existing urban area can be considered infill, including:

- small lot subdivision;
- detached or semi detached units;
- townhouses;
- apartments;
- cooperative housings;
- social housings; and
- retirements complexes.



Figure 07: Village Bell Project, St. Kilda, Victoria. This project involved a mix of residential and visitor accommodation uses with an overall scale that was sympathetic to existing building forms including the adjacent heritage listed building



Figure 08: Roi Apartments, Fitzroy Victoria. Bird de la Coeur Architects. Built on a land locked acre, it includes 172 apartments sited around a generous north-facing courtyard in a neighbourhood of small timber workers cottages and remnant industrial buildings. The development included new linkages through the site for the neighbourhood. Finalist of Premier's Design Awards, 2013.

2.4 What is good Infill Development?

The success of infill development is highly dependent upon the quality of the design and the level of amenity. This is particularly important for infill development within the context of Greater Hobart where it is necessary to provide high quality examples to facilitate a demand shift to infill development away from relatively affordable greenfield housing with minimal locational disadvantages.

There is a plethora of contemporary design guidelines relating to infill residential development from other major cities in Australia. While there are no contemporary design guidelines within the Hobart or Tasmanian context there are a number of good design principles that are consistent across other jurisdictions.

Good infill development is achieved when a proposal:

- responds and contribute to its natural and built context;
- provides an appropriate scale in terms of the bulk and height relative to the scale of the street and surrounding buildings;
- achieve an appropriate built form for a site and building in terms of building alignment, proportions, building type and elements;
- has densities appropriate for its site and surrounding context;
- provides and integrated approach to landscape and buildings;
- responds to socio demographic context in terms of dwelling diversity and services;
- provides for high quality amenity for each dwelling including solar access, private open space, and communal amenity;
- creates internal circulation spaces and links on larger sites;
- avoids large expanses of car parking and vehicular circulation areas; and
- encourages the use of public transport and active modes of transport.

These principles have informed the redevelopment concepts in each site development plan.

In some instances dwelling yield and building height are well within the permitted planning scheme limits, in order to fulfil the good design guidelines.

In other instances the extent of development has been limited due to avoidance of high cost options, such as basement car parking.

Figure 10: Collective housing in l'Hospitalet de Llobregat, Spain by ONL Architecture



Figure 10: Modular Housing by Camilla da Rocha Thiesen and Lucas Gonçalves Valli, B razil, winner of the bin.born Award 2013.

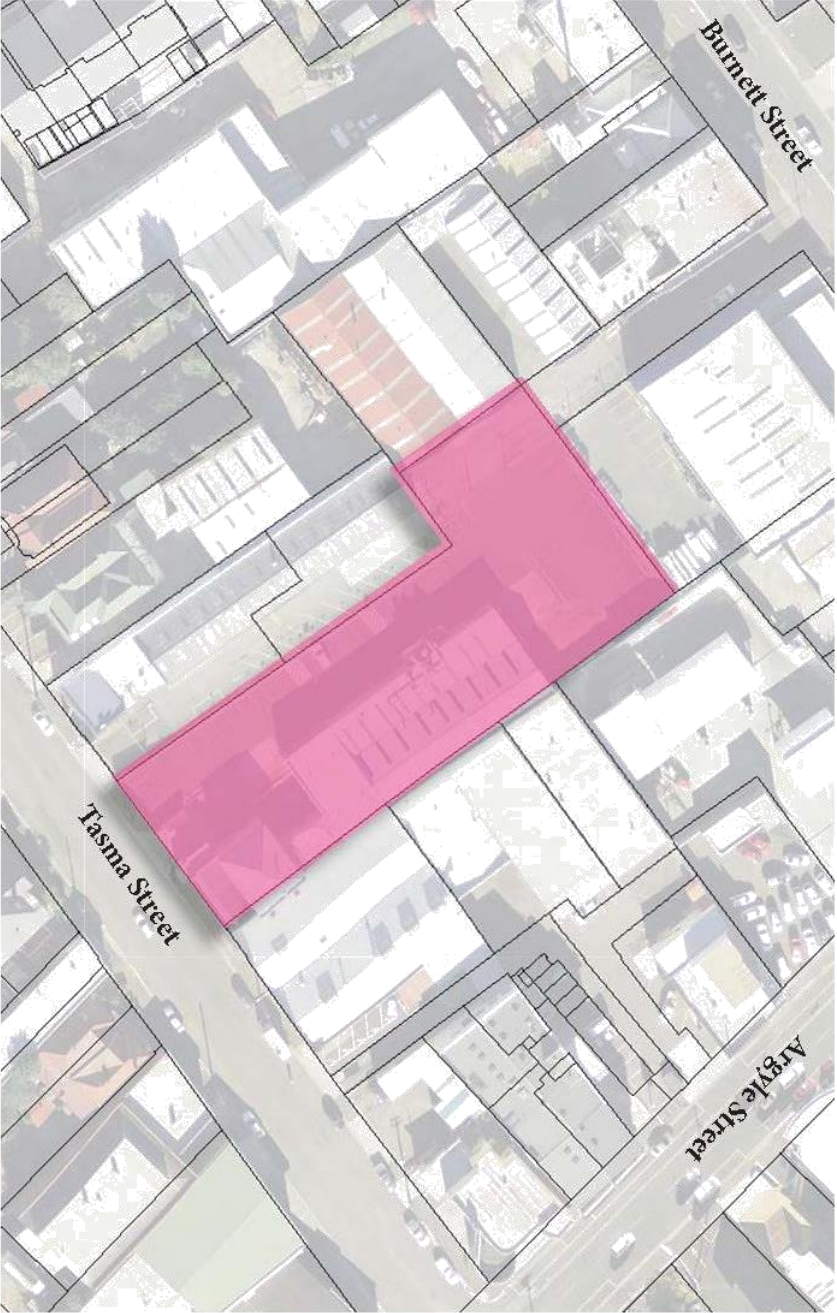


Figure 11: Woodview Mews development by Gerughty Taylor Architects



27-35 Tasma Street, North Hobart

Key Site Information	Site Description
Site Area - 3,221m²	27-35 Tasma Street is an L-shaped lot within a single title under the ownership of The Crown.
Tasma St Frontage - 30.67 metres	
Burnett St Laneway Frontage - 10.16 metres	
Certificate of Title Volume No. 52702 Lot 2	The site has dual frontages. Its primary road frontage is to Tasma St but the site can be accessed from Burnett St via a public laneway. This laneway physically extends into the subject site through a right of way that benefits 37 Tasma St the adjacent site to the west.
Encumbrances - Right of Way with drainage easement benefitting 37 Tasma Street	
Developable Area - 2,961m²	This Right of Way reduces the developable area of the site by 260m².
Services - full reticulated services with connections available to Tasma Street	
Heritage - not listed	The site has a south-easterly facing slope across the front third of the site where it slopes down to meet Tasma St. The rear area is level to the Burnett St Laneway. The slope of the land lends to potential excavation with basement level carparking.
Contamination - no existing or historical potentially contaminated activities on site	The site is currently used as a base for Contemporary Arts Tasmania (CAST) and a design collective known as Design Objects Tasmania (DOT). The site provides studio space, workshop facilities, specialist equipment and mentoring opportunities to Tasmanian designers.
Other Known Constraints - None	CAST are housed in the office building located at the front of the site. This building comprises an older two storey Georgian style building with a modernist extension at the front. The building is not heritage listed. DOT are housed in the warehouse that extends behind the office building.
	It is not necessary to incorporate spaces for the existing uses as part of any infill redevelopment.
	Both existing buildings are in reasonable condition, although the warehouse is of low cost zincalume construction.
	It has been observed that the site does provide for an informal pedestrian and cyclists connection between Burnett St and Tasma St.



Location and Surrounding Land Use

The site is located on the southern edge of the main commercial area of North Hobart, before it transitions into a residential area focussed around Church St, Paternoster Row and Warwick Street, which is within the Inner Residential Zone.

To the north, west and east of the site there is a diverse range of non-residential activity, such as the Hope Christian Centre, Tasmanian Paints, Tradelink Plumbing as well as a car wash, a number of offices, distribution centres and retail activities and service centres.

None of these adjacent land use activities have significant off-site impacts, with noise and activity in the surrounding area, typical of an inner urban location.

Elizabeth St which acts as the main public transport and walking route to Hobart CBD is less than 150 metres to the west. While designated cyclist corridors

are also in close proximity on Argyle St and Campbell Street to the east.

Other key locational features are:

- North Hobart Restaurant Strip (300 metres walk);
- Soundy Park (250 metres walk);
- Campbell Street Primary School (520 metres walk);
- Elizabeth College (340 metres walk);
- The State Cinema (500 metres walk); and
- Queens Domain (just over 1km to the east)

Market Considerations

North Hobart is an inner city suburb that has undergone significant 'gentrification' over the last 25 to 30 years.

Dwelling stock is primarily older small housing stock of detached (50% of housing stock) and semi-detached (24% of housing stock) dwellings

interspersed with apartments, units and terrace style dwellings.

North Hobart is a relatively affluent suburb with a median weekly household income of \$1,159. It also has a relatively young population with a median age of 33 (2011 ABS Census) with over half (50.8% at 2011 ABS Census) the population in single person or group households. It also has a high proportion of rental stock with 52% of all dwellings rented.

North Hobart is within easy walking distance to Hobart's CBD, and contains the popular restaurant strip along Elizabeth Street.

Heritage and Design Considerations

A number of design considerations arise due to the surrounding land use and location of the site.

The site is located adjacent to the north edge of Trinity Hill. Trinity Hill is a prominent visual element within Hobart, emphasised by the valley floors running north-south on either side. It has a important historic townscape value, with Holy Trinity Church located at its highest point. There are also many other historically important individual buildings and groups in the area. The site is however outside of the boundaries of the associated heritage area.

The streetscape in Tasma St is the immediately surrounding area is characterised by an ad hoc collection of buildings with of varying styles and ages. There is no clearly defined building line although where buildings are located onto the front boundary the wall height are generally between one to two storeys in height.

The Burnett St Laneway has interesting streetscape features arising from a row of older warehouse style buildings. This lends a more urban industrial character to the area.

Good solar access for dwellings will be possible: the adjacent land extending from the north-east through the north-west slopes down away from the site with current buildings generally low profile, although this may change over time.

Interesting views in all directions will also be possible, particular from above ground floor level.

Environmental Considerations

Acoustic insulation measures should be integrated into the design of new dwellings in order to mitigate against risk of land use conflict arising from its inner urban location. There are no other environmental considerations relating to the site.

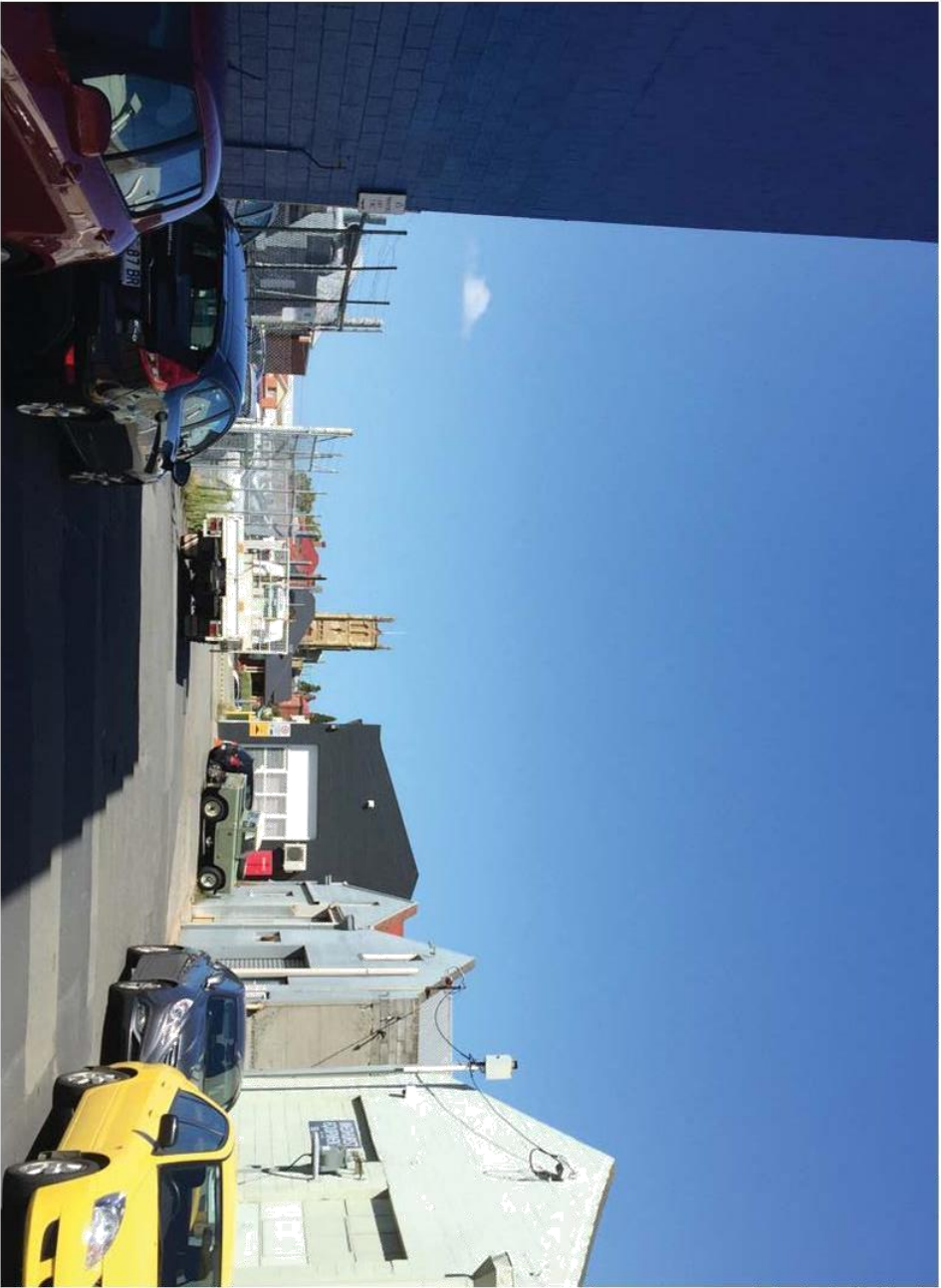


Figure T1: Looking towards the site from the Burnett St laneway



Figure T2: The site as viewed from Tasma Street

27-35 Tasma Street, North Hobart

Servicing & Infrastructure Capacity

The site has access to full reticulated services including NBN.

In regards to water the site is serviced by a connection from a 150mm diameter water main in Tasma Street that TasWater advises is adequate to service the domestic and fire services requirements for its redevelopment.

Access to a 150mm diameter sewer main is also available in Tasma Street and which is also adequate to serve the redevelopment of the site. It will however require the installation of a boundary trap.



Figures T3 & T4: Views from within the site. The existing warehouse is evident in Figure T3 above, while the informal use of the site for a connection from Burnett Street to Tasma Street is being demonstrated by the cyclist in Figure T4 below.



Planning Scheme Controls

Hobart Interim Planning Scheme 2015

Zoning - Commercial Zone

Applicable Codes:

- Road & Railway Asset Code
- Parking & Access Code
- Stormwater Management Code

Key Zone Requirements

Residential Use Status - permitted if above ground floor, otherwise discretionary.

Permitted Density - No restrictions.

Permitted Building Height - 15 metres with maximum of 4 storeys if 50% of floor space above ground floor level is for a residential use.

Permitted Setbacks - no setbacks required.

Design Requirements:

- Main pedestrian entrance visible from road;
- Ground floor facade no less than 40% windows or door opening;
- Mechanical plants to be screened from public spaces;
- Roof top infrastructure (service plants, lift wells) to be incorporated into roof design;
- No security shutters onto a street frontage.

Key Code Requirements

On-Site Car Parking - 1 space per 1 bedroom dwelling, 2 spaces per 2+ bedroom dwelling and 1 visitor space per 4 dwellings.

All internal driveways, vehicle circulation areas and parking spaces are to be in accordance with AS2890.1.

Accesses are to be safe, to the standard of the Road Authority and not unreasonable impact on the

efficiency of the road. This will need to be demonstrated through a Traffic Impact Assessment.

The design of development will need to incorporate water sensitive urban design principles.

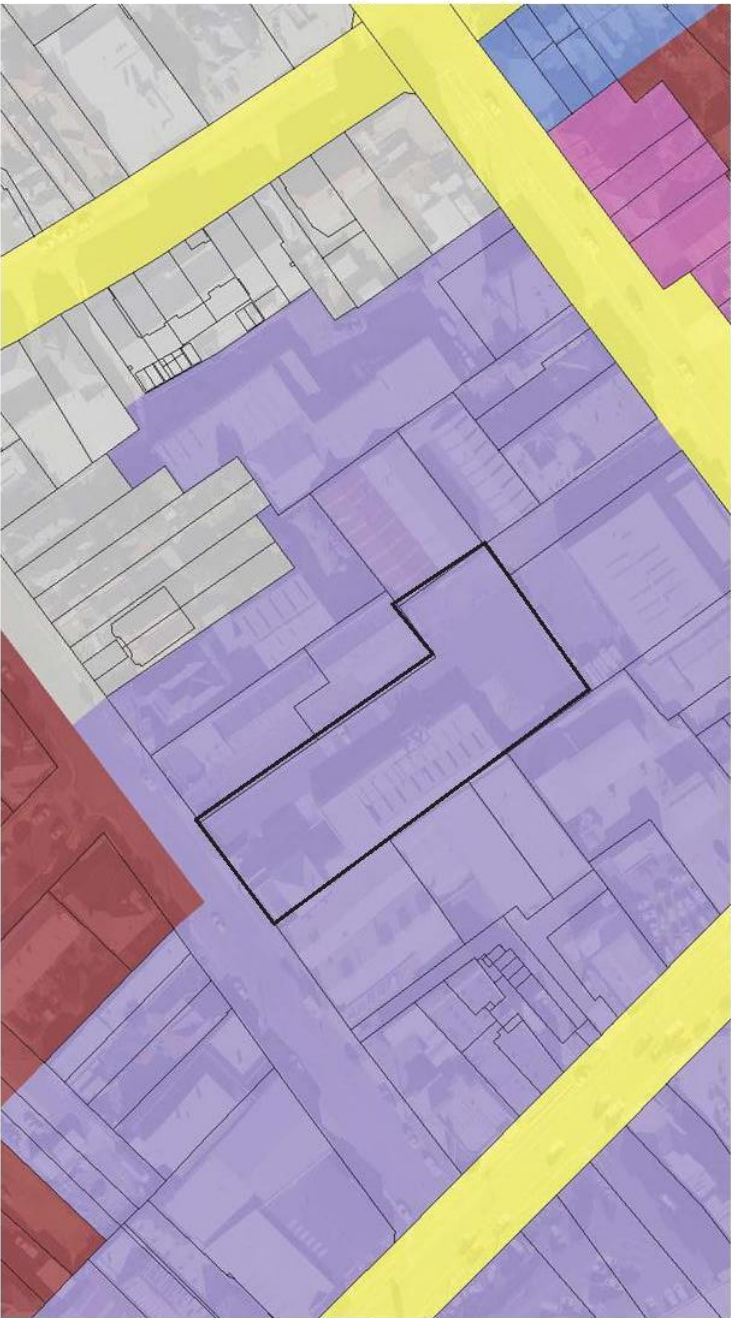
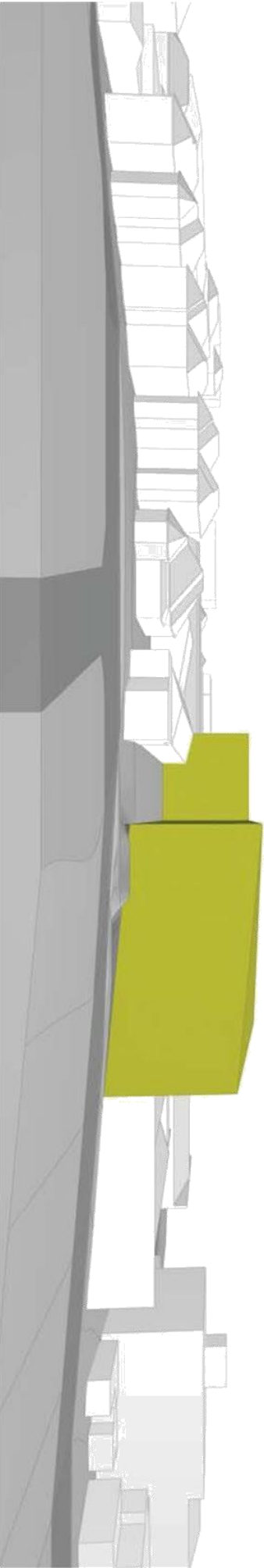
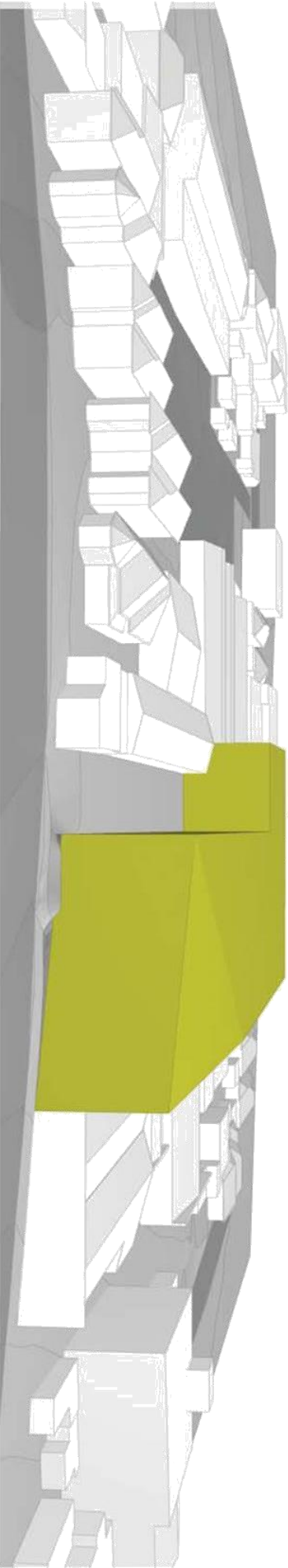


Figure T5: Zoning under the Hobart Interim Planning Scheme 2015



Figures T6 & T7: Three dimensional representation of permitted building area viewed from Tasma Street



27-35 Tasma Street, North Hobart

The Redevelopment Concept

A redevelopment concept has been prepared for the site providing for the development of 29 new dwellings on the site, separated into two spatially distinct areas on either side of the extended laneway.

Extending perpendicular to Tasma Street is the a main apartment building split into a four storey section on the front lower part of the site joined through a central circulation area to a three storey building. The building utilises the full permitted height limit at this point in order to maximise density.

Each apartment at 85m² provides for two bedrooms (3m x 3m each), with single bathroom and an open area kitchen, living and dining room opening out to a 12m² deck

Sited on the south west boundary it provides for a north-easterly aspect for living areas and open space, that due to its setback will be provided with good solar access in the event of the redevelopment of adjoining sites. Lower levels may be affected by shaddowing later in the day

A separate apartment building facing onto Tasma Street is also proposed to assist in integration with the streetscape.

At the rear of the site are 5 three storey conjoined townhouses. Each townhouse provides for a single car garage and storage on the ground level with 3 bedrooms (3m x 3m each) one with ensuite, a separate bathroom also functioning as a laundry and open area kitchen, living and dining room. An area of ground level private open space is provided at the rear of each townhouse which has a north-westerly aspect.

The townhouses are specifically designed to suit small families with the capacity for secure individual storage on the ground floor.

Vehicle and pedestrian circulation through the site is maintained as is the Right-of-Way which forms part of Burnett Street Laneway.

Figure T8: Conceptual layout of redevelopment option



Each dwelling is provided with a one parking space- with a total of 8 visitor parking spaces. This is less than the requirement under the planning scheme but is intended to encourage use of public and active modes of transport.

Parking is provided at ground level, but there it would be feasible to provide basement level car parking with additional ground level common space while still be commercially viable.

Provision of a roof top recreation area (i.e. communal gym) on the top of the apartment complex, with adequate sound proofing; will be an attractive market proposition, provided for greater open space.

Indicative Costings

Indicative likely costings have been developed. These costings are based on a dwelling typology rather than a thorough analysis of architectural plans and therefore should be considered a 'ball-park'.

An actual estimate of likely costs will be dependent upon the design of the final proposal and details of construction and finishes.

2 bedroom apartment

\$3,079.55 per m² inclusive of a proportion of site works and shared services.

3 bedroom townhouse

\$2,553.39 per m² inclusive of private open space and a proportion of site works and shared services.

Site works and shared services include provisions of carparking, subdivision/strata titling costs, fencing, stormwater, water and sewerage shared drains, incoming power.

Nominal Allowances

- Civil Works allowance - \$800,000. This is inclusive of roads, footpaths, paved areas, external stormwater drainage, connections to reticulated mains (water, sewer, stormwater, electricity, gas).
- Soft Landscaping allowance - \$52,000

Total indicative likely costs are \$8.35 million

Indicative Returns

While the proposed density is relatively high compared to the market norm, the concept is market acceptable, based upon:

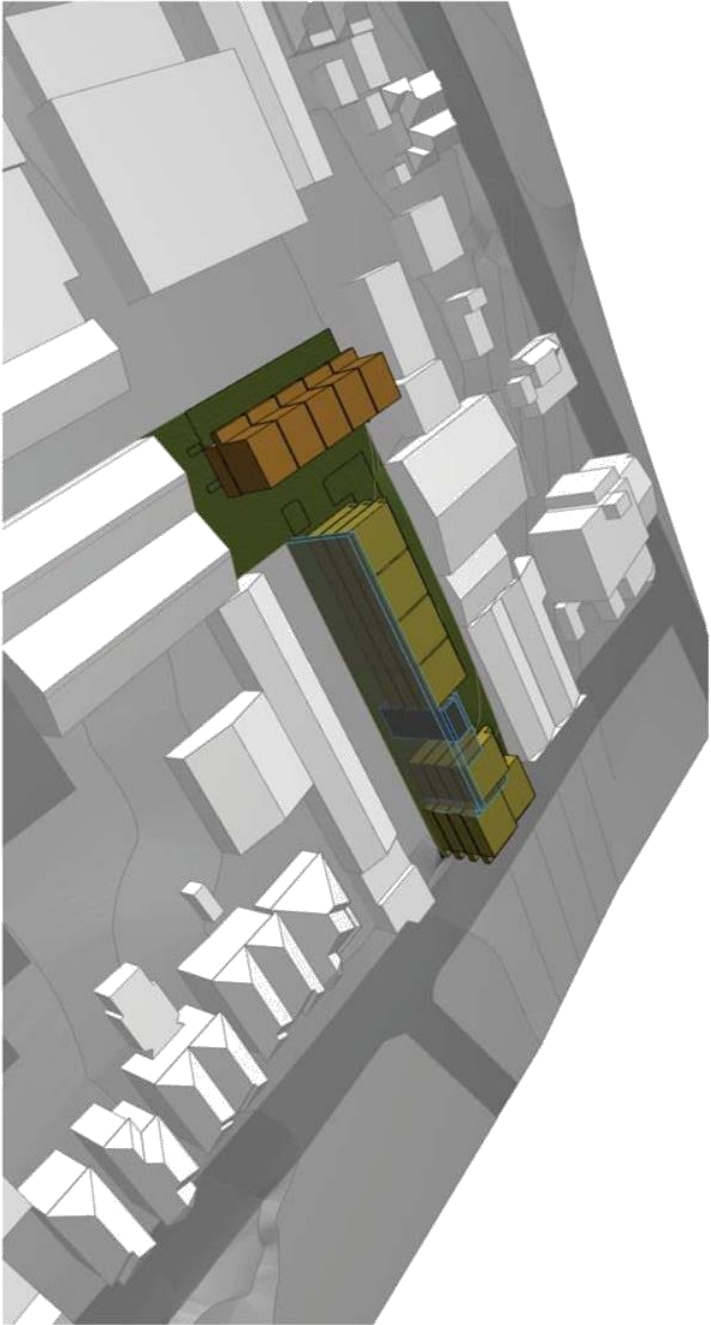
- maximising solar access and aspect, with views on the upper levels;
- high quality design and finish; and
- provision for on site parking and storage.

Indicative pricing achievable in the current market would be:

- Lower level apartments: \$350,000 to \$380,000 per unit;
- Upper level apartments: \$400,000 to \$425,000 per unit; and
- Townhouses: \$520,000 to \$550,000

The development feasibility indicates an overall gross realisable value of approximately \$12 million, compared to cost estimate of \$8.3 million excluding land value and holding costs.

There would be interest in the private market given the potential for development profit.



Figures T9: Aerial views of conceptual redevelopment option from west



Figures T10: Aerial views of conceptual redevelopment option from south

66 Burnett Street, North Hobart

Key Site Information	Site Description
Site Area - 3,014m²	66 Burnett Street is an internal lot within a single title under private ownership.
Burnett St Frontage - 6.10 metres	
Elizabeth St Frontage - 6.12 metres	
Certificate of Title Volume No. 26099 Lot 4	The site has dual frontages. Its primary road frontage is to Burnett St via an existing driveway that extends across the adjoining site at 64 Burnett Street. While there are no formal rights of way between 64 and 66 Burnett Street. An informal arrangement currently exists for reciprocal use of the land.
Encumbrances - None	
Developable Area - 3,014m²	
Services - full reticulated services with connections available to Elizabeth St with a water main connection option to Burnett St.	Notwithstanding this as the legal frontage is 6.1 metres there is sufficient width within the subject site for access without relying upon the adjoining land.
Heritage - Partially within Heritage Precinct NH6 (access strip off Elizabeth St).	The site has a gentle south-easterly facing slope. Its low point is at the Elizabeth Street frontage.
Contamination - Known contaminating activity on the site (motor vehicle repair workshop). Building material potentially containing asbestos	The site is currently used for light industrial purposes, with a reconditioning and spare parts business and automotive repair and servicing business.
Other Known Constraints - None	These existing uses are located in warehouse that extends along the north-eastern half of the site, with the south-western side utilised for carparking and storage of vehicles under repair or service.
	The existing building is of low cost construction and generally in a poor state of repair. It would appear that some external cladding is corrugated asbetos sheeting.
	The site with minimal road frontage onto both Burnett and Elizabeth Street has minimal street presence.



Location and Surrounding Land Use

The site is located behind the main commercial strip on Elizabeth Street . To the west along Elizabeth Street is a mix of food services, retail and small scale offices, with the adjoining site at 285 Elizabeth Street being recently redeveloped into a mixed use site with above ground floor residential use.

To the north, east and south of the site there is a diverse range of activity including offices, some vacant warehouses, Tradelink Plumbing as well as a some residential properties.

None of these adjacent land use activities have significant off-site impacts, with noise and activity in the surrounding area, typical of an inner urban location.

The site adjoining Elizabeth St which acts as the main public transport and walking route to Hobart CBD. While designated cyclist corridors are also in close proximity on Argyle St and Campbell St. to the east.

Other key locational features are:

- North Hobart Restaurant Strip (50 metres walk);
- Soundy Park (220 metres walk);
- Campbell Street Primary School (500 metres walk);
- Elizabeth College (250 metres walk);
- The State Cinema (350 metres walk); and
- Queens Domain (just over 1km to the east)

Market Considerations

North Hobart is an inner city suburb that has undergone significant 'gentrification' over the last 25 to 30 years.

Dwelling stock is primarily older small housing stock of detached (50% of housing stock) and semi-detached (24% of housing stock) dwellings interspersed with apartments, units and terrace style dwellings.

North Hobart is relatively affluent suburb with a median weekly household income of \$1,159.

It has a relatively young population with a median age of 33 (2011 ABS Census) with over half (50.8% at 2011 ABS Census) the population in single person or group households. It also has a high proportion of rental stock with 52% of all dwellings rented.

North Hobart is within easy walking distance to Hobart's CBD, and contains the popular restaurant strip.

Heritage and Design Considerations

A number of design considerations arise due to the surrounding land use and location of the site.

As an internal lot the site has minimal potential to contribute to the streetscape. That said, the streetscape along Elizabeth Street has a more consistent building line and character recognised through the identification of Heritage Precinct NH6.

As identified in the Planning Scheme, this precinct is significant for reasons including:

- 1. The fine quality and quantity of Old Colonial, mid to late Victorian, Federation and Inter War commercial/residential buildings demonstrate its original mixed use nature
- 2. Intact individual houses that are representative examples of Old Colonial and Federation residential architecture.
- 3. The continuous two storey (mostly brick) facades, general uniformity of form and scale together with a distinctive nineteenth century subdivision pattern that create a consistent and impressive streetscape.
- 4. The front gardens of a few properties south of Burnett Street, and more recent street art are important aesthetic features that reinforce its mixed use character.

Any new buildings onto Elizabeth Street

included in the redevelopment should therefore maintain generally two storey appearance to the street and a consistent building line.

As the main developable area is located behind existing buildings there is potential for a higher building than on sites adjoining the road where two storey building forms are dominant.

Building styles in the surrounding area are diverse.

There is a sandstone wall extending down the side boundary off Burnett Street which should be retained and integrated into the landscaping.

Good solar access for dwellings will be possible: the adjacent land extending from the north-east through the north-west slopes down away from the site with current buildings generally low profile, although this may change over time.

The site is however located to the north of Elizabeth Street mews and the private open space for those apartments. Regard should be had to potential overshadowing effects.

Environmental Considerations

Detail site investigations to determine the extent of land contamination and the appropriate management process, including decontamination, prior to its conversion to a residential use will be required.

In addition acoustic insulation measures should be integrated into the design of new dwellings in order to mitigate against risk of land use conflict arising from its inner urban location.

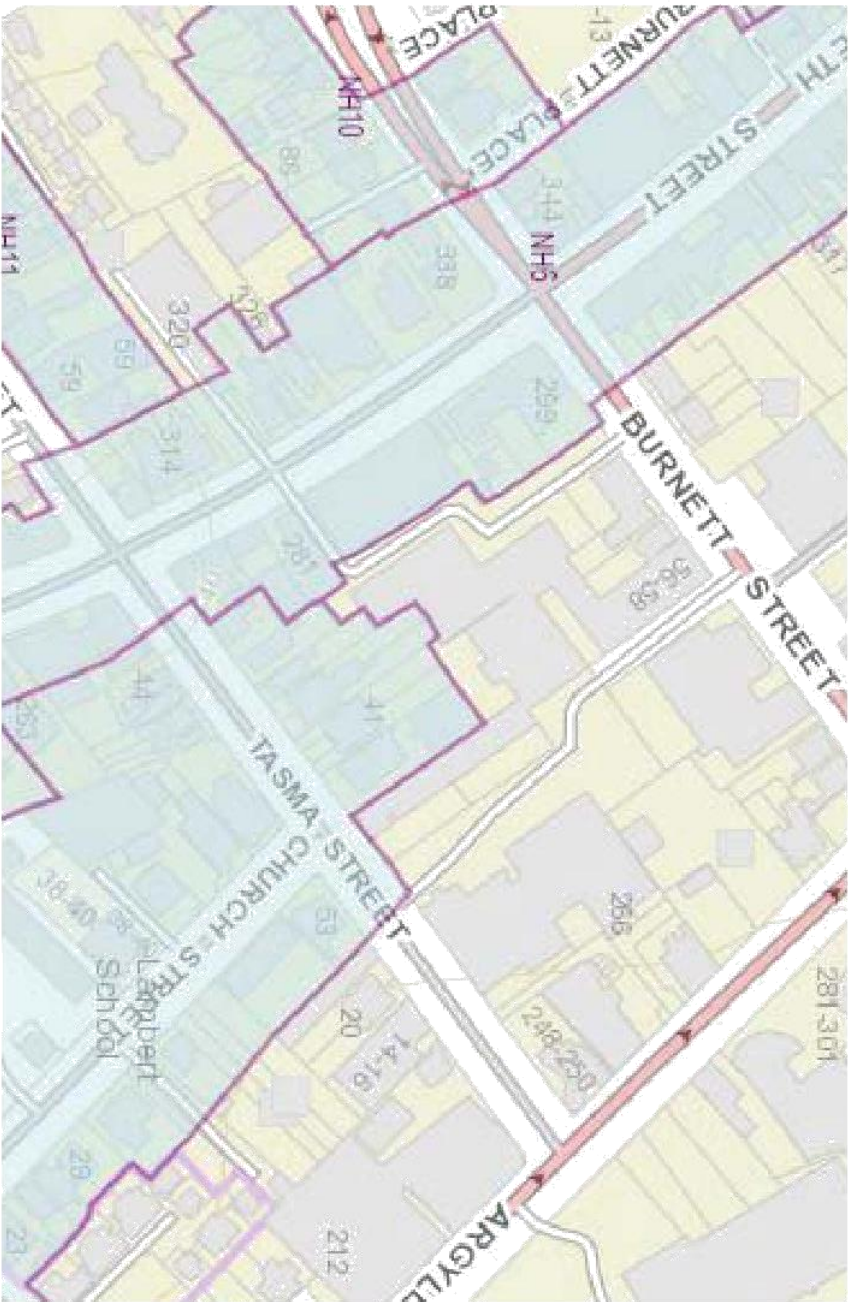


Figure B1: Heritage Precincts under the Hobart Interim Planning Scheme 2015



Figure B2: Internal view of the site



Figure B3 : View from the southern end of the site to the rear of Tasma Street properties



Figure B4: internal view of the site. The rear of the Elizabeth St Mews development in on the left hand side

66 Burnett Street, North Hobart

Servicing & Infrastructure Capacity

The site has access to full reticulated services, including NBN.

In regards to water the site can be served either by a 250mm diameter water main in Burnett St or a 150mm diameter water main in Elizabeth Street. TasWater advises both of these mains are adequate to service the domestic and fire services requirements for its redevelopment.

Access to a 150mm diameter sewer main is also available from the low point in Elizabeth Street and which is also adequate to serve the redevelopment of the site. It will however require the installation of a boundary trap to prevent noxious gases venting into the development's sanitary drains.

Connection to the public stormwater system is also available at the low point on Elizabeth Street.

Planning Scheme Controls

Hobart Interim Planning Scheme 2015

Zoning - Commercial Zone with access strip of Elizabeth Street in Mixed Use Zone.

Applicable Codes:

- Road & Railway Asset Code
- Parking & Access Code
- Stormwater Management Code
- Potentially Contaminated Land Code
- Historic Heritage Code

Key Zone Requirements

Residential Use Status - In Commercial Zone, permitted if above ground floor, otherwise discretionary. In Mixed Use Zone permitted without qualification.

Permitted Density - No restrictions.

Permitted Building Height - In Commercial Zone: 15 metres with maximum of 4 storeys if 50% of floor space above ground floor level is for a residential use. In Mixed Use Zone: 10 metres.

Permitted Setbacks - no setbacks required.

Design Requirements:

- Main pedestrian entrance visible from road;
- Ground floor facade no less than 40% windows or door opening;
- Mechanical plants to be screened from public spaces;
- Roof top infrastructure (service plants, lift wells) to be incorporated into roof design;
- No security shutters onto a street frontage.

Key Code Requirements

On-Site Car Parking - 1 space per 1 bedroom dwelling 2 spaces per 2+ bedroom dwelling and 1 visitor space per 4 dwellings.

All internal driveways, vehicle circulation areas and parking spaces are to be in accordance with AS2890.1.

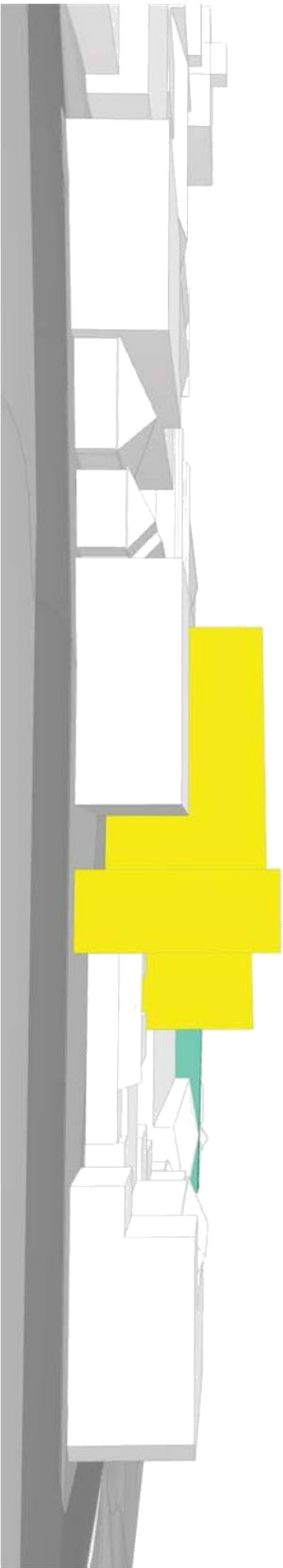
Accesses are to be safe, to the standard of the Road Authority and not unreasonably impact on the efficiency of the road. This will need to be demonstrated through a Traffic Impact Assessment.

Design of development will need to incorporate water sensitive urban design principles.

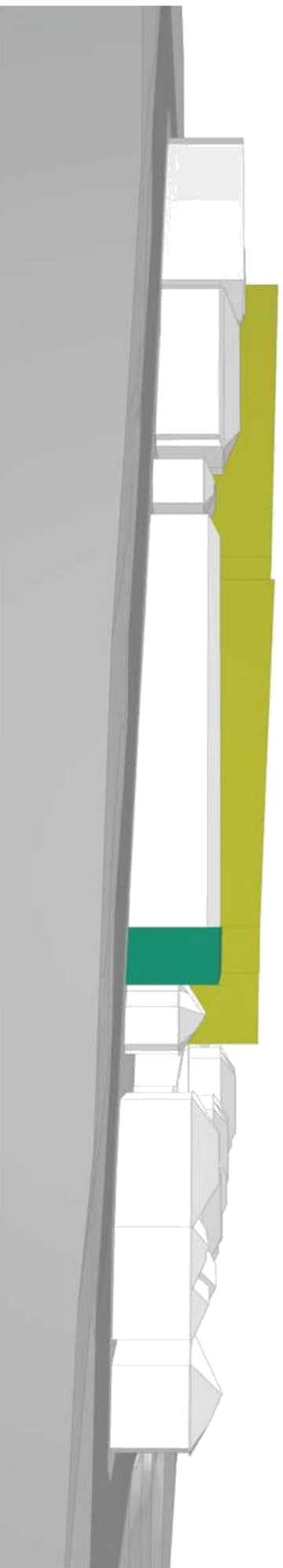
An Environmental Site Assessment prepared by a suitably qualified person outlining the nature, extent and levels of existing contamination and any risks will be required to accompany any application.

Within the Heritage Area the design and siting of buildings and works must not result in a detriment to the historic cultural heritage significance of the precinct.

Figure B5: Zoning under the Hobart Interim Planning Scheme 2015



Figures B6 & B7: Three dimensional representation of permitted building areas viewed from Burnett Street (above) and Elizabeth Street (below)



66 Burnett Street, North Hobart

The Redevelopment Concept

A redevelopment concept has been prepared for the site providing for the development of 33 new dwellings on the site, separated into two spatially distinct areas, around a central circulation space.

Along the south-western boundary the concept proposed five two storey 2 bedroom townhouses with single car garage. Each townhouse is provided with a small ground level area at the rear with decks and living area orientated to the north-west.

Adjacent to this row of townhouses is an communal landscaped area that could be utilised as a community garden.

While the height of the townhouses is below that permitted in the planning scheme it has been designed to respond to the amenity of the adjacent residential apartments at 285 Elizabeth Street.

Extending along the north-eastern boundary is an apartment building providing a mix of twenty four 2 bedroom apartments and four 1 bedroom apartment. Ground floor apartments have access to courtyards.

The 2 bedroom apartments at 88m² provides for two bedrooms (3m x 3m each), with single bathroom and an open area kitchen, living and dining room opening out to a 12m² deck or for ground floor apartments a north-easterly orientated courtyard.

The 1 bedroom apartments are similarly provided with a single bathroom and an open area kitchen, living and dining room opening out to a 12m² deck or for ground floor apartments a north-easterly orientated courtyard.

Again the height of the concept is below that permitted in the planning scheme. The limited height is to maintain solar access to the townhouses and ensure that the overall development is consistent with the established pattern of built form.

Figure B8: Conceptual layout of redevelopment option



Access is through a laneway connecting from Elizabeth Street to Burnett Street. There is sufficient space for this to be two directional however access would be restricted at both Burnett and Elizabeth Streets to a left turn in and left turn out only.

Each dwelling is provided with a one parking space with a total of 8 visitor parking spaces. This is less than the requirement under the planning scheme but is intended to encourage use of public and active modes of transport.

No commercial floor space is provided for due to narrow frontage, low visibility and risk of low to no take up.

Indicative Costings

Indicative likely costings have been developed. These costings are based on a dwelling typology rather than a thorough analysis of architectural plans and therefore should be considered a 'ball-park'. An actual estimate of likely costs will be dependent upon the design of the final proposal and details of construction and finishes.

1 & 2 bedroom apartments
\$3,079.55 per m² inclusive of a proportion of site works and shared services.

2 bedroom townhouse
\$2,553.39 per m² inclusive of private open space and a proportion of site works and shared services.

Site works and shared services include provisions of carparking, subdivision/strata titling costs, fencing, stormwater, water and sewerage shared drains, incoming power.

Nominal Allowances

- Civil Works allowance - \$800,000. This is inclusive of roads, footpaths, paved areas, external stormwater drainage, connections to reticulated mains (water, sewer, stormwater, electricity, gas).
- Soft Landscaping allowance - \$52,000

Total indicative likely costs are \$9.7 million

Indicative Returns

The overall design is considered to be a suitable solution to the expected market acceptability and there is likely to be good demand due to its location in proximity to North Hobart. Maintaining good solar access to even lower levels is important to achieving good returns. Limiting on site car parking may affect desirability within the market.

Indicative pricing achievable in the current market would be:

- Ground level 1 bed apartments: \$300,000 to \$340,000 per unit;
- Lower level 2 bed apartments: \$380,000 to \$400,000;
- Upper level apartments: \$430,000 to \$460,000 per unit; and
- Townhouses: \$400,000 to \$420,0000.

The development feasibility indicates an overall gross realisable value of approximately \$13.35 million, compared to cost estimate of \$9.7 million excluding land value and holding costs.

There would be interest in the private market given the potential for development profit.

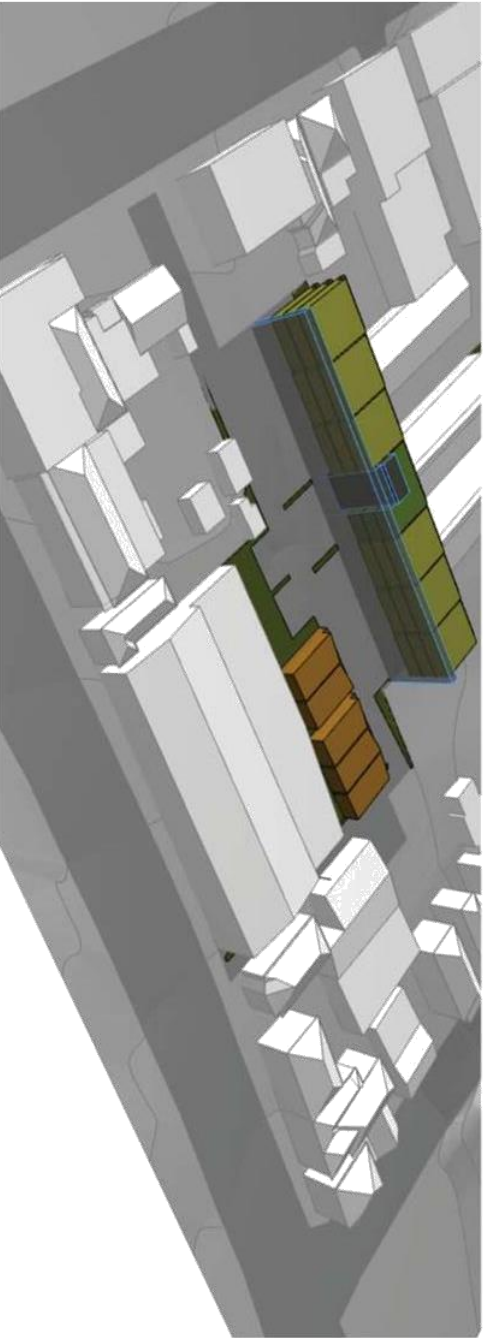
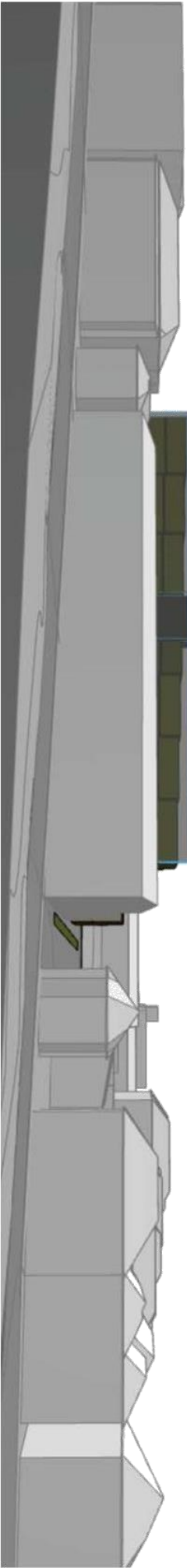
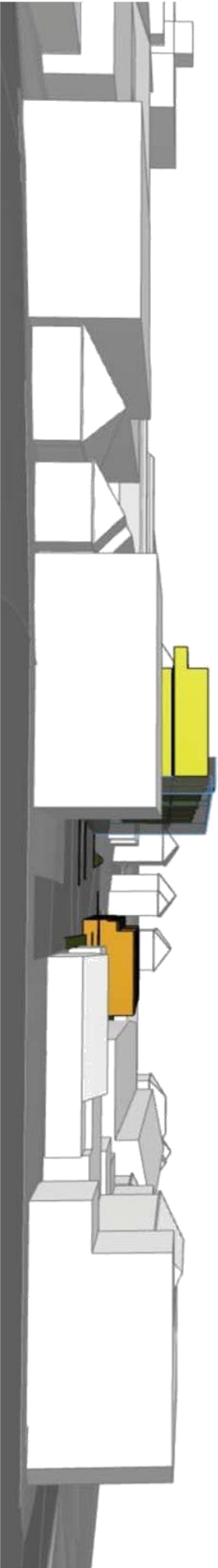


Figure B9. Aerial view of conceptual redevelopment option from west



Figures B10 & B11: View of conceptual redevelopment option from Elizabeth Street (top) and Burnett Street (below).



145-147 New Town Road, New Town

Key Site Information

- Site Area - 6,236m²
- New Town Rd Frontage - 80.87 metres
- Roope St Frontage - 13.61 metres
- Certificate of Titles: comprised of four titles as follows
 - Volume No. 18962 Lot 2;
 - Volume No. 42039 Lot 3;
 - Volume No. 42047 Lot 2; and
 - Volume No. 42048 Lot 1.
- Encumbrances - Drainage Easement benefitting 139 New Town Road (under the same ownership)
- Developable Area - 6,236m²
- Services - full reticulated services with connections available to New Town Road
- Heritage - Heritage Precinct NT4
- Contamination - no existing or historical potentially contaminated activities on site
- Other Known Constraints - None

Site Description

145-147 New Town Road is a large site of spread over four titles under the same private ownership. The site has road frontages to both New Town Road and Roope Street.

One title (the L-shaped lot with frontage to Roope-Street) is currently vacant of any buildings, although used for open storage.

The main buildings on the site are three conjoined warehouses located at the rear of the site and accessed off New Town Road. The primary occupants are Cheap-er Furniture and Jet Couriers, although the warehouse on the north-western end is utilised by the current owners for their own business purposes. The warehouses are generally of low value construction and in a poor condition.

There is a single storey dwelling located near the New Town Road frontage which has been converted to an office use. Its original fence and front garden areas still exist.

Shipping containers are dotted around the site and there is also older blockwork outbuildings that appear to be used for storage.

Overall the site is considerably underutilised and contributes little to the overall streetscape with visible storage.

Location and Surrounding Land Use

The site is located within the New Town Road shopping strip and in close proximity to the local retail precinct that was recently identified through Council's Local Retail Precinct Plan: at the intersection of New Town Road, Cross Street and Valentine Street (see Figure NT7 below).

Broadly, New Town Road in the vicinity of the site-comprises a mix of residential and commercial activity. The sites adjacent and to the front of the subject site on New Town Road are all commercial properties and include offices uses and a local swim centre.



Across the road is a laundromat and cafe, while there is a range of other cafes and restaurants, a pub, pharmacy, newsagency and a range of other small scale retail activities all within 100 to 200 metres of the site.

Slightly further afield, although still within walking distance are two major supermarkets, a discount department store (Kmart) and a range of other retail and food services.

Adjacent sites onto Roope Street, Swanson Street and Cross Street are all residential properties. Notably there is a row of small worker's cottages on Roope Street with the remaining sites a mix of single detached dwellings, flats and units.

The surrounding area is characterised by an ad hoc compilation of buildings of varying ages, styles, conditions and repair.

The site is located on New Town Road which is both an arterial road and the main public transport

corridor, providing passing buses both towards the Hobart CBD and the northern suburbs approximately every 5 minutes. During peak hour traffic there are considerable vehicle movements alongs New Town Road.

Market Considerations

New Town is one of the oldest established suburbs of Hobart. The suburb is spatially divided into sections; east and west of the main road which each have different physical characteristics.

Dwelling stock is primarily modest single storey detached dwellings: 68% of the housing stock. It has a middle aged population with a median age of 41 (2011 ABS Census), with census statistics indicating a growing number of empty nesters.

Approximately 40% of the housing stock is rented.

House prices are steadily increasing as are rental

prices. The median house price is currently \$465,000 and median rent is \$370 per week. Median prices for other forms of dwellings peaked at a median price of \$270,000 in 2011 and at 2015 was \$230,000.

Overall the location is considered highly desirable with other nearby sites having been successfully in-filled with residential developments. The suburb is considered desired for more established or mature couples and families, with housing demand exceeding supply.

Heritage and Design Considerations

The site is within Heritage Precinct NT4 as shown in Figure NT1. This precinct has been identified as significant for the following reasons:

- It contains examples of Georgian, Victorian and Federation commercial and residential buildings that illustrate the growth of the area as a local service centre along a historically early main arterial road and transport route.
- It contains individual high quality examples of architectural styles in a streetscape that is eclectic in form and scale.

- The residences in close proximity to the main road contribute to an understanding of the historical pattern of its development and the tendency to reside in close proximity to commercial and community facilities.

At present, the overall presentation of the site, does not contribute positively to the heritage precinct. The retention of the existing dwelling is however considered desirable by Council's Heritage Officers.

Beyond heritage considerations, there are a number of other design considerations relevant to redeveloping the site for residential purposes.

This part of New Town Road is slowly being revitalised. Additional commercial or retail activity providing an active frontage to New Town Rd would be beneficial.

The overall streetscape and townscape is low rise with one to two storey buildings. The centre of the site has potential to accommodate higher buildings, although the visual impact upon adjoining residential properties in terms of bulk and loss of privacy is a key design factor limiting overall height.

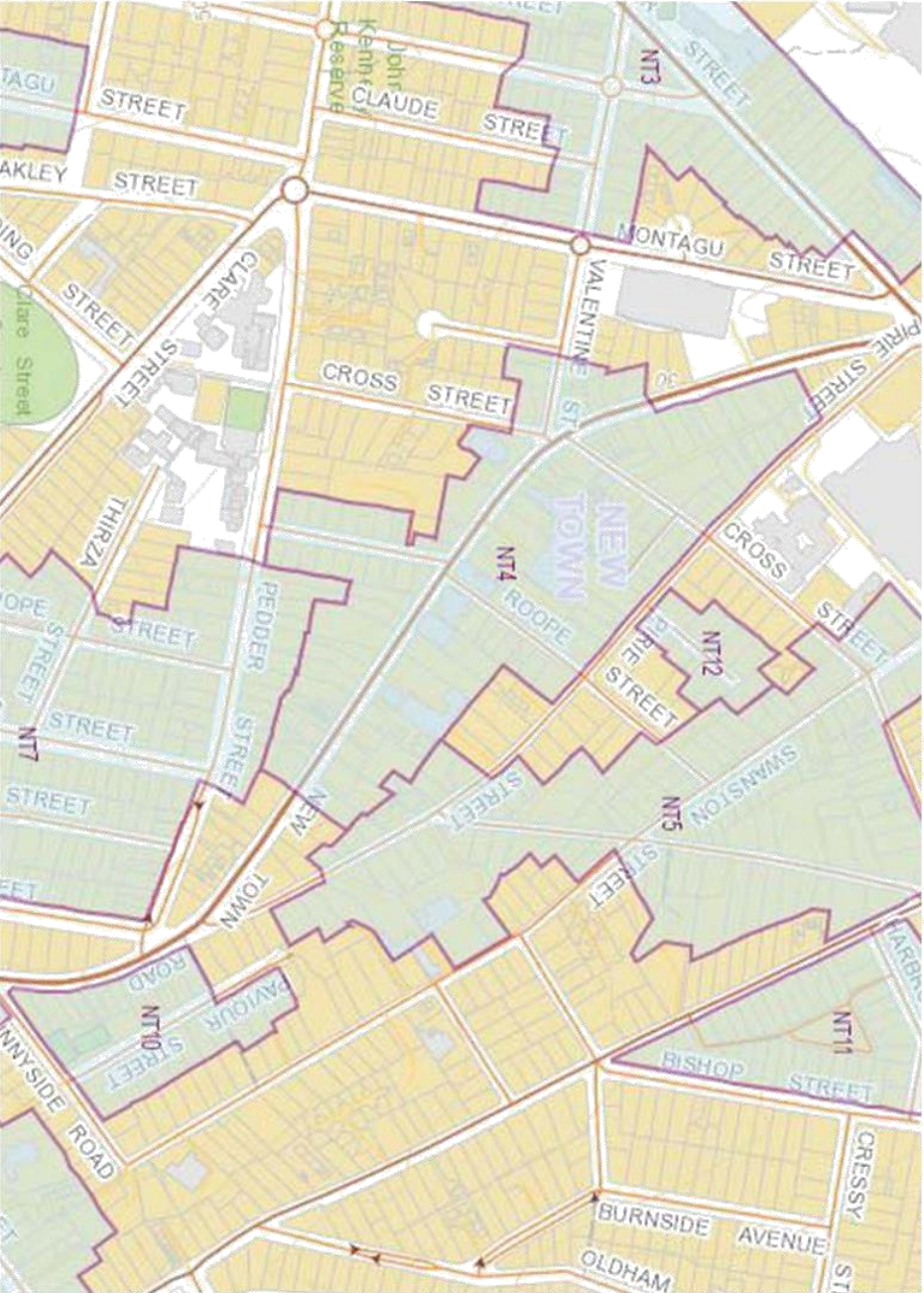


Figure NT1: Heritage Precincts under the Hobart Interim Planning Scheme 2015

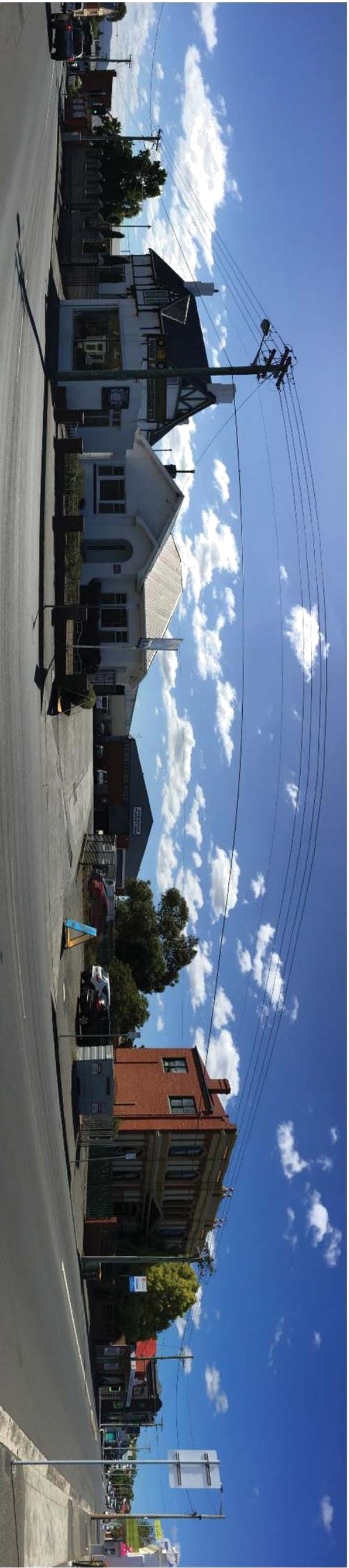


Figure NT2: View of the site from New Town Road.

145-147 New Town Road, New Town



Figure NT3: Internal view from the centre of the site looking north-west



Figure NT5: View from centre of the site towards New Town Road.



Figure NT4: Internal view of the site on the Roope Street lot.



Figure NT6: View from site looking towards Roope Street.



Figure NT7: Local Shipping Precinct concept for New Town Road (Source: "A plan for Hobart's local retail precincts" MRCagency, December 2015)

Notwithstanding this, site is generally to the south of adjoining residential properties. This is beneficial to any redevelopment as it limits potential overshadowing effects.

Environmental Considerations

Beyond ensuring that acoustic insulation measures are integrated into the design of new dwellings to assist in mitigating traffic noise, there are no other environmental considerations relating to the site.

Servicing & Infrastructure Capacity

The site has access to full reticulated services.

In regards to water the site can be serviced by a connection from either a 150mm diameter water main in New Town Road or a 100mm diameter

water main in Roope Street. TasWater advises that both of these mains are adequate to service the domestic and fire services requirements for its redevelopment.

Access to a 150mm diameter sewer main is also available in New Town Road and which is also adequate to serve the redevelopment of the site. It will however require the installation of a boundary trap to prevent noxious gases venting through the development's sanitary drains.

Effective redevelopment of the site will also require the removal of the current private drain for 139 New Town Road that extends through the site. TasWater advises a new connection for this site directly onto New Town Road is possible.

Connection to the public stormwater system is also available at New Town Road.



Figure NT7: Local Shipping Precinct concept for New Town Road (Source: "A plan for Hobart's local retail precincts" MRCagency, December 2015)

Planning Scheme Controls

Hobart Interim Planning Scheme 2015

Zoning - Urban Mixed Use Zone & Inner Residential Zone

Applicable Codes:

- Road & Railway Asset Code
- Parking & Access Code
- Stormwater Management Code
- Historic Heritage Code

Key Zone Requirements

Residential Use Status - Permitted. In Urban Mixed Use Zone only if above ground floor, otherwise discretionary.

Permitted Density - 1 per 200m² in Inner Residential Zone. No restrictions in Urban Mixed Use Zone.

Site Coverage: Not more than 50% in the Inner Residential Zone.

Permitted Building Height - Building Envelope in Inner Residential Zone with maximum building height of 3 metres at boundary rising inwards at a 45 degree angle to an overall building height of 9.5 metres. In Urban Mixed Use Zone, 15 metres with maximum of 4 storeys if 50% of floor space above ground floor level is for a residential use.

Permitted Setbacks - In Inner Residential Zone, 4.5 metres front setback and 4 metres rear boundary setback with restrictions on maximum wall length on side boundaries. In Urban Mixed Use Zone no setbacks except for 3 metres or half the height of the wall from the boundary of the Inner Residential Zone.

Inner Residential Zone Design Requirements:

- At least 24m² with minimum horizontal dimension of 3m of private open space per dwelling or 12m² with minimum horizontal dimension if dwelling is above ground floor level.
- At least one habitable room with a window that faces between 30 degrees east of north through to

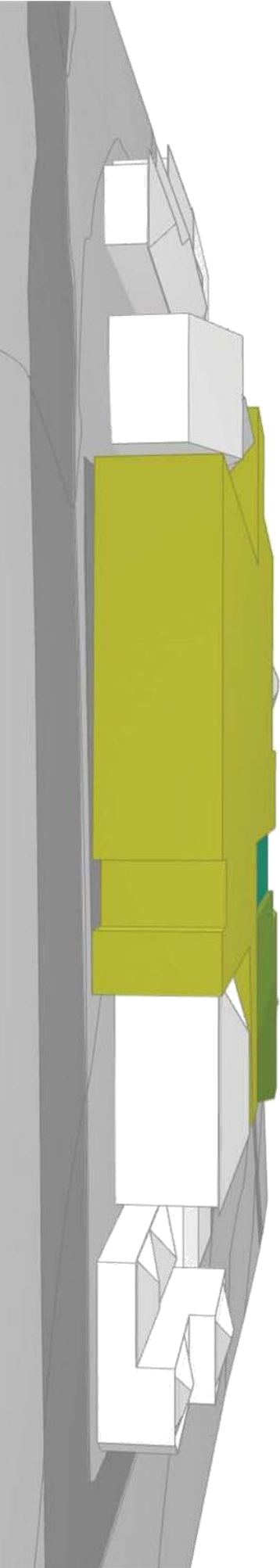
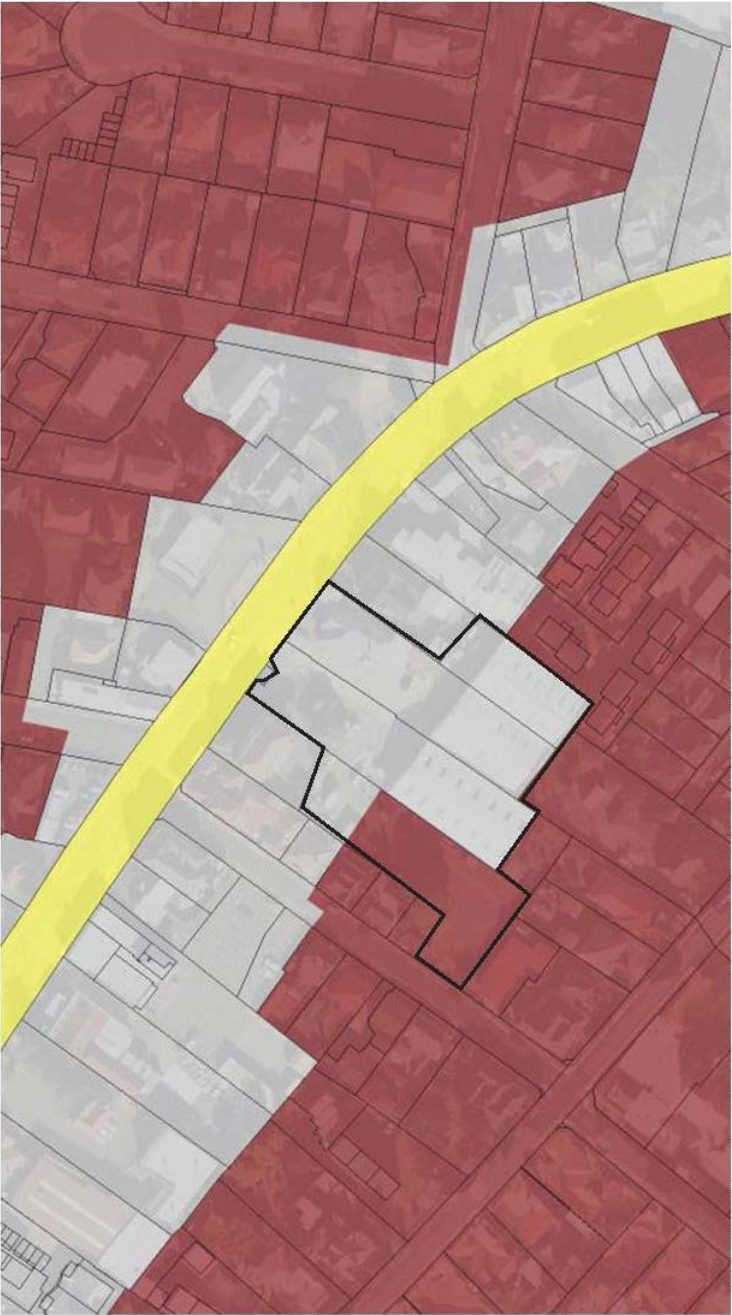
30 degrees west of north.

- Siting of dwelling does not cause 50% of the private open space to receive less than 3 hrs of sunlight at 21 June to another dwelling on the same site.
- Siting of windows and decks in relation to adjoining properties and dwellings on the same site.

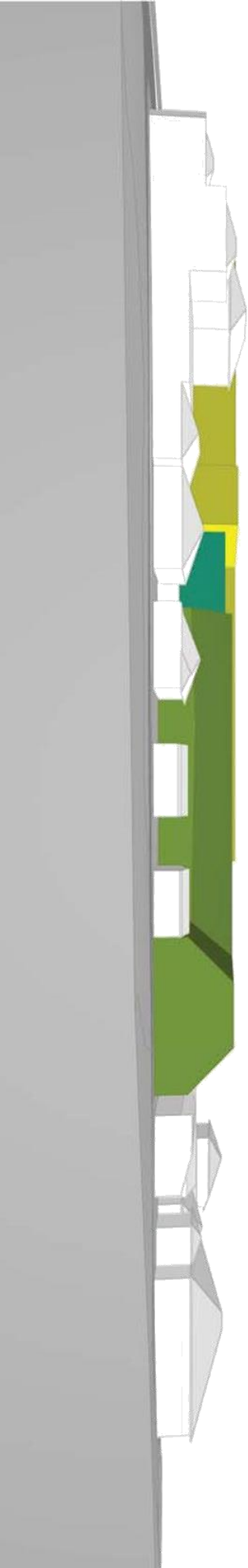
Urban Mixed Use Zone Design Requirements:

- Main pedestrian entrance visible from road;
- Ground floor facade no less than 40% windows or door opening;
- Mechanical plants to be screened from public spaces;
- Roof top infrastructure (service plants, lift wells) to be incorporated into roof design;
- No security shutters onto a street frontage.

Figure NT8: Zoning under the Hobart Interim Planning Scheme 2015



Figures NT9 & NT10: Three dimensional representation of permitted building area view from New Town Road and Rooper Street



145-147 New Town Road, New Town

Key Code Requirements

On-Site Car Parking - 1 space per 1 bedroom dwelling, 2 spaces per 2+ bedroom dwelling and 1 visitor space per 4 dwellings.

All internal driveways, vehicle circulation areas and parking spaces are to be in accordance with AS2890.1.

Accesses are to be safe, to the standard of the Road Authority and not unreasonable impact on the efficiency of the road. This will need to be demonstrated through a Traffic Impact Assessment.

Design of development will need to incorporate water sensitive urban design principles.

Within the Heritage Area the design and siting of buildings and works must not result in a detriment to the historic cultural heritage significance of the precinct.

The Redevelopment Concept

As a large site in an established suburban area the redevelopment concept for New Town Road proposes a significant diversity in dwelling size that will suit a range of household types, consistent with the current demographics.

The concept is based around the creation on an internal village, with identifiable internal streets. This approach will:

- allow for new dwellings to be individually identifiable;
- assist in the integration of new development into the established pattern of development in the area by minimising building bulk;
- create greater opportunities for solar penetration through the site; and
- create permeability through the site.

The concept is also designed to address both street frontages. A new two storey commercial building onto New Town Road is included and a small 'cottage' style

Figure NT11: Conceptual layout of redevelopment option



dwelling will front onto Roope Street. The scale and form of both of these buildings is intended to respond to the established streetscape.

The existing building (former residence) onto New Town Road is retained. This building could continue to be utilised for offices, or it could be converted back to a dwelling with it own identifiable street entrance and private backyard (see Figure NT13).

With the exception of a single 'cottage' to Roope Street, which is intended to provide for streetscape integration, dwellings are all townhouses, as there is greater demand within the market for these types of dwellings in comparison to apartments.

Townhouses vary between 1 bedroom suitable through to 3 bedroom, which provides an alternative option for families than the traditional detached dwelling on its own allotment.

Bedrooms are generally based on 3m x 3m in size. Each dwelling has an open area kitchen, living and dining room with its own ground level private open space. Smaller dwellings have a single bathroom that functions as a laundry while larger dwellings can accommodate a bathroom, ensuite and european style laundry.

The row of townhouses behind the existing worker's cottages have been maintained at two storeys with sufficient setback to minimise visual impact upon the row of worker's cottages onto Roope Street. While the ground level of these dwellings is not orientated directly to the north having an easterly aspect, each dwelling could accommodate an additional deck that is orientated to the north-west.

In total 26 dwellings are proposed which is a density of 1 dwelling per 240 m² across the whole site. When excluding the area identified for a new commercial building the density and the retention of the existing building is reduced to 1 dwelling per 200m².

While the site is capable of accommodating a greater number of dwellings, particularly the area within the Urban Mixed Use Zone, it was considered that apartment style buildings were less likely to be attractive to the market within New Town.



Figure NT12: Aerial view of conceptual layout



Figure NT13: 113-115 New Town Road demonstrating retention of the existing dwelling with infill development behind. The dwelling was converted back to a residential use as part of this redevelopment.,

145-147 New Town Road, New Town

Each dwelling is provided with a one parking space- with a total of 8 visitor parking spaces. This is less than the requirement under the planning scheme but is intended to encourage use of public and active modes of transport.

Indicative Costings

Indicative likely costings have been developed. These costings are based on a dwelling typology rather than a thorough analysis of architectural plans and therefore should be considered a 'ball-park'.

An actual estimate of likely costs will be dependent upon the design of the final proposal and details of construction and finishes.

House

\$1,898.06 per m² including proportion of site works

and shared services. Based on standard internal finish.

Townhouses

\$2,553.39 per m² inclusive of private open space and a proportion of site works and shared services.

Site works and shared services include provisions of carparking, subdivision/strata titling costs, fencing, stormwater, water and sewerage shared drains, incoming power.

Nominal Allowances

Civil Works allowance - \$885,000

This is inclusive of roads, footpaths, paved areas, external stormwater drainage, connections to reticulated mains (water, sewer, stormwater, electricity, gas).

Soft Landscaping allowance - \$52,000

Total indicative likely costs are \$8.55 million.

Costings do not include new commercial building.

Indicative Returns

The overall design is considered to be a suitable solution to the expected market acceptability particularly at the density in the redevelopment concept, with a good mix of housing types.

The commercial building is likely to be less profitable and higher risk than residential. However with less competition that other inner suburbs such as North Hobart it may be more achievable.

Indicative pricing achievable in the current market would be:

• House: \$420,000 - \$430,000;

• Townhouse (1 bed): \$300,000 - \$320,000

• Townhouse: (2 bed, 1 car) \$440,000 - \$460,000

• Townhouse: (2 bed, 2 car) \$470,000 - \$490,000

• Townhouse: (2-3 bed) \$520,000 - \$550,000

• Townhouse (3 bed) \$570,000 - \$590,000

The development feasibility indicates an overall gross realisable value of approximately \$12.4 million, compared to cost estimate of \$8.4 million excluding land value and holding costs.

There would be interest in the private market given the potential for development profit.

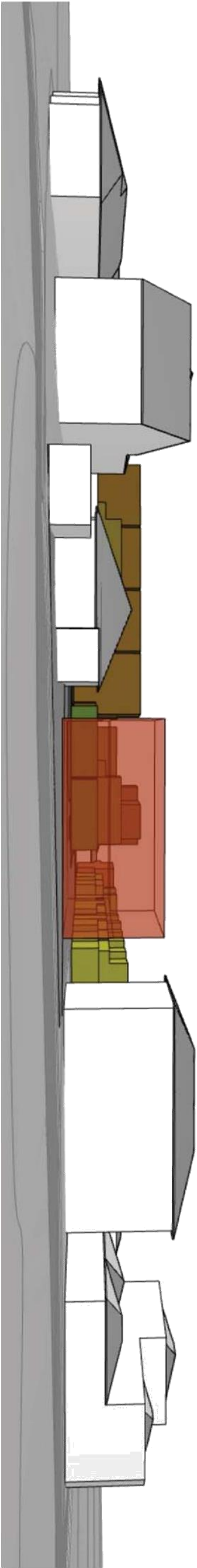


Figure NT14: View of redevelopment concept from New Town Road

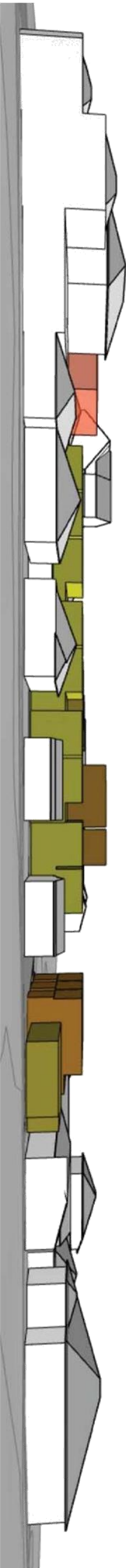


Figure NT15: View of redevelopment concept from Roope Street

60-62 Hopkins Street & 18 Sunderland Street, Moonah

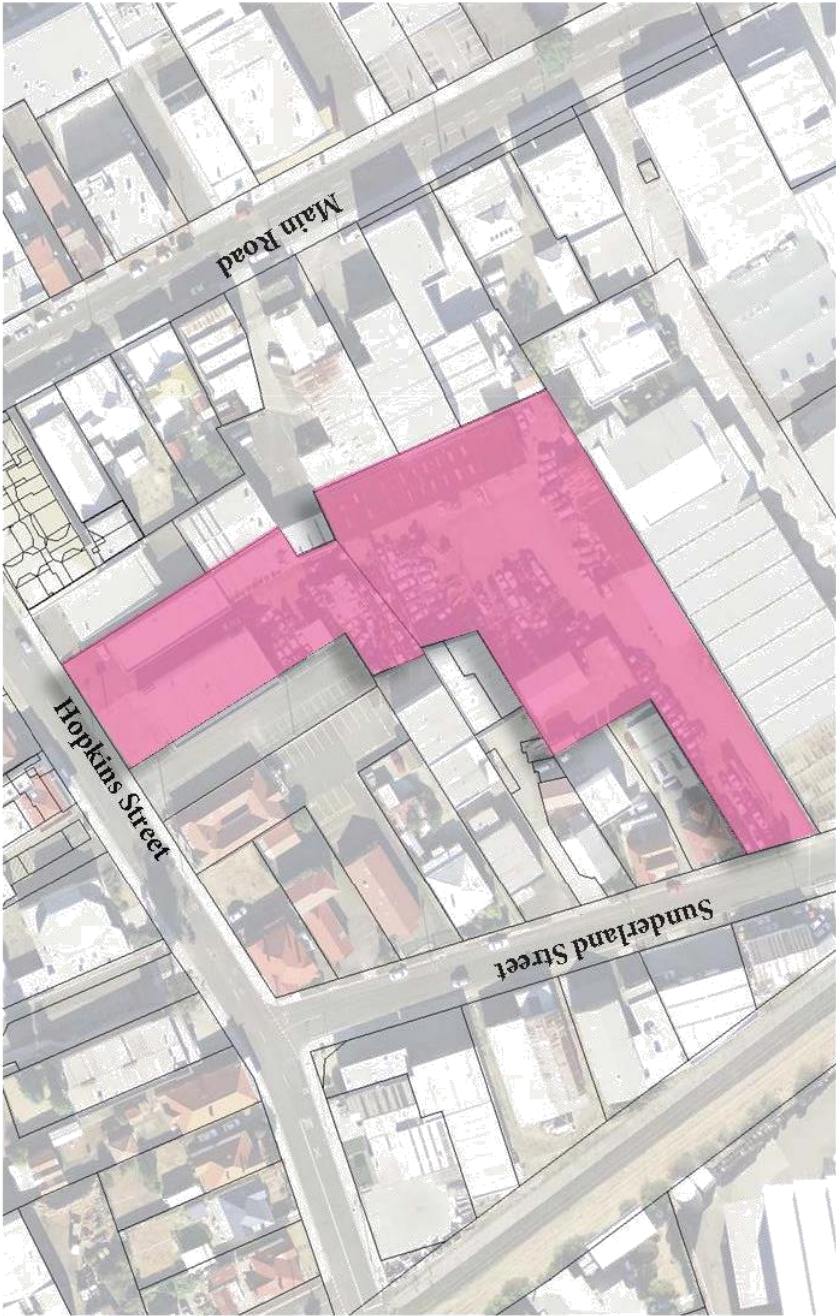
Key Site Information	Site Description
Site Area - 7,524m² Hopkins St Frontage - 30.49 metres Sunderland StFrontage - 18.33 metres	60-62 Hopkins Street is a large industrial and commercial site comprised of two titles providing dual frontage to Hopkins Street and Sunderland Streets.
Certificate of Titles: comprises two titles as follows: - Volume No. 169760 Lot 1; and - Volume No. 169760 Lot 2.	There are a few existing buildings on the site. The ones facing onto Hopkins Street are commercial buildings: one single storey, the other two storey. The single storey building is a retail tenancy currently used for Gourmet Spices, the other is a long standing use for Moonah Auto Parts and Salvage.
Encumbrances - Drainage Easement benefitting 135 Main Road and Pipeline Easement benefitting TasWater	Both of these buildings are in reasonable condition.
Services - full reticulated services with connections available to Sunderland Street. NBN currently not available	AttherearofthebuildingsextendingintotheSunderland Street title is a large collection of disused vehicles which is associated with the Auto Parts and Salvage business.
Contamination - likely to be contaminated. Will require on site investigations	In addition to the storage of disused vehicle, the Sunderland Street site has three run down shed/warehouse style buildings. A significant proportion of this site remains vacant.
Other Known Constraints - None	

Location and Surrounding Land Use

The site is located behind the main commercial and retail strip in Moonah with adjacent uses primarily comprises commercial and light industrial activity, although there are nearby residential uses fronting onto Sunderland Street and across the road at the award winning Hopkins Street Affordable Housing Project.

The Moonah Activity Centre is undergoing a gradual revitalisation focussed around the arts, culture and food scene. The nearby Moonah Arts Centre is the focus for arts and cultural activity in the municipal area. The annual Taste of the World festival is held at the nearby Benjafield Park and there is now a collection of boutique retail outlets and a burgeoning restaurant/cafe scene.

As a major Activity Centre, Moonah also includes a supermarket, discount department stores, doctors and dentist surgeries, pharmacies and other services necessary to meet the day to day needs of residents.



Moonah is now the most multi-cultural suburb in Greater Hobart, with the highest proportion of residents born overseas. This is reflective in the range of local shops and services that is available.

The site is also in close walking distance to the public transport corridor along main road, the rail line and the intercity cycleway.

Market Considerations

Along with New Town, Moonah is one of the oldest established suburbs of Hobart. The area is interspersed with industrial activity that moved into the area generally in the post-war era. Many older dwellings were converted to light industrial or service industry type uses.

Moonah is a relatively affordable suburb. While house prices have steadily increased across the last 18 years: the median house price is still only \$290,000 with a median rent of \$330.

Dwelling stock is primarily modest single storey detached dwellings: 80% of the housing stock. It has a relatively young population with a median age of 37 (2011 ABS Census), with census statistics indicating a growing number of family households (both with and without children).

Approximately 34% of the housing stock is rented with 30% owned outright and a further 32% under mortgage.

There is increasing anecdotal evidence of the growing attractiveness of Moonah to young professional couples and families: it remains affordable in comparison to suburbs such as New Town and North Hobart while still in good proximity to the key employment district.

Heritage and Design Considerations

The surrounding area consists of an ad hoc collection of commercial, industrial and residential style buildings, although buildings are generally low rise of 1 to 2 storeys.

Hopkins Street is commercial in character. Close to the Main Road intersection there are more traditional style two storey commercial buildings, set on the frontage with awnings and active frontages.

The subject site and adjacent sites have buildings that are set back off the street with car parking in front, after which Hopkins Street transitions into a mix of dwellings (some of which have been converted to non-residential use) and industrial warehouses.

On Sunderland Street the site is located between a heritage listed warehouse with a traditional saw tooth roof line and weatherboard single storey dwellings. The existing brick side wall with sawtooth profile to the heritage listed warehouse is a visible element within the streetscape and should be retained.

Environmental Considerations

The land is identified as potentially contaminated. On site investigations should be undertaken prior to any rezoning or design and planning work to determine if it is feasible to remediate the site for residential use.

Acoustic insulation measures should be integrated into the design of new dwellings in order to mitigate against risk of land use conflict arising from nearby light industrial and service industry uses.

Servicing and Infrastructure Capacity

With the exception of NBN, the site has access to full reticulated services.

In regards to water the site can be serviced by a connection from either a 100m diameter water main in Hopkins Street or a 100mm diameter water main in Sunderland Street. TasWater advises both of these mains are adequate to service the domestic and fire services requirements for its redevelopment.

Connection to the public stormwater system is also available at either Hopkins Street or Sunderland Street.

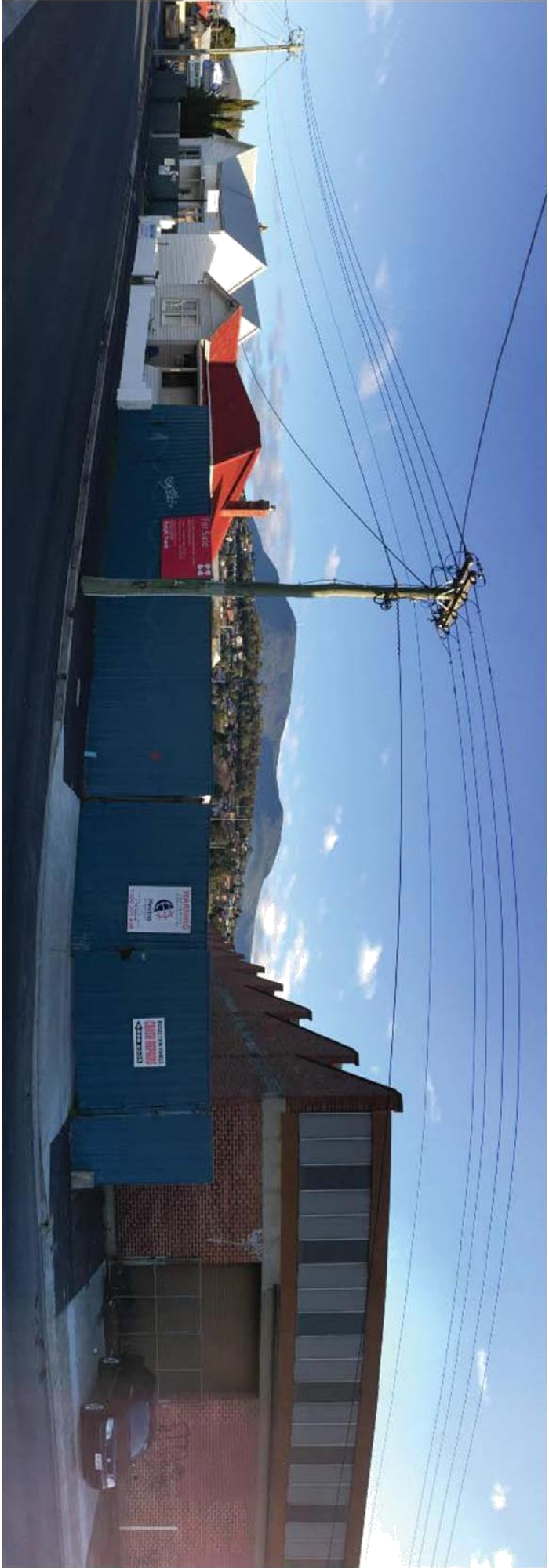


Figure HS1: View of the site from Sunderland Street with heritage listed warehouse on right hand side.



Figure HS2: Aerial Imagery of the site showing location of sewer main running through near Sunderland Street frontage.



Figure HS3: View of the site from Hopkins Street, showing existing commercial buildings

60-62 Hopkins Street & 18 Sunderland Street, Moonah

Planning Scheme Controls

Glenorchy Interim Planning Scheme 2015

Zoning - General Business Zone & Light Industrial Zone

- Applicable Codes:
- Road & Railway Asset Code
 - Parking & Access Code
 - Stormwater Management Code
 - Potentially Contaminated Land Code

Key Zone Requirements

Residential Use Status - In General Business Zone permitted only if above ground floor, otherwise discretionary. In Light Industrial Zone, residential use is prohibited.

The following analysis is based on an assumption of rezoning part of the current Light Industrial Zone to General Business (see discussion on Strategic Planning Consideration).

Permitted Density - No restrictions

Site Coverage - Not more than 50% in the Inner Residential Zone.

Permitted Building Height - 12 metres.

Permitted Setbacks - No more than existing adjoining buildings.

Design Requirements:

- Main pedestrian entrance visible from road;
- Ground floor facade no less than 40% windows or door opening;
- Mechanical plants to be screened from public spaces;
- Roof top infrastructure (service plants, lift wells) to be incorporated into roof design;
- No security shutters onto a street frontage.
- No entrapment spaces, such as concealed alcoves near public spaces

- External lighting to car parking areas and pathways
- Well lit public access at ground floor level from any external car park

Key Code Requirements

On-Site Car Parking - 1 space per 1 bedroom dwelling 2 spaces per 2+ bedroom dwelling and 1 visitor space per 4 dwellings.

All internal driveways, vehicle circulation areas and parking spaces are to be in accordance with AS2890.1.

Accesses are to be safe, to the standard of the Road Authority and not unreasonably impact on the efficiency of the road. This will need to be demonstrated through a Traffic Impact Assessment.

Design of development will need to incorporate water sensitive urban design principles.

An Environmental Site Assessment prepared by a suitably qualified person outlining the nature, extent and levels of existing contamination and any risks will be required to accompany any application.

Strategic Planning Considerations

To facilitate infill residential use and development on the site an amendment to the Glenorchy Interim Planning Scheme 2015 will be required.

There are broadly two (2) amendment options that could be considered:

- A textual amendment to the planning scheme to provide for residential use on this land within the Light Industrial Zone.
- A rezoning of the land.

Having regard to the zoning of adjoining sites, it is recommended that the most appropriate way to proceed would be to rezone that part of the site which is currently Light Industrial to General Business.

This would provide for a permitted pathway for residential use above ground floor level and a



Figure HS4: Zoning under the Glenorchy Interim Planning Scheme 2015

discretionary pathway on ground floor while maintaining an opportunity for some commercial uses on the site, particularly where fronting onto Hopkins Street.

A textual amendment to the Light Industrial Zone to allow for residential use on the site, is considered inappropriate as it would introduce into the use table for the Light Industrial Zone a use that is inconsistent with the attainment of the Zone Purpose Statements under that Zone.

Rezoning of the land to a residential zone (such as Inner Residential) is also not considered appropriate. It would introduce an isolated parcel of residential zoning into an area where non residential uses predominate. Attainment of the Zone Purpose Statements for the Inner Residential Zone would be difficult. Furthermore amenity expectations for future infill development are more easily managed through the use of a General Business Zoning.

An amendment to the Interim Planning Scheme will

also need to address the loss of any industrial land. The Southern Tasmania Industrial Land Study (SGS, 2011) indicates that Glenorchy has insufficient existing industrial land available to accommodate projected demand for local service industries: an estimated 5 to 7 hectares shortfall over the next 20 years.

It further suggests better use (more intense use) of existing land may enable a higher level of self containment, although if the demand is not met it will likely flow over into further demand in the Brighton and Clarence areas.

On the other hand, the Southern Tasmania Regional Land Use Strategy specifically identifies the corridor extending along Main Road as Integrated transit corridor where residential densities should be increased to at least 25 dwellings per hectare. In this respect any planning scheme would be directly furthering the attainment of that Strategy.

It is further noted that the area of Light Industrial Zoned land to be lost is on the fringes of a large

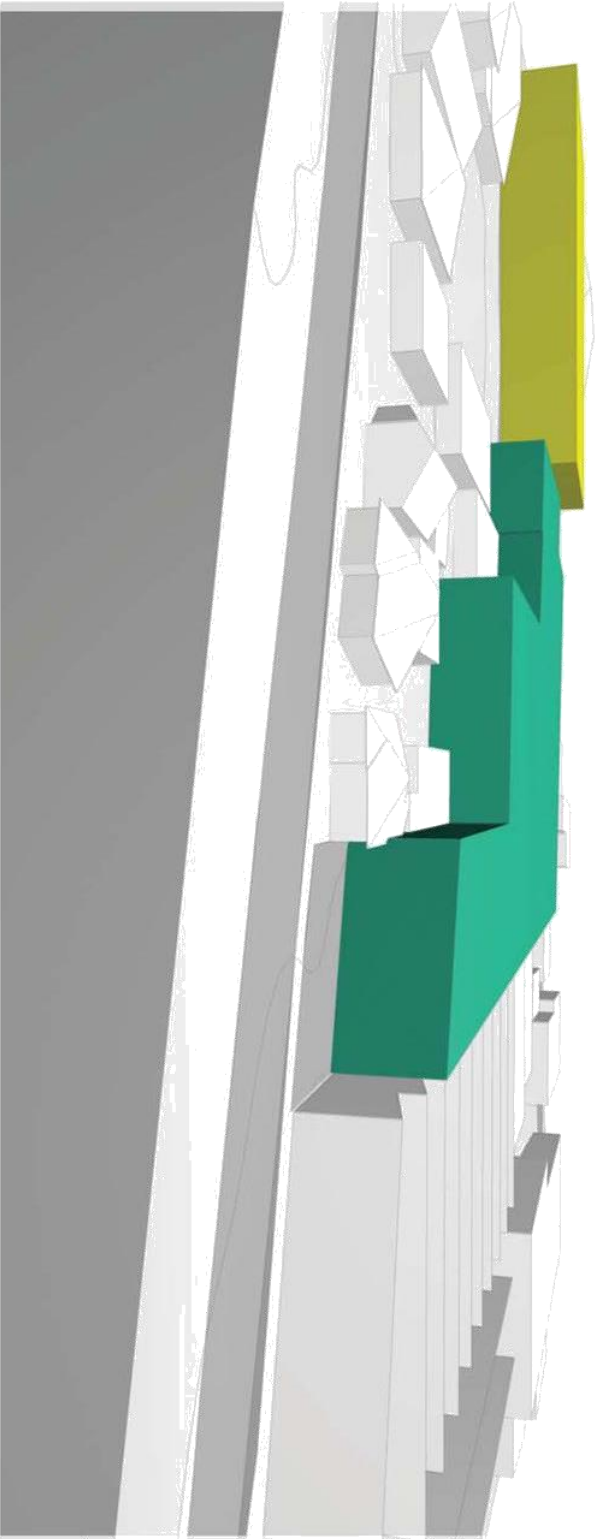
er sub-precinct of industrial land that generally extends between Gormanston Road and Sunderland Street. Moreover, the area to be rezoned at approximately 5,500m² is a minor proportion of the total industrial land estate within the municipal area.

There is a significant strategic land use question that requires resolution at a metropolitan level. Furthering the infill development objectives for the transit corridor, is likely to require the loss of industrial land. With an existing shortfall of industrial land for local services industries, which is predicted to increase, where is the additional industrial land to be provided?

It is however considered that the relatively minor scale of the planning scheme amendment required to facilitate the reuse of this site for residential development, makes it possible to progress a rezoning in the absence of resolving the larger strategic land use issue.



Figure HSS & HS6. Three dimensional representation of building envelopes under the Glenorchy Interim Planning Scheme 2015.



60-62 Hopkins Street & 18 Sunderland Street, Moonah

The Redevelopment Concept

A redevelopment concept has been developed for the site across two stages to provide for a more commercially feasible option through suitable lead time and staging to absorb supply. The site accommodates a significant number of new dwellings due to its size and it is located in an suburb where higher density living in the private housing sector is relatively untested.

Stage One is concentrated on Sunderland Street side which is currently for sale, which allows for the existing commercial operations on the Hopkins Street side to continue.

Overall the concept provides for a mix of 2 and 3 bedrooms apartments, with 4 new detached dwellings. While Moonah currently has a very low stock of apartment style dwellings, the concept intentionally introduces apartments in order to provide for greater diversity in dwellings within the suburb.

Ground level apartments have their own private open space with the upper level 2 bedrooms apartments having individual decks.

Stage One provide for 29 new dwellings: 25 x 2 bedroom apartments, 3 x 3 bedroom apartments and a 3 bedroom house.

Stage Two provides for a total of 9 new dwellings: 3 x 2 bedroom apartments, 3 x 3 bedroom apartments and a 3 x 3 bedroom house. The boundary between Stage One and Stage Two could be adjusted so that less dwellings are constructed in Stage One providing for greater lead time on supply. Another option would be to replace the proposed houses onto Hopkins Street with new commercial buildings, although commercial development is generally less profitable and has greater financial risks.

The apartment buildings along the northern boundary are setback from the wall of the heritage listed warehouse, ensuring that it remains a visible element within the streetscape.

Figure HS6 & 7: Conceptual layout of redevelopment option





Each dwelling is provided with a one parking space- with a total of 8 visitor parking spaces. This is less than the requirement under the planning scheme but is intended to encourage use of public and active modes of transport.

Access is provided via an internal laneway that would have sufficient width for two way movement. The internal laneway will also provide pedestrian access for the Sunderland Street side through to Hopkins Street.

The buildings onto Hopkins Street are located closer to the frontage than what currently exists. This will assist also assist in streetscape integration and create an opportunity to extend active frontages further down Hopkins Street. The loss of car parking for those commercial uses is considered to be offset by the adjoining public car park at 64 Hopkins Street.

It should be recognised that the concept is futuristic, in that demand for apartment style dwellings, is currently limited.

Opportunities may exist to redevelop this site as a public private partnership in which some of the dwellings contribute to the stock of public housing, where there is potentially greater demand for smaller size dwellings.

An alternative concept could involve a similar plan layout but replacing some of the apartment building with townhouse style dwellings or replacing some 2 bedroom with 3 bedroom apartments.

60-62 Hopkins Street & 18 Sunderland Street, Moonah



Figure HS8: Aerial view of redevelopment concept

Indicative Costings

Indicative likely costings have been developed. These costings are based on a dwelling typology rather than a thorough analysis of architectural plans and therefore should be considered a 'ball-park'.

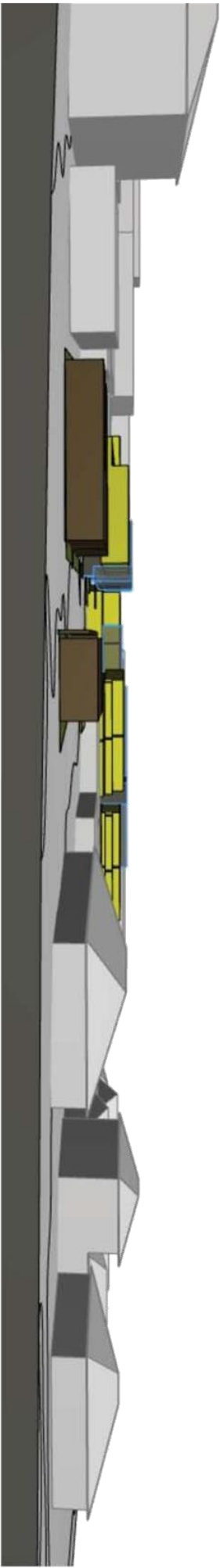
An actual estimate of likely costs will be dependent upon the design of the final proposal and details of construction and finishes.

House

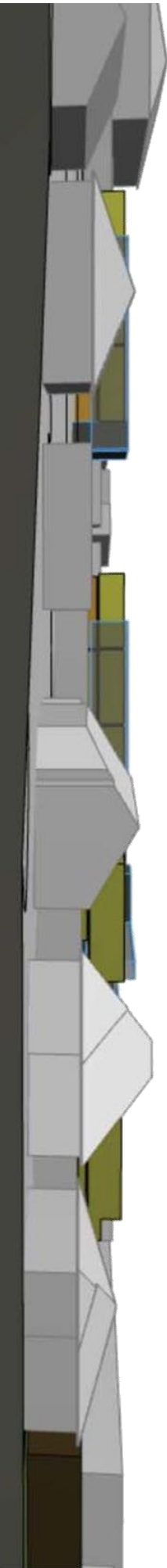
\$1,898.06 per m² including proportion of site works and shared services. Based on standard internal finish.

2 & 3 bedroom apartments

\$2,900 per m² inclusive of a proportion of site works and shared services.



Figures HS9 & SH10: Streetview of redevelopment concept from Hopkins Street (above) and Sunderland Street (below)



Site works and shared services include provisions of carparking, subdivision/strata titling costs, fencing, stormwater, water and sewerage shared drains, incoming power.

Nominal Allowances

- Civil Works allowance - \$885,000. This is inclusive of roads, footpaths, paved areas, external stormwater drainage, connections to reticulated mains (water, sewer, stormwater, electricity, gas).
- Soft Landscaping allowance - \$52,000

Total indicative likely costs are \$8.4 million

Indicative Returns

Market acceptance of higher density living in the private housing sector is at a pre-emergence stage at present. The scale of the project requires suitable lead times and stanging to absorb the supply.

Indicative pricing achievable in the current market would be:

- House: \$340,000 - \$360,000
- Apartment (2 bed): \$265,000 - \$285,000
- Apartment (3 bed): \$340,000 - \$360,000

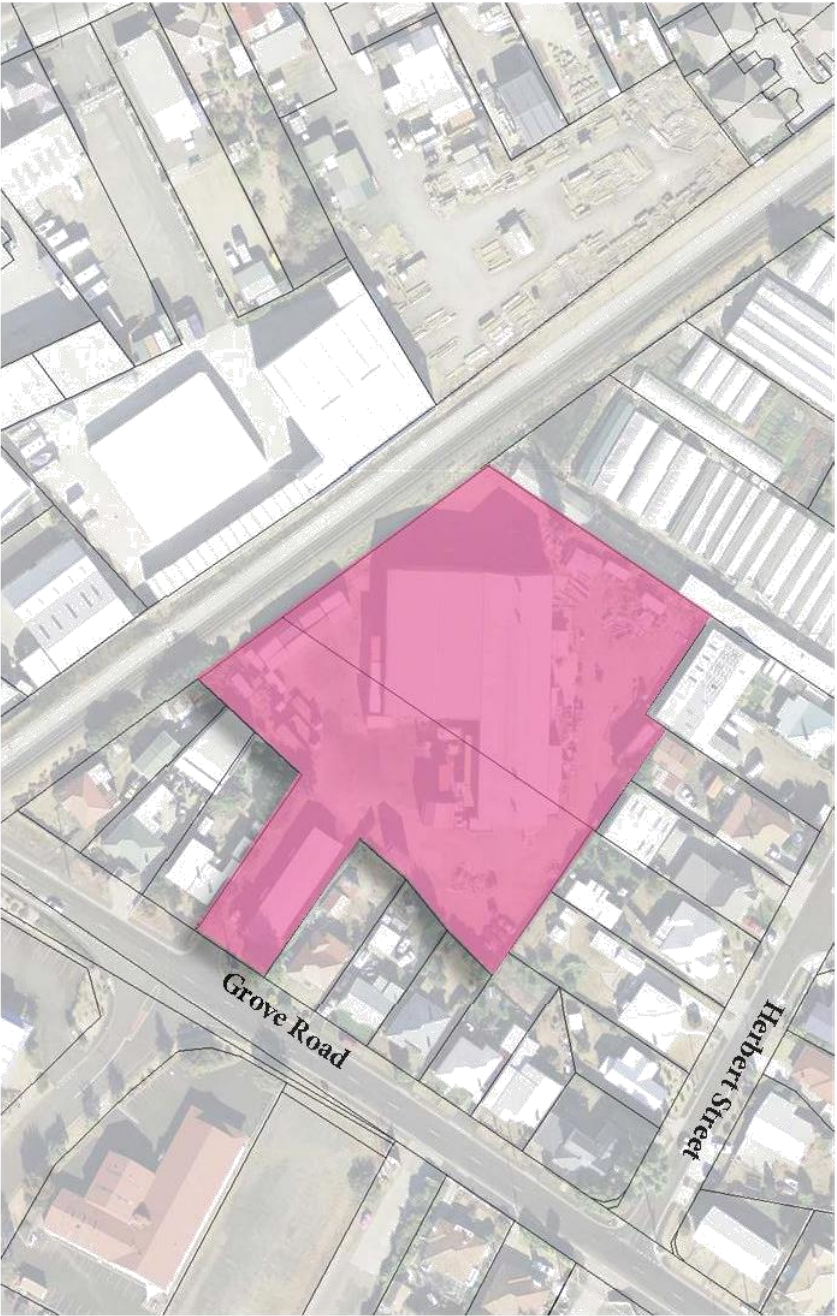
The development feasibility indicates an overall gross realisable value of approximately \$8 to \$8.5 million, compared to cost estimate of \$8.115 million excluding land value and holding costs.

There would be interest in the market for 2 and 3 bedroom units. Upper level apartments are untested in the area. The offering and standard will need to be above conventional and provide something more than the current real estate stock without being radically different in order to generate demand and potentially increase pricing achievable.

The commercial building is likely to be less profitable and higher risk than residential.

97A Grove Road, Glenorchy

Key Site Information	Site Description
Site Area - 8,795m²	97A Grove Road is a large industrial site comprised of two titles with a single road frontage to Grove Road.
Grove Rd Frontage - 20 metres	
Certificate of Titles: Folio No. 120099 Lot 1, Folio No. 82124 Lot 1.	The site also has frontage onto the rail corridor, although as it is on the rail line side it would be difficult to obtain direct foot/cycle access onto the Inter City Cycleway.
Encumbrances - Drainage Easement benefitting Glenorchy City Council for stormwater	There is one large existing warehouse on the site, that is in poor condition and which appears to contain some asbestos sheeting. The building has most recently been used as a transport depot by Watkins Transport.
Services - full reticulated services with connections available to Sunderland Street. NBN currently not available	The operation does have a 'makeshift' quality and there is currently a development application to utilise the site for waste storage and recycling.
Contamination - likely to be contaminated. Will require on site investigations.	Near the Grove Road frontage is a rectangular shaped single storey building that is utilised as a site office.
Other Known Constraints - None	The buildings have in recent years been consistently underutilised.
	There are extensive sealed areas surrounding these buildings, although the bitumen is breaking up with numerous pot holes. These sealed areas appear to be used for external vehicle storage.
	A stormwater drain dissects the site as shown in Figure GR3. This is in the location of an former creek line and is the low point on the site.
	Location and Surrounding Land Use
	The site is located on the northern extremity of the Grove Road industrial area. Adjoining land to the north-west and south-west comprises modest sized detached dwellings on their own allotments ranging from 400 to 800m².
	Directly adjoining to the north-east is Tibballs Nursery, which is a long standing non conforming use. Plants are primarily grown in hothouses and there are limited off site impacts arising from this use.
	With the exception of 99, 101 & 103 Grove Road which are also zoned Light Industry the site is spatially



divorced from other industrial areas by the Rail Corridor and Grove Road .

Those three adjoining properties at 99, 101 & 103 Grove Road while zoned Light Industry are utilised for residential use, with the rear of 101 Grove Road used for an engine reconditioning business.

Direct access onto the cycleway is prevented by the Rail corridor however pedestrian access to the cycleway via Grove Road is approximately 65 metres away with Main Road and bus stops 265 metres.

Walking distance to Northgate via the cycleway is approximately 460 metres.

Market Considerations

Glenorchy is a large suburb extending from the Brook-er Highway through to the foothills of Mount Wellington and the boundary of Wellington Park. Like Moona and New Town much of the area was part of land grants to early European settlers,

With improvements in transportation from Hobart to Glenorchy, residential areas expanded. There are a large number of post-war austerity housing within the area, evidence from the immediately adjoining housing stock.

Glenorchy is a lower socio-economic area with an above average proportion of residents over the age of 65. Weekly incomes are well below the Greater Hobart median of \$1,065 at \$736 per week.

Approximately 40% of housing is rented. 30% is owned outright with the remainder under mortgage.

Population and the number of dwellings is steadily increasing.

Housing stock is more diverse that the average suburb with just over 20% of the housing stock flats, units or apartments in comparison with the Greater

Hobart average of 10%. Detached houses comprise nearly 70% of the housing stock.

Glenorchy is an affordable suburb. The median house price is only \$243,000. The affordability and supply of existing housing stock is a significant challenge for the development of high quality infill housing. The cost of infill development, including constructions costs make it difficult to compete with the established stock.

Heritage and Design Considerations

There are no nearby heritage listed properties.

Buildings on adjoining sites are predominantly residential in nature and single storey. The design of any residential development of the site will need to have regard to overshadowing and loss of privacy impacts on the adjoining sites.

There is potential for greater height and bulk adjacent to the rail corridor and along the north-eastern edge where there is no potential for residential amenity impacts.

Environmental Considerations

The land is identified as potentially contaminated. On site investigations should be undertaken prior to any rezoning or design and planning work to determine if it is feasible to remediate the site for residential use.

Acoustic insulation measures should be integrated into the design of new dwellings in order to mitigate against risk of land use conflict arising from nearby light industrial and service industry uses as well as the rail corridor.

Servicing and Infrastructure Capacity

With the exception of NBN, the site has access to full reticulated services.

In regards to water the site can be serviced by a connection from a 100m diameter



Figure GR1: View of the site from the Intercity Cyclway

Figure GR2: Approximate location of stormwater drainage easement and sewer main.

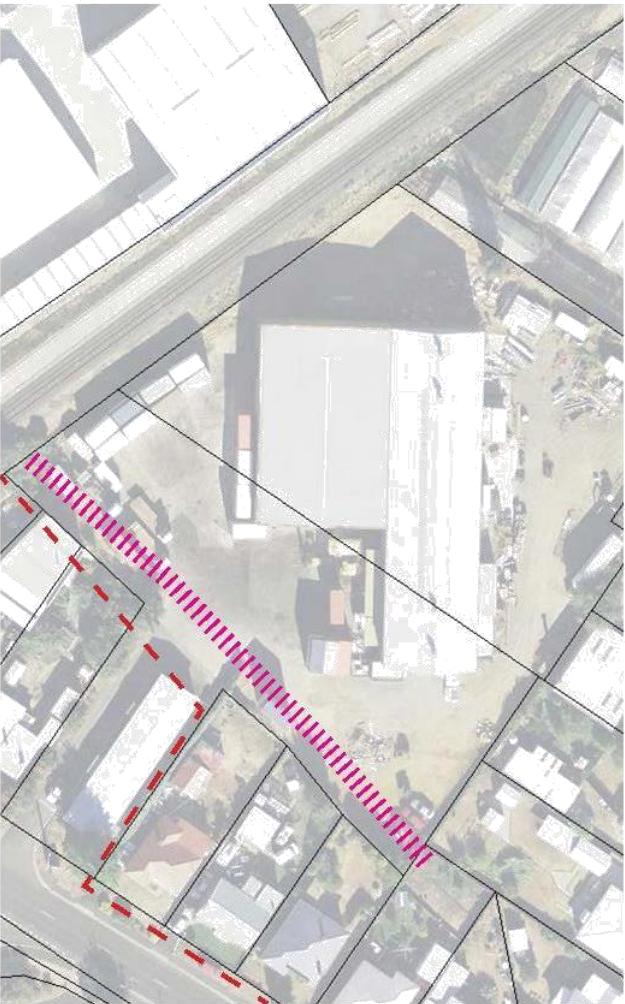


Figure GR3: View from Grove Road entrance.



97A Grove Road, Glenorchy

water main in Grove Road. TasWater advises that this main is adequate to service the domestic and fire services requirements for its redevelopment.

In regards to sewer the site can be served by gravity feed from a connection location on the northern boundary with 8 Herbert Street.

There is a 300mm diameter sewer main which dissects across the front part of the site near Grove Road (see figure GR2). Any habitable structures must not be closer than 2 metres from the outside of this pipe wall.

Connection to the public stormwater system is also available through the existing stormwater main which dissects the site.

Strategic Planning Considerations

To facilitate infill residential use and development on the site an amendment to the Glenorchy Interim Planning Scheme 2015 will be required.

It is considered that the most appropriate planning scheme amendment would be to rezone the land.

Having regard to the zoning of adjoining sites and the site's proximity to the Glenorchy CBD, it is recommended that the most appropriate zone is the Inner Residential Zone.

This would provide for a 'no permit required' pathway for residential use and development of the site if the acceptable solutions for use and development are met.

An amendment to the Interim Planning Scheme will also need to address the loss of any industrial land. The Southern Tasmania Industrial Land Study (SGS, 2011) indicates that Glenorchy has insufficient existing industrial land available to accommodate projected demand for local service industries: an estimated 5 to 7 hectares shortfall over the next 20 years.

It further suggests better use (more intense use) of existing land may enable a higher level of self containment, although if the demand is not met it will likely flow over into further demand in the Brighton and Clarence areas.

On the other hand, the Southern Tasmania Regional Land Use Strategy specifically identifies the corridor extending along Main Road as Integrated transit corridor where residential densities should be increased to at least 25 dwellings per hectare. In this respect any planning scheme amendment in the form as recommended would be directly furthering the attainment of that Strategy.

It is further noted that the area of Light Industrial Zoned land to be lost is on the northern fringe of the Grove Road industrial sub-precinct and is surrounded on three sides by existing residential zoning. Industrial activity on the land is likely to cause land use conflict with those existing residential properties.

The site, with the exception of three small allotments on Grove Road, is also spatially divorced from the other parts of the sub-precinct by the rail corridor or Grove Road.

Moreover, the area to be rezoned at approximately 5,500m² is a minor proportion of the total industrial land estate within the municipal area.

There is however a significant strategic land use question that requires resolution at a metropolitan level in relation to the industrial land estate within Glenorchy.

Furthering the infill development objectives for the transit corridor, is likely to require the loss of industrial land. With an existing shortfall of industrial land for local services industries, which is predicted to increase, where is the additional industrial land to be provided?

It is however considered that the relatively minor scale of the rezoning required to facilitate the reuse of this site for residential development, makes it possible to progress a rezoning in the absence of resolving the larger strategic land use issue.

It is recommended though that if a rezoning is progressed, that the land at 99, 101 & 103 Grove Road is also included.

Planning Scheme Controls

Glenorchy Interim Planning Scheme 2015

Zoning - Light Industrial Zone

Applicable Codes:

- Road & Railway Asset Code
- Parking & Access Code
- Stormwater Management Code
- Potentially Contaminated Land Code

Key Zone Requirements

Residential Use Status: Prohibited.

The following analysis assumes the rezoning of the site to Inner Residential Zone.

Permitted Density - 1 per 200m² in Inner Residential Zone. No restrictions in Urban Mixed Use Zone.

Site Coverage: Not more than 50% of the site area with at least 25% of site area as impervious surfaces.

Permitted Building Height - Building Envelope with maximum building height of 3 metres at boundary rising inwards at a 45 degree angle to an overall building height of 9.5 metres.

Permitted Setbacks - 4.5 metres front setback and 4 metres rear boundary setback with restrictions on maximum wall length on side boundaries.

Inner Residential Zone Design Requirements:

- At least 24m² with minimum horizontal dimension of 3m of private open space per dwelling or 12m² with minimum horizontal dimension if dwelling is above ground floor level.
- At least one habitable room with a window that faces between 30 degrees east of north through to 30 degrees west of north.
- Siting of dwelling does not cause 50% of the private open space to receive less than 3 hrs of sunlight at 21 June to another dwelling on the same site.

- Siting of windows and decks in relation to adjoining properties and dwellings on the same site.

Key Code Requirements

On-Site Car Parking - 1 space per 1 bedroom dwelling 2 spaces per 2+ bedroom dwelling and 1 visitor space per 4 dwellings.

All internal driveways, vehicle circulation areas and parking spaces are to be in accordance with AS2890.1.

Accesses are to be safe, to the standard of the Road Authority and not unreasonable impact on the efficiency of the road. This will need to be demonstrated through a Traffic Impact Assessment.

Design of development will need to incorporate water sensitive urban design principles.

An Environmental Site Assessment prepared by a suitably qualified person outlining the nature, extent and levels of existing contamination and any risks will be required to accompany any application.

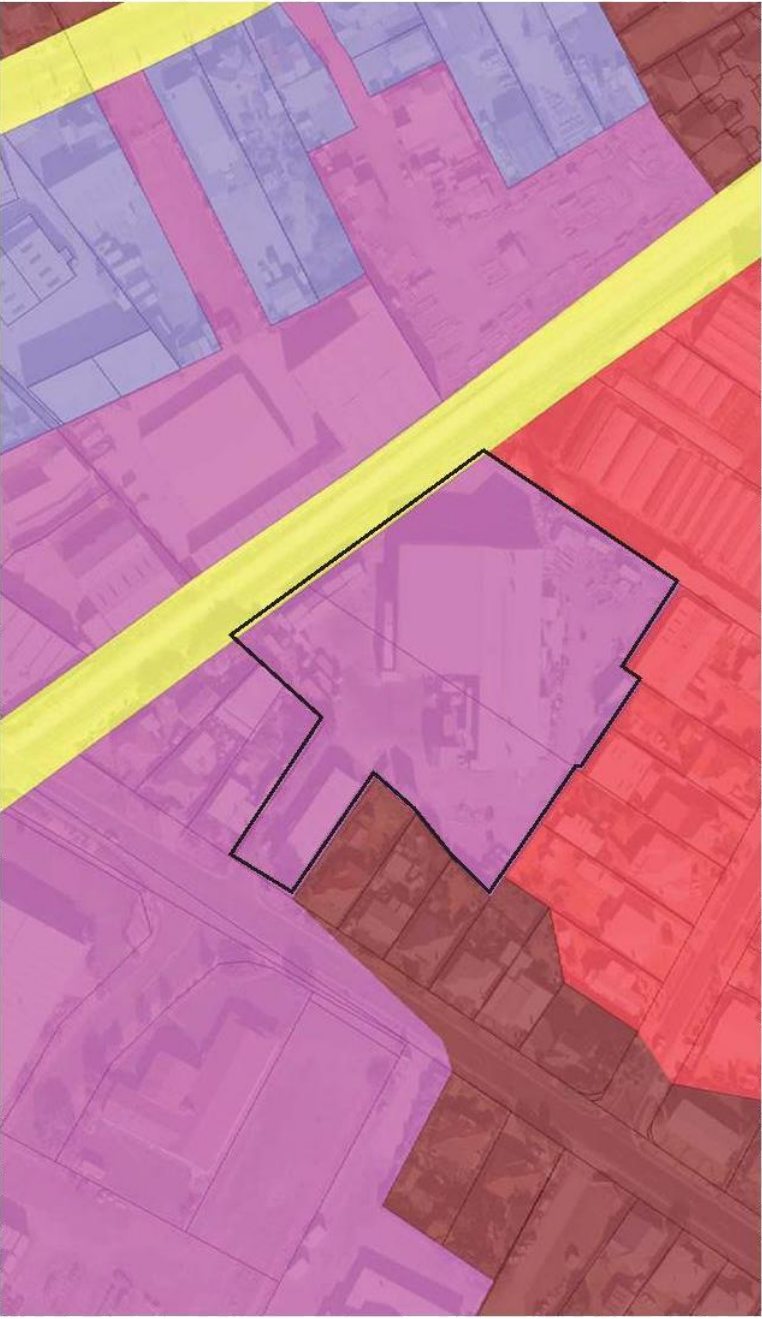


Figure GR4: Zoning under the Glenorchy Interim Planning Scheme 2015

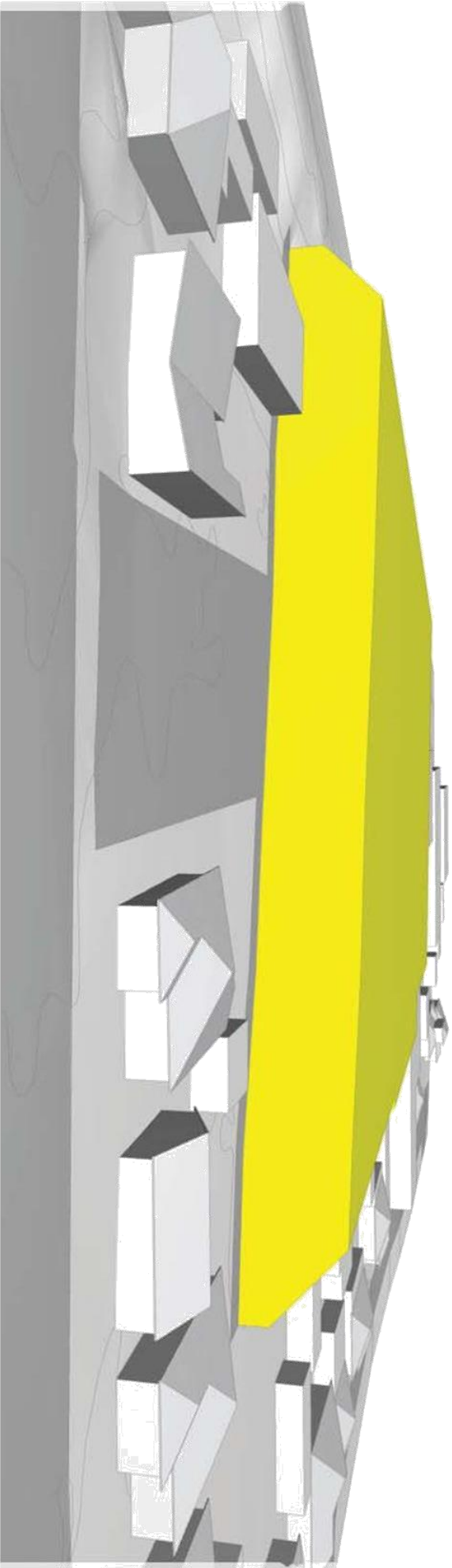


Figure GR5: Three dimensional representation of building envelope based on an Inner Residential Zoning under the Glenorchy Interim Planning Scheme 2015.

97A Grove Road, Glenorchy

The Redevelopment Concept

A redevelopment concept has been developed for the site providing for the development of 14 townhouses, 10 houses and 4 units. The concept involves the demolition of existing buildings and structures on the site.

The concept involves a staged approach to absorb the supply it proposes and create lead time for the higher density townhouses.

The overall density proposed is 1 dwelling per 275m², which is within the permitted standard for the Inner Residential Zone of 1 dwelling per 200m².

At a more detailed level there is a transition of density across the site to provide for integration with the established character and to minimise risk of amenity impacts.

In particular the townhouses which are three stories due to the inclusion of a ground floor double garage are located along the north-western and south-western boundaries where the height and bulk will not cause any loss of residential amenity.

A diversity of housing consistent with the established demographics is proposed.

The 10 houses at 122m² are sufficient to accommodate 3 bedrooms, one bathroom and ensuite and an open area kitchen, living and dining. Each has their own private open space. Sufficiently large for a small family the single storey nature and level access would also be attractive for older established or retired couples.

One of the houses is shown on the narrow section of land near Grove Road. This is provided with its own large allotment to integrate into the streetscape and avoid development near the former creek depression where the land is wet and shaded.

Figure GR6: Plan of redevelopment concept



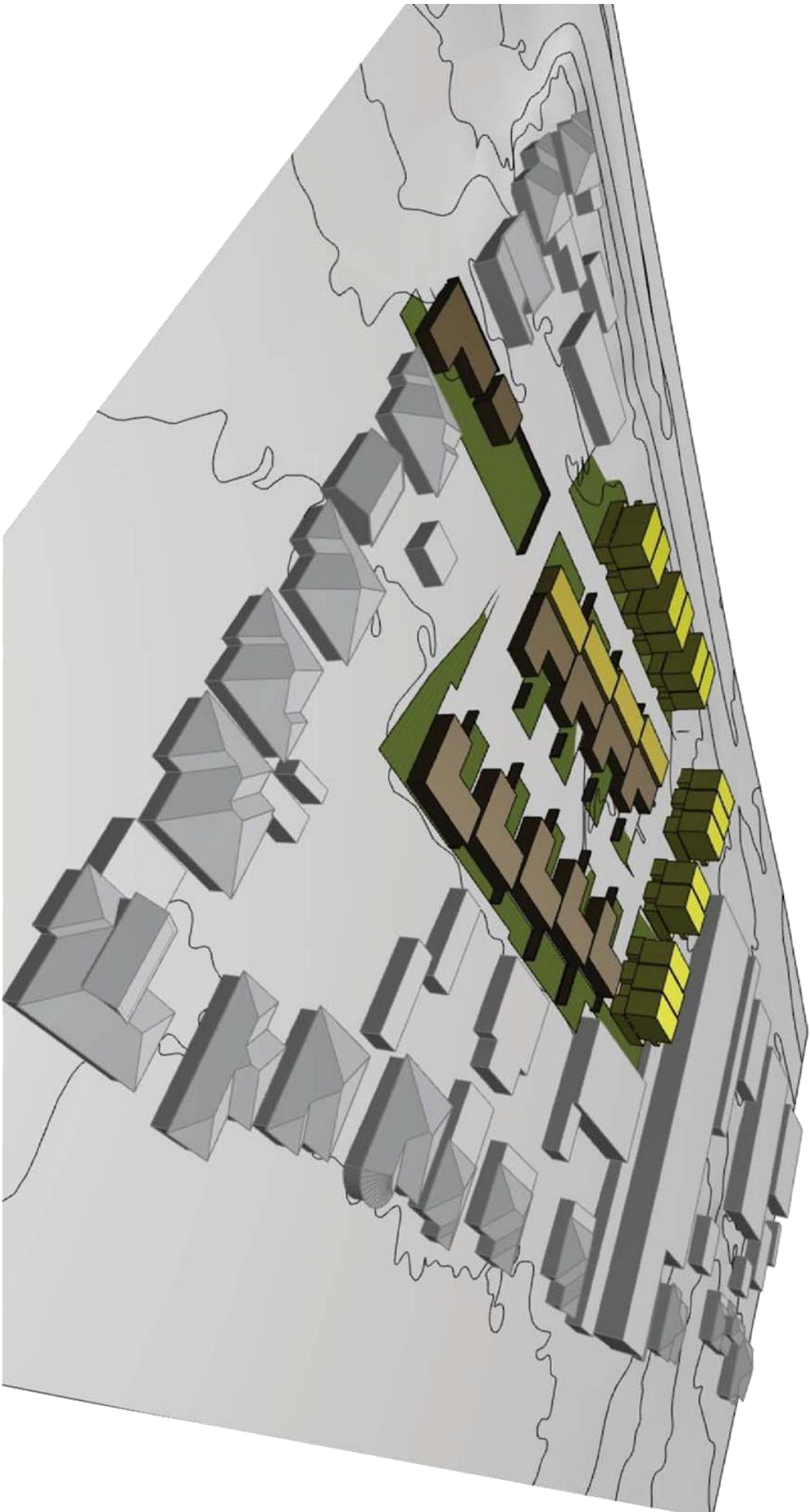


Figure GR7: Aerial view of redevelopment concept

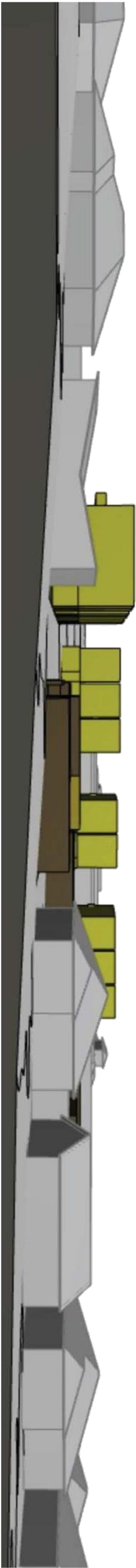


Figure GR8 : View of redevelopment concept from Grove Road

The 2 units are likely to be similarly attractive for older persons although at 87m² with 2 bedrooms and one bathroom more suited to singles.

The 2 bedroom townhouses have a generous floor plate with a total floor area of 165m². These are sufficiently large enough to accommodate 3 bedrooms, bathroom, full size ensuite and open plan kitchen, living, dining area with double garage. The double garage could dually function as storage.

A way to overcome this issue and generate demand is to utilise a unique design approach. For example develop a design based around the concept of flexibility and easy customisation using different design details and layouts to reflect personal choice at the time of purchase as well as adapt to life changes over time.

Dwellings would be accessed via a new internal access road network through from Grove Road. Areas of communal open space could be accommodated in the western corner of the site, although with each dwelling having generous provision of private open space this may not be necessary.

Each dwelling is provided with a one parking space with a total of 8 visitor parking spaces. This is less than the requirement under the planning scheme but is intended to encourage use of public and active modes of transport.

97A Grove Road, Glenorchy

Indicative Costings

Indicative likely costings have been developed. These costings are based on a dwelling typology rather than a thorough analysis of architectural plans and therefore should be considered a 'ball-park'.

An actual estimate of likely costs will be dependent upon the design of the final proposal and details of construction and finishes.

2 bedroom townhouses

\$2,553.39 per m² inclusive of a proportion of site works and shared services.

2 bedroom units and 3 bedroom houses

\$1,898.06 per m² inclusive of a proportion of site works and shared services.

Site works and shared services include provisions of carparking, subdivision/strata titling costs, fencing, stormwater, water and sewerage shared drains, incoming power.

Nominal Allowances

Civil Works allowance - \$800,000

This is inclusive of roads, footpaths, paved areas, external stormwater drainage, connections to reticulated mains (water, sewer, stormwater, electricity, gas).

Soft Landscaping allowance - \$52,000

Total indicative likely costs are \$9.7 million

Indicative Returns

Market acceptance of medium density living in this location is expected to be positive over time and therefore staging particularly for the townhouse component is important.

Indicative pricing achievable in the current market would be:

- House: \$300,000 - \$320,000
- Unit (2 bed): \$220,000 - \$240,000
- Townhouse (2 bed): \$270,000 - \$290,000

The development feasibility indicates an overall gross realisable value of approximately \$10 million, compared to cost estimate of \$9.7 million excluding land value and holding costs.

There would be interest in the market for the completed product but a project of this type appears unfeasible to the development sector as a single project without staging.

Innovative design options based on low cost materials or affordable housing schemes may assist in overcoming the marginal returns.

22 Wrights Avenue, Glenorchy

Key Site Information

Site Area - 7.94ha
Wright's Avenue Frontage - 15.3 metres
McKay's Avenue (North) Frontage - 15.5 metres
McKay's Avenue (West) Frontage - 18 metres
Grove Road Frontage - 30.42 metres

- Certificate of Titles: comprised of six titles as follows
- Volume No. 104457 Lot 1
 - Volume No 110031 Lot 2
 - Volume No. 110032 Lot 1
 - Volume No. 198938 Lot 1
 - Volume No. 199066 Lot 1
 - Volume No 43922 Lot 7

Encumbrances - Various Drainage and Pipelines Easements. These benefit and burden titles forming part of the site rather than adjoining lots.

Services - full reticulated services with connections available to Sunderland Street. NBN currently not available

Contamination - unlikely to be contaminated

Other Known Constraints - Prone to Inundation and Debris Flow

Site Description

22 Wrights Avenue is a large site comprised of six titles and currently utilised by McKay's Timber as a Timber Mill, Processing Plant and Yard.

This is a very large site of approximately 7.94 hectares, with multiple four road frontages and a shared boundary with Humphrey's Rivulet. The site is relatively level.

The existing McKay Timber Yard is concentrated on the southern half of the site (that closest to Wrights Avenue and the rail corridor). The remainder of the site is utilised for storage of timber or vacant.

There are several large structures and plants on this southern half included a Green Mill, Dry Planning Mill and a manufacturing plant for pre-fabricated timber products including roof trusses, wall frames and muscled beams.

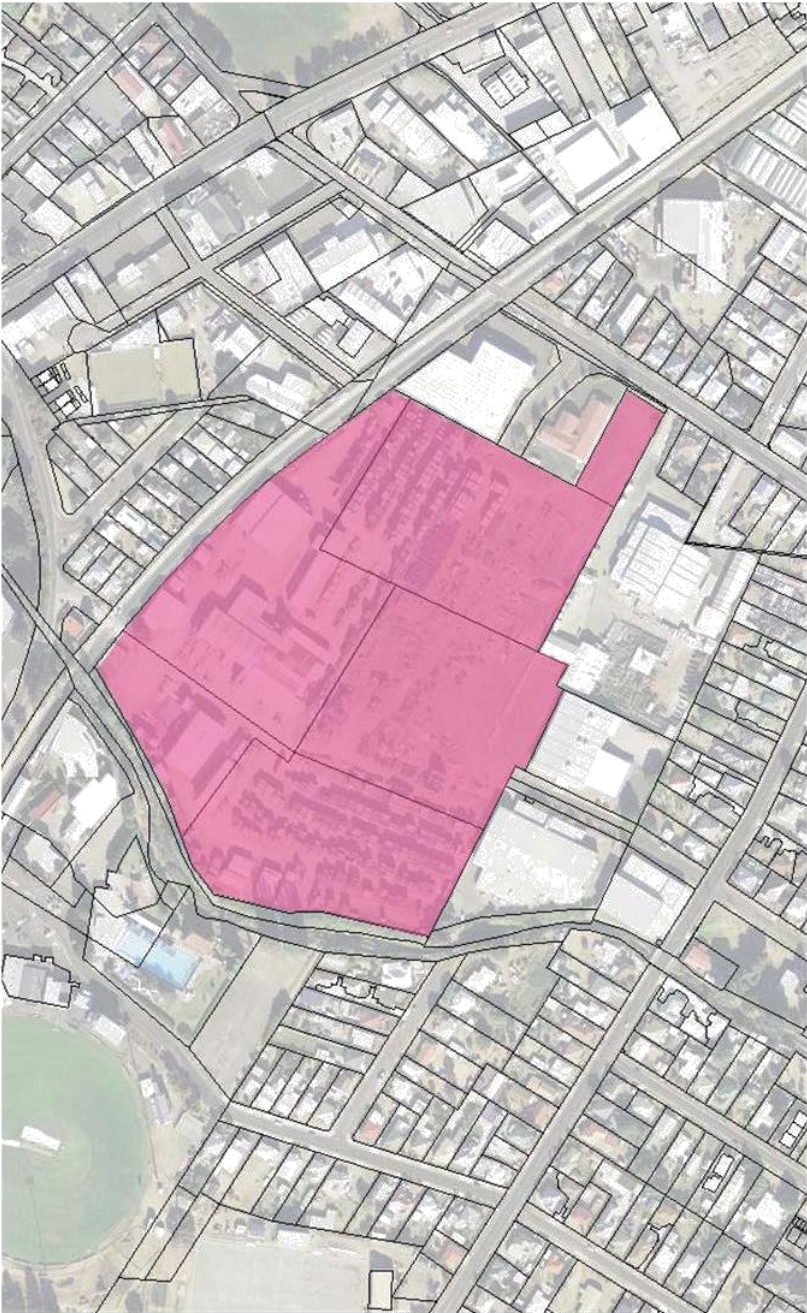
This is a strategically important site for McKay Timber with ongoing investment by the company into the site including plant and equipment. While McKay Timber have a Mill and Yard at Bridgewater that site is fully utilised.

Furthermore the location of this yard in proximity to the main industrial areas around Glenorchy, Derwent Park and Moonah servicing the building and construction industry is considered important to the ongoing viability of the business.

Even if a suitable site for the relocation of the business was found - a difficult task in light of the overall shortage of industrial land within Greater Hobart - there could be a loss of business to other retail based timber yards such as Bunnings and K & D Warehouse if customers are forced to travel additional distance.

Location and Surrounding Land Use

The site is located in close proximity to the Glenorchy CBD, being only 70 metres walking distance to Northgate via Wrights Avenue. Elsewhere to the South are primarily commercial properties.



To the east across Humphrey's Rivulet is the main recreational precinct for the municipality containing KGV Sports Ground, the swimming pool as well as the Transport Museum.

To the north is generally residential, although the subject site does have a handful of other light industrial properties directly adjoining it to the north, including Stonemans Nursery, a distribution centre and manufacturing plant for Sigma Pharmaceuticals.

Market Considerations

Glenorchy is a large suburb extending from the Brooker Highway through to the foothills of Mount Wellington and the boundary of Wellington Park. Like Moonah and New Town much of the area was part of land grants to early European settlers.

With improvements in transportation from Hobart to Glenorchy, residential areas expanded. There are a large number of post-war austerity housing within the area, evidence from the immediately adjoining housing stock.

Glenorchy is lower socio-economic area with an above average proportion of residents over the age of 65. Weekly incomes are well below the Greater Hobart median of \$1,065 at \$736 per week.

Approximately 40% of housing is rented. 30% is owned outright with the remainder under mortgage.

Population and the number of dwellings is steadily increasing.

Housing stock is more diverse than the average suburb with just over 20% of the housing stock flats, units or apartments in comparison with the Greater Hobart average of 10%. Detached houses comprise nearly 70% of the housing stock.

Glenorchy is an affordable suburb. The median house price is only \$243,000. The affordability and supply of existing housing stock is a significant challenge for the development of high quality infill housing. The cost of infill development, including construction costs make it difficult to compete with the established stock.

Heritage and Design Considerations

The site contains the ruins of the former Grove homestead is located near the frontage with McKays Avenue (North).

Any new roads through the site that will function as a connector road will require a 20 metre wide road reservation. Other new roads will otherwise require a 15 metre wide road reservation.

While this Georgian ruin and its former outbuildings are not listed they are likely to have significant archaeological potential. It is also demonstrative of the evolution of Glenorchy since European settlement. Opportunities to interpret this significance should form part of any redevelopment of the site.

Environmental Considerations

Part of the site, where adjacent to Humphrey's Rivulet is prone to inundation and debris flow.

The spatial extent of inundation during a 1% AEP event is unknown and a specific on site study to assess the extent of flooding will be required.

Notwithstanding this, based on historical records it is likely that the inundation area will noticeably extend into the site.

Servicing and Infrastructure Capacity

With the exception of NBN, the site has access to full reticulated services.

In regards to water the site can be serviced by extending the 150mm diameter water main in McKay Avenue, the 100mm diameter water main in Wright Avenue or the 200mm water main in Grove Road via the frontage in GRove Road or via McKay Avenue (West). TasWater advises that these mains are adequate to service future subdivision and residential development.

In regards to sewer the site could be serviced by extending the 150mm sewer

Connection to the public stormwater system is also available at either Hopkins Street or Sunderland Street.



Figure MT2: Existing built infrastructure on site



Figure MT3: View from site to Humphrey's Rivulet



Figure MT1: Northern portion of the site



Figure MR4: View to McKays Avenue entrance from Grove Rd

22 Wrights Avenue, Glenorchy

Planning Scheme Controls

Glenorchy Interim Planning Scheme 2015

Zoning - Light Industrial Zone

Residential Use Status - Prohibited.

Strategic Planning Considerations

While the current use of the site is not in land valuation terms the highest and best use of the site, there has been significant investment by McKay Timber with the sold holding strategic importance to their business from a locational perspective.

How long the existing use will remain on the site is not clear. Although McKay Timber are well aware of broader pressures on the timber industry within Tasmania that may influence the business' activities and longevity site.

Locationally the site is well placed for a significant infill development. It has high walkability and its size has the potential to deliver a significant yield of dwellings that will contribute to the attainment of infill development objectives of the Southern Tasmania Regional Land Use Strategy.

To facilitate infill residential use and development on the site an amendment to the Glenorchy Interim Planning Scheme 2015 or any subsequent scheme will be required.

Rezoning of the site would leave isolated industrial sites in the area, unless these are also included in the rezoning. Inclusion of these sites in the rezoning is unlikely to be a significant issue. Some of these sites may over the short term be suitable for conversion (i.e. retail warehouse formerly owned by Gunns), the adjacent nursery would be compatible with a residential zone, while others may continue to be successfully operated over a long period of time as non-conforming uses.

The loss of the industrial land is a significant strategic planning issue. The Southern Tasmania Industrial Land Study (SGS, 2011) indicates that Glenorchy has insufficient existing industrial

land available to accommodate projected demand for local service industries: an estimated 5 to 7 hectares shortfall over the next 20 years.

If this demand is not met or further industrial land is lost then it will need to be provided in the other key regional industrial areas being Brighton and Clarence.

Overtime it is however likely that existing business will relocate and there is a key strategic planning benefit in pre-emptively dealing with the conversion of the land from a planning perspective, particularly given its size and location.

The Redevelopment Concept

Given the scale of the site and the long term nature of its conversion, the redevelopment concept has been maintained at a high level.

It is broadly based around four key spatial areas as follows:

At the northern end of the site is a medium density residential area comprises one to two storey conjoined townhouses. This is located in the most underutilised part of the site and could be developed as an initial stage one, while McKay Timber continued their current operations. Access to this area would be via a new road network with connections through to McKay Avenue (North and West). While not included in the concept the separate land parcel to the west with frontage to Grove Road, also owned by McKay Timber could be included in this concept.

An alternative option for this area is to develop this area through a land and house packaged scheme utilising small to very small lots (200 to 300m2) with development outcome driven through a site specific design framework that recognises the offsetting of private open space with high quality open space (as described below). In this way a greater sense of community and community ownership of public spaces is fostered while maximising amenity and density.

The final products marketed around the \$200,000 mark providing a realistic choice for families to move from the public housing sector into the private housing sector.

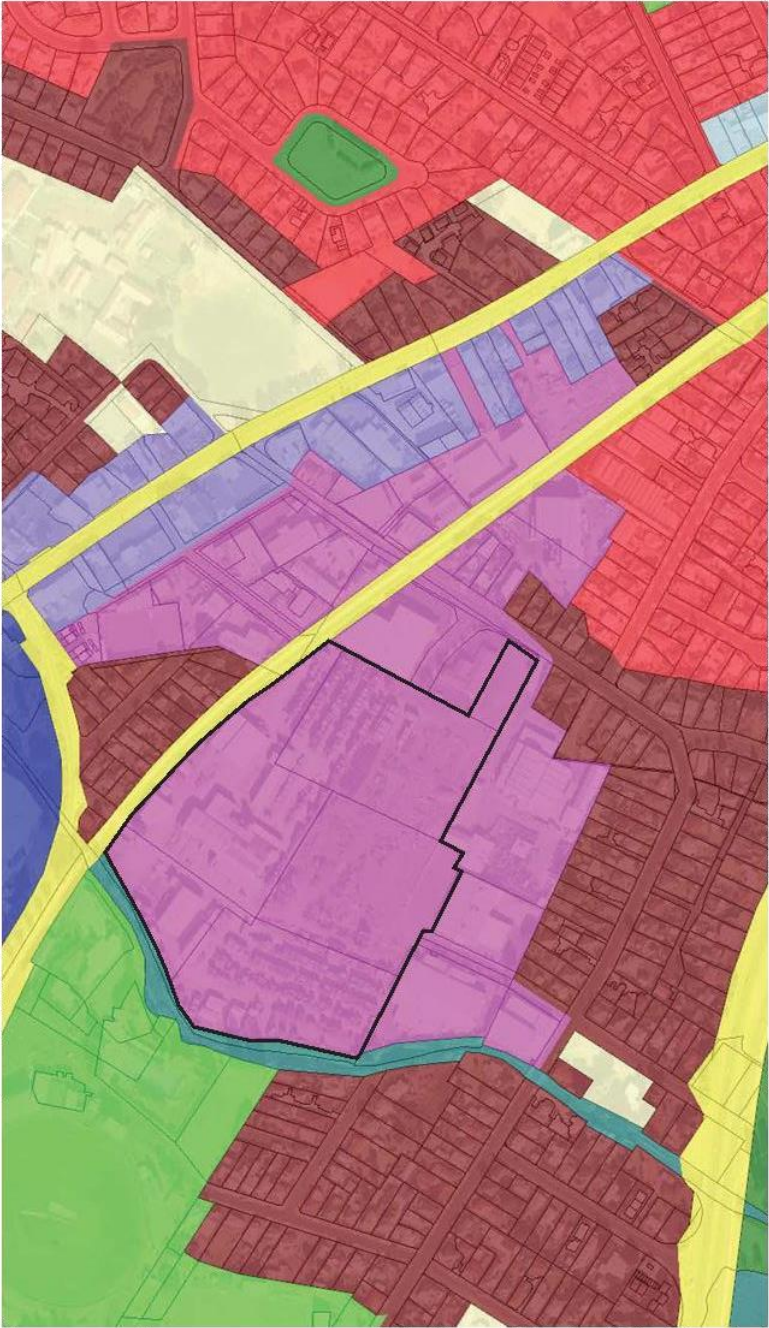


Figure W4.4: Zoning under the Glenorchy Interim Planning Scheme 2015

This schemes are increasingly popular in Greater Adelaide in similar socio-economic areas. Examples includes Playford Alive, Blakes Crossing and Lightview.

The eastern portion of the site, adjacent to Humphrey's Rivulet and through to the Grove Homestead ruin is identified as public open space.

The size of this area is well beyond any regulatory requirement for the provision of public open space. It is however intended to ensure that development is not sited within the area at risk of inundation and debris flow. It also has the potential to contribute positively to the adjacent sports and recreation precinct, potentially providing passive recreational opportunities to support the overall Glenorchy CBD.

The centre of the site is identified for medium density residential development in the form of apartment buildings up to approximately three storeys. These taller and bulkier building are located in the centre of the site providing for good integration within the

surrounding townscape. It is also located to the south of the lower density residential area ensuring that overshadowing impacts are limited.

On the southern portion of the site is a potential mixed use precinct, providing for a land use transition to the CBD. Within this area there is also potential for the establishment of an interchange facility for either a rapid bus transit system or light rail system along the rail corridor.

Overall the redevelopment concepts maximises connectivity through the site both for vehicles and pedestrians. A new road connecting McKay Avenue and Wrights Avenue has the potential to remove some of the traffic load from Elwick Road.

In addition it would present an opportunity for a more direct pedestrian and cycling link between the Glenorchy CBD, the sports and recreation precinct and the Montrose Bay foreshore. This would benefit not only future residents but existing residential areas within the vicinity.

Indicative Returns

Stage One at medium density is an acceptable solution in the current market and while untested the proposal and density is likely to respond adequately to market expectations.

The extent of three level Apartments in the centre should be considered against townhouse market acceptance. It is crucial the concept does not attempt to over densify and will need to be staged over time due to the larger scale volume difference of product in the local market.

Staging is also essential to ensure that the supply can be absorbed within the market.

Large areas of open space is likely to be appealing to the market in the take up of housing and could be a key distinguishing factor to drive increased demand. It may result in a price premium.



Figure MT5 (above): Grove Homestead Ruin

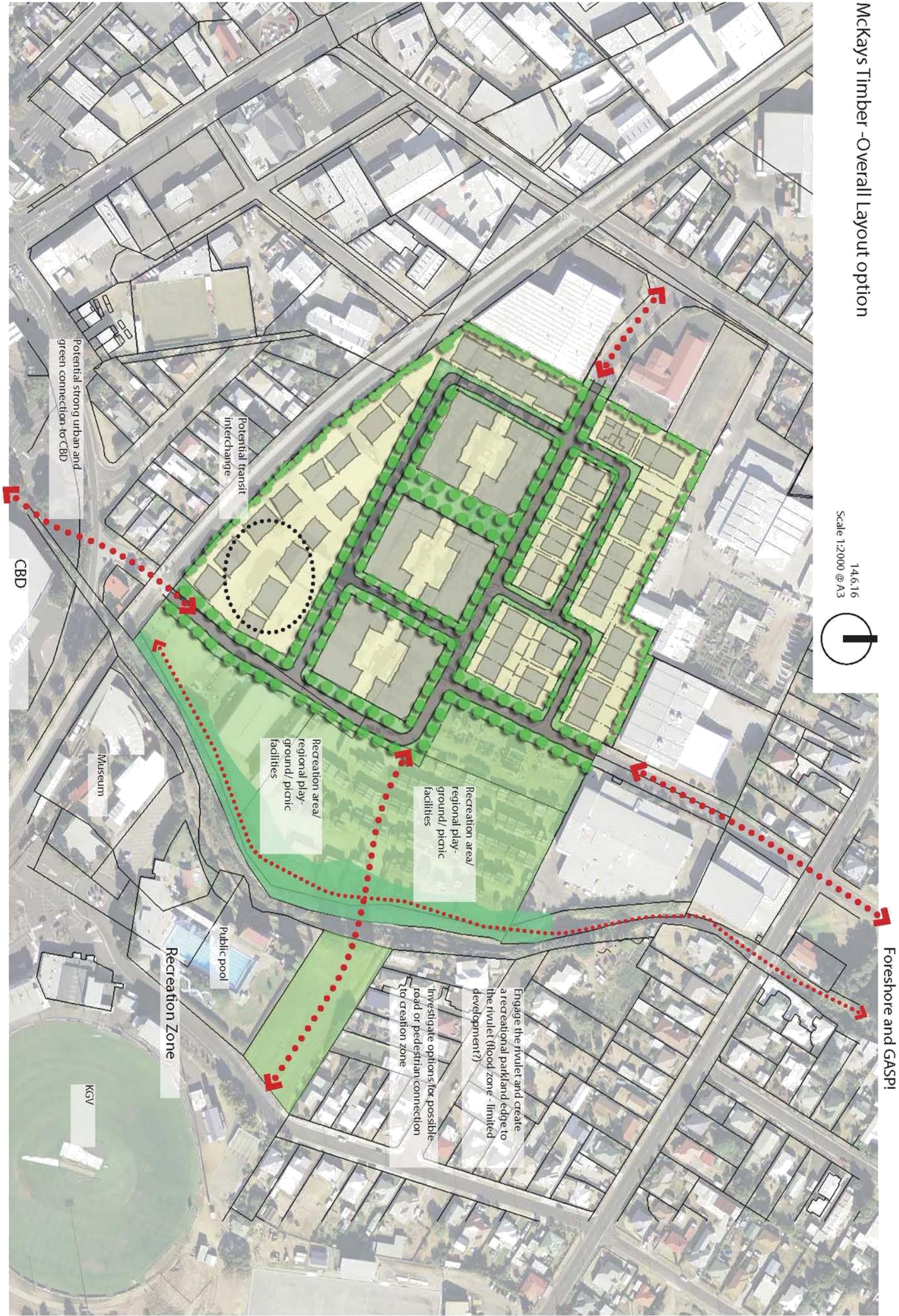
Figure MT6 (below) & MT7 (right): Integration of old industrial buildings and structures into public open space on the Goods Line, Pyrmont, NSW.



22 Wrights Avenue, Glenorchy

McKays Timber -Overall Layout option

14,616
Scale 1:2000 @ A3



14.6.16
Scale 1:1000 @ A3



22 Wrights Avenue, Glenorchy

McKays Timber -Stage One option

14.6.16
Scale 1:2000 @ A3



3.0 Conclusion and Next Steps

3.1 Conclusion

Stage Two of the Infill Development Pilot Project has resulted in the development of site development plans for the six priority infill development sites that were identified in the Stage One report.

There have been a number of key issues that have arisen and are important to acknowledge and work towards resolving.

The sites within the Hobart municipality are at this point in time more financially feasible to redevelop primarily due to likely indicative returns taking into account redevelopment costs and real estate demand.

Sites within the Glenorchy municipality are more challenging for a private developer in the foreseeable future. Each site has demonstrated that the cost of redevelopment has significant potential to outweigh the returns, making them financial unviable.

Public housing developments or subsidised housing developments may be initial options to overcome this limitation.

If private development is to be considered within the Glenorchy municipality staging redevelopment with a gradual introduction of any new housing type is the most likely way to achieve a financially sustainable outcome.

Staging of private development in both municipalities will also assist in overcoming the limited number of developers in Tasmania who have the capacity to undertake residential redevelopment of sites with larger areas as is the case with all priority sites.

In general terms however any efforts to reduce upfront costs of infill redevelopment and more certainty of planning approvals is likely to make the attainment of this project's objectives more likely.

There was also a clear divide between Glenorchy and Hobart municipalities in terms of the planning regulation.

All sites within the Hobart municipality are capable of being redeveloped under the existing controls within the Hobart Interim Planning Scheme 2015, even though only a small portion of land on one site was within an Inner Residential Zone.

On the other hand, the three Glenorchy sites, all require amendment(s) to the Glenorchy Interim Planning Scheme 2015 in order to facilitate residential redevelopment.

For the two smaller sites it will be possible to do this through a relatively straight forward planning scheme amendment process, however the McKays site does give rise to the broader issue of the competing strategic directions relating to the Infill Development corridor and those relating to industrial land.

This is a significant strategic land use issue which requires resolution at the metropolitan/regional level.

On a more positive note, there were generally no significant infrastructure constraints to the potential redevelopment of the site. Each site does however require either new connections or minor upgrades to existing infrastructure which is another element of cost.

3.2 Next Steps

A number of key steps have been identified in order to progress the realisation of the project's overall objective.

Step 1: Formal Endorsement

Formal endorsement by the Glenorchy and Hobart City Councils is considered to be an important step in order to facilitate land owner interest in redevelopment as well as provide appreciation of the practical realities of attaining the infill development objectives for the Hobart to Glenorchy corridor.

Step 2: Land Owner Engagement

Land owners for each of the privately owned site should be contacted by the respective Council and provided with an opportunity to be presented with the relevant site development plan. Concept plans will be available for the land owners.

The owners of the two privately owned Hobart sites, in particular, expressed clear interest in the potential to redevelop their land for residential purposes and were keen to see the outcomes of the Stage Two report.

For the Government owned site, it is recommended that the Department of State Growth internally facilitate discussions with the relevant senior executive service officers regarding the potential redevelopment of Tasma Street.

Step 3: Strategic Planning Action

It is recommended that Glenorchy City Council:

- Consider either the potential initiation of rezonings now or through the preparation of new zone maps for the Tasmanian Planning Scheme to facilitate both the Hopkins/Sunderland Street and Grove Road sites; and
- Reviews the provisions within the business and commercial zonings to consider controls which allow for residential development in a manner consistent with that in the Hobart Interim Planning Scheme 2015.

At a broader level all the project sponsors can assist in facilitating a high level discussion at the metropolitan/regional level to commence a project that seeks to resolve the competing tensions

between the objectives for infill development articulated within the Southern Tasmania Regional Land Use Strategy and the directions for Industrial Land Supply.

Such a project will require the participation of at least Brighton Council and Clarence City Council as the two other municipalities with regionally significant industrial areas. It will also require Glenorchy City Council to articulate a clear policy preference for their municipality.

Step 4: Other Facilitation Strategies

Any form of incentivisation is likely to make the redevelopment of the priority sites more feasible. Incentivisation can be small scale and benefit the owner's of the priority sites only or more generally benefit any developer interested in infill development.

Specifically it is recommended that:

- Glenorchy and Hobart City Councils provide fee waivers or fee reduction associated with planning, building and plumbing approvals for the redevelopment of the priority sites;
- The Glenorchy and Hobart City Council discusses with TasWater potential fee waivers or reductions to benefit infill development that result in more efficient utilisation of existing infrastructure;
- The Department of State Growth directly facilitates the relocation of existing uses at Tasma Street and makes the site available for private development through an appropriate EOI process; and
- The Department of State Growth provides a briefing to the Housing Innovations Unit on the project and the range of potential redevelopment sites within the corridor.

MASTER POLICES REGISTER
Glenorchy City Council

Updated 22 December 2016

Policy	Last Reviewed	Review Period (Yrs)	Due Date for Review	Current	Directorate	Department	Review Requested	To Be Rescinded	Comments
Borrowing Policy	January 2005	5	Overdue		CEDB	Business and Finance		F-Rescind	To be Rescinded and replaced by Financial Management Strategy
Cash Policy	March 2006	5	Overdue		CEDB	Business and Finance		F-Rescind	To be Rescinded and replaced by Financial Management Strategy
Credit Management	December 2006	5	Overdue		CEDB	Business and Finance	Yes		Review by 31 October 2017 - Still relevant but is likely to be super seeded by forthcoming decisions within the Finance CT Management Report and business process decisions within the TOM project.
Debt Policy	August 2006	5	Overdue		CEDB	Business and Finance		F-Rescind	To be Rescinded and replaced by Financial Management Strategy
Fees and Charges	December 2006	5	Overdue		CEDB	Business and Finance		F-Rescind	To be Rescinded and replaced by Financial Management Strategy
Finance Master Funding	March 2006	5	Overdue		CEDB	Business and Finance		F-Rescind	To be Rescinded and replaced by Financial Management Strategy
Financial Operating Costs	March 2006	5	Overdue		CEDB	Business and Finance		F-Rescind	To be Rescinded and replaced by Financial Management Strategy
Financial Reserves for Future	March 2006	5	Overdue		CEDB	Business and Finance	Yes	F-Rescind	Proposed for Rescission at December 2016 Council meeting
Financial Sustainability	December 2003	5	Overdue		CEDB	Business and Finance		F-Rescind	To be Rescinded and replaced by Financial Management Strategy
Furniture Plant and Equipment	January 2003	5	Overdue		CEDB	Business and Finance	Yes		Review by 31 March 2017 - Progress being made but more time required
Infrastructure Assets Policy	March 2006	5	Overdue		CEDB	Business and Finance	Yes		Review by 31 March 2017 - Progress being made but more time required
Investment Policy (for Management of Short Time Funds)	January 2005	5	Overdue		CEDB	Business and Finance		F-Rescind	To be Rescinded and replaced by Financial Management Strategy
Non Current Assets Accounting	January 2005	5	Overdue		CEDB	Business and Finance	Yes		Review by 31 March 2017 - Progress being made but more time required
Open Data Policy	October 2014	2	Overdue		CEDB	Business and Finance	Yes		Review by 31 March 2017 - Advice being sought on relevance
Plant and Equipment	November 2006	2	Overdue		CEDB	Business and Finance	Yes		Review by 31 March 2017 - Progress being made but more time required
Postponement of Rates	December 2006	5	Overdue		CEDB	Business and Finance	Yes		Review by 30 June 2017 - Progress being made but more time required
Rate Revenue	January 2011	5	Overdue		CEDB	Business and Finance		F-Rescind	To be Rescinded and replaced by Financial Management Strategy
Rates Collection	June 2009	5	Overdue		CEDB	Business and Finance	Yes		Review by 28 February 2017 - Possibly Rescind as it is a procedural document
Writing Off Bad Debts	December 2006	5	Overdue		CEDB	Business and Finance	Yes		Review by 31 March 2017 - Progress being made but more time required
Access Policy	December 2016	4	December 2020	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 17, 19 December 2016)
Child Care Connections - Abandoned Child	July 2016	2	July 2018	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 3, 4 July 2016)
Child Care Connections - Administration of First Aid Policy	January 2016	2	January 2018	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 15, 25 January 2016)
Child Care Connections - Administration of Medication Policy	January 2016	2	January 2018	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 15, 25 January 2016)
Child Care Connections - Animals in the Environment	May 2016	2	May 2018	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 2, 9 May 2016)
Child Care Connections - Asthma Management in Children	May 2016	2	May 2018	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 2, 9 May 2016)
Child Care Connections - Bling	January 2016	2	January 2018	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 15, 25 January 2016)
Child Care Connections - Building Positive Relationships and Interactions with Children/Behaviour Guidance	January 2016	2	January 2018	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 15, 25 January 2016)
Child Care Connections - Chemicals and Storage of Dangerous Goods	May 2016	2	May 2018	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 2, 9 May 2016)
Child Care Connections - Child Protection	September 2016	2	September 2018	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 9, 26 September 2016)
Child Care Connections - Clothing and Comfort	January 2016	2	January 2018	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 15, 25 January 2016)
Child Care Connections - Code of Conduct	January 2016	2	January 2018	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 15, 25 January 2016)
Child Care Connections - Collaborative Partnerships with Families and Communities	May 2016	2	May 2018	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 2, 9 May 2016)
Child Care Connections - Cultural Competence/Respect for Diversity	May 2016	2	May 2018	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 2, 9 May 2016)
Child Care Connections - Dealing with Complaints	May 2016	2	May 2018	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 2, 9 May 2016)
Child Care Connections - Death of a Child/Serious Incident Policy	November 2016	2	November 2018	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 9, 21 November 2016)
Child Care Connections - Delivery Collection of Children	November 2016	2	November 2018	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 9, 21 November 2016)
Child Care Connections - Dental Health	May 2016	2	May 2018	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 2, 9 May 2016)
Child Care Connections - Design, Building and Grounds Maintenance	May 2016	2	May 2018	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 2, 9 May 2016)
Child Care Connections - Educational Program and Practice	September 2016	2	September 2018	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 9, 26 September 2016)
Child Care Connections - Educator Training and Professional Development	May 2016	2	May 2018	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 2, 9 May 2016)
Child Care Connections - Emergency Evacuation /Inactivation	July 2016	2	July 2018	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 3, 4 July 2016)
Child Care Connections - Enrollment and Orientation	July 2016	2	July 2018	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 3, 4 July 2016)
Child Care Connections - Environmental Sustainability	July 2016	2	July 2018	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 3, 4 July 2016)
Child Care Connections - Excursion	July 2016	2	July 2018	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 3, 4 July 2016)
Child Care Connections - Food and Nutrition	January 2016	2	January 2018	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 15, 25 January 2016)
Child Care Connections - Fundraising	November 2016	2	November 2018	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 9, 21 November 2016)
Child Care Connections - Governance and Administration of Records	May 2016	2	May 2018	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 2, 9 May 2016)
Child Care Connections - Immunisation	November 2016	2	November 2018	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 9, 21 November 2016)
Child Care Connections - Incident Injury and Trauma	January 2016	2	January 2018	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 15, 25 January 2016)
Child Care Connections - Infectious Diseases and Illnesses	July 2016	2	July 2018	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 3, 4 July 2016)
Child Care Connections - Lost Child	July 2016	2	July 2018	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 3, 4 July 2016)
Child Care Connections - Media	September 2016	2	September 2018	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 9, 26 September 2016)
Child Care Connections - Medical Conditions	July 2016	2	July 2018	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 3, 4 July 2016)
Child Care Connections - Payment of Fees and Debtors policy	November 2016	2	November 2018	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 9, 21 November 2016)
Child Care Connections - Presentation of Educators	August 2016	2	August 2018		CEDB	Community and Customer Service		F-Rescind	Rescind following adoption of People and Safety Uniform Policy
Child Care Connections - Privacy and Confidentiality	September 2016	2	September 2018	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 9, 26 September 2016)
Child Care Connections - Responsible Person	December 2016	2	December 2018	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 17, 19 December 2016)
Child Care Connections - Rest and Sleep	January 2016	2	January 2018	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 15, 25 January 2016)
Child Care Connections - Risk Management and Whānau	January 2016	2	January 2018	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 15, 25 January 2016)
Child Care Connections - Students Policy	September 2016	2	September 2018	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 9, 26 September 2016)
Child Care Connections - Sun Protection	November 2016	2	November 2018	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 9, 21 November 2016)
Child Care Connections - Supervision Policy	January 2016	2	January 2018	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 15, 25 January 2016)
Child Care Connections - Tobacco Drugs and Alcohol-free Environment	September 2016	2	September 2018	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 9, 26 September 2016)
Child Care Connections - Visiting Rights of Non-Residential Parents	September 2016	2	September 2018	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 9, 26 September 2016)
Child Care Connections - Volunteers	September 2016	2	September 2018	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 9, 26 September 2016)
Child Care Connections - Water Safety	December 2016	4	December 2020	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 17, 19 December 2016)
Cultural Development Policy	December 2016	4	December 2020	Y	CEDB	Community and Customer Service	No		Review to be completed by March 2017
Customer Service Charter	August 2011	2	Overdue		CEDB	Community and Customer Service	Yes		
Public Art Policy	December 2016	4	December 2020	Y	CEDB	Community and Customer Service	No		Adopted Council Meeting (Item 17, 19 December 2016)

UPDATED 22 DECEMBER 2016

MASTER POLICES REGISTER
Glenorchy City Council

Updated 22 December 2016

Policy	Last Reviewed	Review Period (Yrs)	Due Date for Review	Current	Directorate	Department	Review Requested	To Be Rescinded	Comments
Building over or in close proximity to GOC mains	December 2016	4	December 2020	Y	CSI	Environment and Development	No		Adopted Council Meeting (Item 17, 19 December 2016)
Corporate Collection	October 2009	5	Overdue		CSI	Environment and Development	Yes		Review by 30 June 2017 - Delayed to the unavailability of resources and other higher priority tasks. Deferring to 30 Jun. 2017 is required to allow for a full review of the corporate collections management system and the sourcing of funding.
Distribution of Building Plans	July 2016	4	July 2020	Y	CSI	Environment and Development	No		Adopted Council Meeting (Item 9, 4 July 2016)
Environmental Policy	February 2011	3	Overdue		CSI	Environment and Development	Yes		Review by 31 March 2017 - Delayed to the unavailability of resources and other higher priority tasks.
Event Management	February 2016	4	February 2020	Y	CSI	Environment and Development	No		Adopted Council Meeting (Item 11, 29 August 2016)
Notification to Purchasers - Contaminated Land in Lutana	November 2016	4	November 2020	Y	CSI	Environment and Development	No		Adopted Council Meeting (Item 14, 21 November 2016)
Planning Appeals and Enforcement	April 2016	4	April 2020	Y	CSI	Environment and Development	No		Adopted Council Meeting (Item 6, 19 April 2016)
Public Open Spaces Subdivisions	October 2002	5	Overdue		CSI	Environment and Development	Yes		Review by 31 March 2017 - Delayed to the unavailability of resources and other higher priority tasks.
Public Open Space Reserve and Expenditure Policy	December 2016	4	December 2020	Y	CSI	Environment and Development	No		Adopted Council Meeting (Item 17, 19 December 2016)
Soil and Water	February 2009	3	Overdue		CSI	Environment and Development	Yes		Review by 31 March 2017 - Delayed to the unavailability of resources and other higher priority tasks.
Aldermen IT and Computer Services Usage	September 2013	5	September 2018	Y	CG	Governance and Risk	No		Adopted Council Meeting (Item 15, 23 September 2016)
Aldermen Employee Relations	April 2007	3	Overdue		CG	Governance and Risk		F-Rescind	To be rescinded at a future meeting.
Aldermen's Code of Conduct	July 2016	4	July 2020	Y	CG	Governance and Risk	No		Adopted Council Meeting (Item 8, 4 July 2016)
Audio Recording of Meetings of Council	October 2015	4	October 2019	Y	CG	Governance and Risk	No		Adopted Council Meeting (Item 15, 26 October 2015)
Charges for Copies of Minutes, Agendas, Reports and By-Laws	August 2016	4	August 2020	Y	CG	Governance and Risk	No		Adopted Council Meeting (Item 12, 29 August 2016)
Corporate Gifts	August 2016	4	August 2020	Y	CG	Governance and Risk	No		Adopted Council Meeting (Item 3, 1 August 2016)
Council Meeting	October 2015	4	October 2019	Y	CG	Governance and Risk	No		Adopted Council Meeting (Item 15, 26 October 2015)
Council Policy and Procedure Framework	January 2016	4	January 2020	Y	CG	Governance and Risk	No		Adopted Council Meeting (Item 13, 25 January 2016)
Dog Management Policy	June 2000	4	Overdue		CG	Governance and Risk	Yes		To be adopted in January 2016. Public consultation now complete.
Enforcement	April 2007	3	Overdue		CG	Governance and Risk	Yes		Review by 31 March 2017
Fire Hazard Abatement Notices	August 2016	4	August 2020	Y	CG	Governance and Risk	No		Adopted Council Meeting (Item 9, 26 September 2016)
Flags	August 2016	4	August 2020	Y	CG	Governance and Risk	No		Adopted Council Meeting (Item 12, 29 August 2016)
Model PID Procedures Manual	August 2016	4	August 2020	Y	GC	Governance and Risk	No		Adopted Council Meeting (Item 12, 29 August 2016)
Nominations and Appointments to Committees and Other Bodies	September 2016	4	September 2020	Y	CG	Governance and Risk	No		Adopted Council Meeting (Item 9, 26 September 2016)
Procedures - Public Interest Disclosures Act 2002	August 2016	4	August 2020	Y	CG	Governance and Risk	No		Adopted Council Meeting (Item 12, 29 August 2016)
Risk Management	October 2010	5	Overdue		CG	Governance and Risk	Yes		Will be updated as part of overall Risk Review and after adoption of Appetite and Tolerance statements. Review by June 2017
Short Term Parking Spaces for Persons with a Disability	December 2016	4	December 2020		CG	Governance and Risk	No		Adopted Council Meeting (Item 17, 19 December 2016)
Support and Reimbursement of Expenses to Aldermen	August 2016	4	August 2020	Y	CG	Governance and Risk	No		Adopted Council Meeting (Item 12, 29 August 2016)
The Media	September 2005	5	Overdue		CG	Governance and Risk	Yes		On-hold until appointment of Communications Officer
Use of Performing Animals	December 2016	4	December 2020	Y	CG	Governance and Risk	No		Adopted Council Meeting (Item 17, 19 December 2016)
Footpaths Policy	November 2016	4	November 2020	Y	CSI	Inf, Eng and Design	No		Adopted Council Meeting (Item 14, 21 November 2016)
Roadside Directional Signs	March 2016	4	March 2020	Y	CSI	Inf, Eng and Design	No		Adopted Council Meeting (Item 6, 15 March 2016)
Storm Water Property Connections	August 2011	5	Overdue		CSI	Inf, Eng and Design	Yes		Legal advice sought and received. To go to Council in February or March 2017
Stormwater Runoff Management Policy	June 2016	4	June 2020	Y	CSI	Inf, Eng and Design	No		Adopted Council Meeting (Item 11, 6 June 2016)
Street Lighting	March 2016	4	March 2020	Y	CSI	Inf, Eng and Design	No		Adopted Council Meeting (Item 6, 15 March 2016)
Traffic Management Plans	March 2016	4	March 2020	Y	CSI	Inf, Eng and Design	No		Adopted Council Meeting (Item 6, 15 March 2016)

UPDATED 22 DECEMBER 2016

MASTER POLICES REGISTER
Glenorchy City Council

Updated 22 December 2016

Policy	Last Reviewed	Review Period (Yrs)	Due Date for Review	Current	Directorate	Department	Review Requested	To Be Rescinded	Comments
Advertising Signs within Council Properties	August 2006	2	Overdue		CG	Legal and Property	Yes		Review by 31 March 2017
Arzac Day Use of Sports Grounds	August 2006	5	Overdue		CG	Legal and Property	Yes		Review by 30 April 2017
Code for Tenders and Contracts	April 2016	4	April 2020	Y	CG	Legal and Property	No		Adopted Council Meeting (Item 11, 13 April 2016)
Community Hall Utilisation	August 2006	5	Overdue		CG	Legal and Property	Yes		Review by 30 April 2017
Construction on Council Land	August 2010	3	Overdue		CG	Legal and Property	Yes		Review by 30 April 2017
Contribution to Boundary Fences	October 2002	5	Overdue		CG	Legal and Property	Yes		Review by 30 April 2017
Disposal of Council Land	February 2008	5	Overdue		CG	Legal and Property	Yes		Review as part of Council Property Strategy
Leases and Licences	July 2010	3	Overdue		CG	Legal and Property	Yes		Review by 31 December 2016
Sporting Ground Lighting	August 2010	5	Overdue		CG	Legal and Property	Yes		Review as part of Council Property Strategy
Telecommunications Infrastructure on Council Owned Land	August 2011	3	Overdue		CG	Legal and Property	Yes		Review by 30 April 2017 (needs to be consistent with Tolosa Master Plan)
Tolosa Park Usage	June 2012	2	Overdue		CG	Legal and Property	Yes		Review by 30 April 2017
Use of Council Owned Venues for Council Events	December 2006	3	Overdue		CG	Legal and Property	Yes		Review as part of Council Property Strategy
Use of Inflatable Amusement Devices in Council Reserves	February 2008	3	Overdue		CG	Legal and Property	Yes		
Grievance Policy	October 2015	5	October 2020	Y	CG	People and Safety	No		Adopted Council Meeting (Item 18, 26 March 2015)
Human Resources Policy	March 2014	5	March 2019	Y	CG	People and Safety	No		Adopted Council Meeting (Item 16, 17 March 2014)
Waste Management Services	December 2016	4	December 2020	Y	CSI	Waste Services	No		Adopted Council Meeting (Item 17, 19 December 2016)
Graffiti Management	June 2016	4	June 2020	Y	CSI	Works	No		Adopted Council Meeting (Item 11, 6 June 2016)
Tree Management Policy	June 2016	4	June 2020	Y	CSI	Works	No		Adopted Council Meeting (Item 11, 6 June 2016)

To Be reviewed

Recently reviewed / current

Policy Status	
Current	80
Review Requested	32
To be Rescinded in the future ([-Rescind])	11
TOTAL:	123

F-Rescind = To be rescinded at a future date following the implementation of future strategies / policies

UPDATED 22 DECEMBER 2016

POLICIES RESCINDED IN CURRENT REVIEW
OCTOBER 2015 - DECEMBER 2016

Policy	Last Reviewed	Dir	Dept	Council Meeting	Comments
Advertising in the Glenorchy Gazette	February 2010	CEDB	CCS	26-0-d-15	The Gazette has been sold to a third party; no longer applicable
Aquatic Leisure Centre Fees & Charges	August 2006	CG	L & P	26-0-d-15	Council no longer at the Aquatic Leisure Centre's fees and charges
Behaviour Guidance Building Relationships	November 2008	CEDB	CCS	26-0-d-15	This have been replaced by the 'Building Positive Relationships' policy
Community Development Framework	November 2003	CEDB	CCS	26-0-d-15	This is an internal framework and not a policy
Drain Blockage Procedure		CSI	L & P	26-0-d-15	This is a procedure
Environmental Auditing	February 2011	CSI	E & D	26-0-d-15	Not necessary as the <i>Environmental Management and Pollution Control Act 1994</i> outlines the requirements for Level 1 activities and there are no resources to undertake audits etc.
Family Partnerships	November 2008	CEDB	CCS	26-0-d-15	Replaced by the 'Collaborative Partnerships with Families & Communities' policy
Fire Plug Markers	November 1997	CSI	I, E & D	26-0-d-15	Not relevant as Council is not responsible for Fire Plugs
First Aid	November 2008	CEDB	CCS	26-0-d-15	This has been replaced by the 'Administration of First Aid' policy
Format of Council Meeting Agendas	May 2003	CG	G & R	26-0-d-15	Replaced by Council Meeting Policy
Gazette Editorial Policy	February 2011	CEDB	CCS	26-0-d-15	This is a procedure; a new policy will be developed in accordance with the new structure for Public Relations office
Grant Assistance for Community Organisations	May 2006	CEDB	B & F	26-0-d-15	Irrelevant as no longer funded
Grant Assistance State and National Representation	January 2010	CEDB	B & F	26-0-d-15	Irrelevant as no longer funded
Implementation of the State Coastal Policy	March 2010	CSI	E & D	26-0-d-15	This is a procedure to implement State policy
Induction of Children	November 2008	CEDB	CCS	26-0-d-15	Out-of-date, this has been replaced by 'enrolment and Orientation' policy
Meeting Procedures	March 2011	CG	G & R	26-0-d-15	Replaced by Council Meeting Policy
Meetings Start and Ends	November 2009	CG	G & R	26-0-d-15	Replaced by Council Meeting Policy
Recruitment of Educators	March 2012	CEDB	CCS	26-0-d-15	Irrelevant, was a Family Day Care policy
Reflective Roadside Numbering	October 2002	CSI	I, E & D	26-0-d-15	This is a procedure
Registration Re-Registration of Educators	March 2012	CEDB	CCS	26-0-d-15	Irrelevant, was a Family Day Care policy
Release of Information	April 2007	CEDB	CCS	26-0-d-15	Irrelevant, was a Family Day Care policy
Responsibilities of Carers Family	July 2006	CEDB	CCS	26-0-d-15	Irrelevant, was a Family Day Care policy
Stormwater Policy No. 1	June 2009	CSI	I, E & D	26-0-d-15	This was replaced by 'Stormwater On-Site' policy
Tabling of Material at Council and Committee Meetings	May 2005	CG	G & R	26-0-d-15	Replaced by Council Meeting Policy
Trade Waste	December 2002	CSI	WS	26-0-d-15	Trade Waste Water now resides with TasWater
Water Restrictions	December 2002	CSI	I, E & D	26-0-d-15	Responsibility now sits with TasWater
Youth Policy	December 2006	CEDB	CCS	26-0-d-15	this was replaced by 'Youth Strategy'
Disposal of Clinical and Related Waste	February 2009	CSI	WS	15-Feb-16	Never used this policy for over 6 years, current under advisement for relevancy
Officers Reports	October 2005	CG	G & R	15-Feb-16	
Bullying by Aldermen	April 2007	CG	G & R	04-Jul-16	Replaced by new Aldermanic Code of Conduct
Fireworks Permits	July 2004		G & R	29-Aug-16	Rescinded as no longer required (Permits are exclusively a State issue)
Ordering of Goods and Services	March 2011	CG	G & R	24-0-d-16	Rescinded as provisions mostly adopted in Code for Tenders and Contracts
Footpath Construction in New Subdivisions	November 2003	CSI	I, E & D	21-Nov-16	Replaced by Footpaths Policy
Footpath Policy	August 2006	CSI	I, E & D	21-Nov-16	Replaced by Footpaths Policy
Sponsorship of Grant	May 2006	CEDB	CCS	19-Dec-16	Only applied to grants to unincorporated bodies. Council no longer provides such
Public Open Space - Cash in Lieu Reserve Expenditure	September 2009	CSI	E & D	19-Dec-16	Replaced by new Public Open Space Reserve and Expenditure Policy
Public Open Space Reserves Policy	July 2006	CSI	E & D	19-Dec-16	Replaced by new Public Open Space Reserve and Expenditure Policy
Aldermen Income Sacrifice	May 2008	CEDB	B & F	19-Dec-16	Unnecessary due to ATO ruling. Can be implemented without policy
Parking of Parking Spaces for Disabled Persons	October 2002	CG	G & R	19-Dec-16	Replaced by Short Term Parking for Persons with a Disability Policy
The Council and the Policies and Actions of Other Governments	April 2007	CG	G & R	19-Dec-16	Policy is superfluous. Removed to reduce number of overall policies
Visiting Dignitaries	February 2010	CG	G & R	19-Dec-16	Policy is superfluous. Removed to reduce number of overall policies

Total Policies Rescinded at 19 Dec 2016: 40



Good Governance Framework

Title	Good Governance Framework
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	[XXX]
ECM	Council Policy

PURPOSE

This framework provides a basis for sound governance with respect to Council's service delivery and the proper use of public monies entrusted to Council.

SCOPE

This framework applies to:

- All of Council

STATUTORY REQUIREMENTS

The *Local Government Act 1993* (LG Act) establishes Councils to plan for, develop and manage areas in the interest of their communities. Furthermore, sections 20(1) and (2) of the LG Act provides that in addition to any functions of a Council under any Act, Council has the following functions (emphasis added):

- to provide for the health, safety and welfare of the community;
- to represent and promote the interests of the community; and
- to provide for the peace, order and **good government** of the municipal area.

Of import, in performing its functions, Council is to 'consult, involve and **be accountable** to the community'.

Acts	• <i>Local Government Act 1993</i> – Sections 20(1) and (2)
Regulations	• Not Applicable
Australian/International Standards	• AS 8000:2003 Corporate Governance – Good governance principles

DEFINITIONS

Governance	• those high-level processes and behaviours that ensure an organisation performs by achieving its intended purpose, and conforms by complying with all relevant laws, codes and directions while meeting community expectations of probity, accountability and transparency.
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GOOD GOVERNANCE

Good governance promotes public confidence in Council's dealings. According to research, the better organisations are governed, the better they will perform and the more satisfied the public will be.¹

¹ Brown, R. and Gorgens, T. March 2009, Corporate Governance and Financial Performance in an Australian Context, Australian Government Treasury Working Paper 2009-02



Council recognises that good governance sets a clear direction, a way to get there and tracks progress. There is independent assurance that Council management and staff are achieving this direction in an ethical and legal way. Risks and opportunities are recognised and addressed as appropriate. The rights of stakeholders are respected with open and transparent information on organisational activities and performance.

Importantly, Council embraces a whole-of-organisation governance culture that focuses on continuous achievement, accountability and ethical behaviour.

COUNCIL GOOD GOVERNANCE FRAMEWORK

Drawing from the NSW Audit Office's Governance Lighthouse, Council's Good Governance Framework is based on seven (7) key principles and 16 governance components and are underpinned by the elements of accountability, service, integrity and trust.

Glenorchy City Council Good Governance Framework





Good Governance Framework

Management will prioritise ongoing activities to ensure that Council's Good Governance Framework is supported throughout the organisation.

BACKGROUND

As part of developing and implementing Council's ongoing governance strategy, it is considered prudent to encapsulate a Council Good Governance Framework: this is to provide a basis for sound governance with respect to Council's service delivery and the 'proper use' (effective, efficient, economical and ethical) of public monies entrusted to Council.

DRAFT

Outstanding Actions List - Open Council Meeting

Council Meeting Date	Clause Number	Subject/Issue	Council Adopted Action	Department Responsible	Comments/Update	Estimated Completion Date
0/06/2014	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-Place payments in Commercial areas, Glenorchy precinct, Moonah and Claremont – including total fees collected and numbers of spaces-in-Place 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 the end of February 2017, with the Strategy targeted to go to Council at its meeting on 13 June 2017 for endorsement.	13-Jun-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 detail(s))	City Services and Infrastructure / Community, Economic Development and Business	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 Purchase Order has now been issued to the Contractor. Works will commence in February. Expected completion will be in late March or early April. The CCTV System is a standing item on the Safer Communities Committee agenda.	15-Apr-16
3/10/2014	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	At the DEC Manager's presentation to the Council workshop on 15 August 2016, feedback was obtained from potential naming rights sponsors to the effect that there is insufficient guaranteed content at this stage to attract sponsorship funding. The quoted cost of valuing potential naming rights for the DEC was \$16,000. Council, through its investment in showcourt infrastructure and relationship building with netball and basketball codes, is seeking to increase momentum for televised events at the DEC and consequent increase in brand value.	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 draft report has been circulated to the ELT for consideration. The next step will be for the draft report to be presented to departmental managers for consideration and feedback, after which the report and potential actions will be presented to Aldermen at a future Aldermanic Workshop.	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	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. A Community Engagement Framework Discussion Paper has been circulated to Council Staff for comment as part of the project. Management are presently reviewing submissions received from staff and finalising draft documents.	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	Council officers are researching potential forum options and partnerships. One potential forum format has been identified and is being actively explored by officers to occur in the first quarter of 2017.	30-Jun-17

Council Meeting Date	Clause Number	Subject/Issue	Council Adopted Action	Department Responsible	Comments/Update	Estimated Completion Date
13/11/2015	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 ENDORSE Sa 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. The process has been delayed as a result of the asset officer being on extended leave.	Estimated time to be advised following completion of a 'trial' area to assess resource needs.
21/12/2015	9	Main Road Transit (Public Transport) Corridor, Bus Priority and Bus Stop Optimisation Measures	3. Requires a further report be provided to Council on completion of detailed design and prior to the implementation of bus priority measures at the intersection of Main Road and Derwent Park Road/Springfield Avenue That Council (b) subject to the matched support of Hobart City Council: (i) INITIATE a Public Transit Corridor Urban Utilisation and Economic Benefit project for the current rail corridor, based on that Project Proposal, in partnership with Hobart City Council; (ii) EXCHANGE Memoranda of Agreement to proceed with the project on terms and conditions agreed by the General Managers of the respective Councils; (iii) PREPARE a brief requesting expressions of interest from suitably qualified and experienced public transport and urban development consultants demonstrating their capacity to fully develop a report and recommendations satisfying the combined requirements of the two Councils. (iv) AGREE to requesting submissions from consultants that have demonstrated through their expressions of interest submissions that they have the capacity to provide a report capable of satisfying the requirements of the brief. (v) ALLOCATE up to \$75,000 as Glenorchy City Council's contribution to the cost of engaging a consultant, subject to Hobart City Council agreeing to allocate \$75,000 with the total fee for the consultancy not exceeding \$150,000.	City Services and Infrastructure	A number of meetings have taken place between Council, the Department of State Growth (DSG) 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	9	Development Opportunities along the Potential Public Transit Corridor	(i) subject to the matched support of Hobart City Council: (i) INITIATE a Public Transit Corridor Urban Utilisation and Economic Benefit project for the current rail corridor, based on that Project Proposal, in partnership with Hobart City Council; (ii) EXCHANGE Memoranda of Agreement to proceed with the project on terms and conditions agreed by the General Managers of the respective Councils; (iii) PREPARE a brief requesting expressions of interest from suitably qualified and experienced public transport and urban development consultants demonstrating their capacity to fully develop a report and recommendations satisfying the combined requirements of the two Councils. (iv) AGREE to requesting submissions from consultants that have demonstrated through their expressions of interest submissions that they have the capacity to provide a report capable of satisfying the requirements of the brief. (v) ALLOCATE up to \$75,000 as Glenorchy City Council's contribution to the cost of engaging a consultant, subject to Hobart City Council agreeing to allocate \$75,000 with the total fee for the consultancy not exceeding \$150,000.	Community, Economic Development and Business Development	The final report has been provided by GHD. HCC has commissioned a peer review of the GHD Report by LUJL to identify any additional economic benefit factors that could be identified in relation to the public transit corridor. The peer review, undertaken by Dr James McIntosh of LUJL, has now been completed. A Working Group meeting was held on 19 December 2016 at HCC. The brief provides for a presentation to Council. A Council workshop is tentatively proposed for 6 February 2017, with a report to Council likely to be taken to the 20 February 2017 meeting.	31-Jan-17
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 draft report has been circulated to the ELT for consideration. The next step will be for the draft report to be presented to departmental managers for consideration and feedback, after which the report and potential actions will be presented to Aldermen at a future Aldermanic Workshop.	To be advised
25/02/2016	10	KGV Skate 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 February 2017 seeking Council's endorsement to commence the implementation of the project.	31-Mar-17
25/03/2016	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 the project remains on target for completion in March 2017.	31-Mar-17

Council Meeting Date	Clause Number	Subject/Issue	Council Adopted Action	Department Responsible	Comments/Update	Estimated Completion Date
3/04/2016	10	Smoking Ban Along the Inter-city Shared Pathway	That this item lay on the table for further information and consideration of this item at a future Council Workshop.	City Services and Infrastructure	A Council workshop was held on 20 June 2016. Council formally wrote to HCC in Aug 2016 seeking their support in jointly lobbying the State Government to declare the Inter-city Shared Pathway smoke free. If HCC support is gained other bodies such as Quit Tasmania, the Heart Foundation, the Cancer Council and the AMA will be invited to support the initiative. HCC has not actioned the request to-date but we have been advised that this will be presented to a HCC Council meeting in late Jan or early Feb 2017.	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, DPoC 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 will be presented to Council shortly (the February meeting is currently targeted) seeking final endorsement/ common seal of the new By-law.	28-Feb-17
6/06/2016	17	Question without Notice -Alderman Lucas	What is the time cost of the harassment of senior staff or senior management to answer the questions put to them before every Council Meeting?	General Manager	The time cost involved in preparing answers to Questions on Notice varies from month to month depending on the number of questions that are required to be answered and their complexity. Accordingly, it is impossible to arrive at an exact figure. However, As a general rule it can be assumed that: - a relatively straightforward answer that can be answered without consultation with other departments would take ½ to 1 employee hours to prepare - an answer of medium complexity would typically take 1 to 3 employee hours to prepare an answer for - a higher complexity answer would typically take approximately 3 to 6 employee hours to prepare (and potentially longer depending on the information that is required to be collated) Much of the time involved in answering more complex questions is incurred by senior employees (at the management level and above), leading to a significant imposition on resources. It also often results in agenda staff having to stay after-hours (and often late into the evening) to finalise the agenda in time to meet statutory deadlines.	Complete
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 Select Committee on 8 December 2016. The local government sector, including Glenorchy City Council, Hobart, Brighton & LGAT will be making a presentation to the Select Committee on 14 February 2017.	Jun-17
4/07/2016	11	Acquisition and Disposal of Land - Bosco Drive AND Dalmada Place	That Council: APPROVE Council Officers negotiations and settlement of the purchase of private land at 2/1 Dalmada Place for the purpose of allowing Council to formalise and maintain a public walkway through Dalmada Place to Bosco Drive APPROVE Council Officers to continue negotiations to dispose of part of the public land at 23 Bosco Drive for the purpose of extending the private rear yard of 19 Bosco Drive, subject to the compliance of the requirements of section 178 of the Local Government Act 1993 (noting the investigation of the possibility of a similar sale to the owners of 21 Bosco Drive, to establish a safe, easily maintained and monitored piece of land which will comprise part of the public walk way). APPROVES the advertising of Council's intention to dispose of any part of the public land at 23 Bosco Drive under section 178 of the Local Government Act 1993.	Corporate Governance	The owners of 19 Bosco and 2/1 Dalmada Place have been notified of Council's decision. Discussions with the owners of 21 Bosco 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. Two out of the three affected land owners have agreed (in principle) to the survey plan. Negotiations will continue once a survey plan has been agreed to by all owners.	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

Council Meeting Date	Clause Number	Subject/Issue	Council Adopted Action	Department Responsible	Comments/Update	Estimated Completion Date
1/08/2016	13.3	Notice of Motion - Alderman D. Pearce	That Council ends its formal relationship with the Community Predict Consultation System. That Council re-direct the money used to support the predicts 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 first half of 2017.	31-Oct-17
19/08/2016	11	Council Policy - Dog Management Policy	That Council notes that the revised draft Dog Management Policy 2016 will go out to public consultation with the view of submitting the Policy at a future Council meeting for consideration and adoption.	Corporate Governance	The public consultation period was completed on Friday, 28 October 2016. A number of public submissions were received and are being considered by the Animal Management Team. It is anticipated that a report will be taken to Council at its meeting on 20 February 2017, for proposed adoption of the revised Dog Management Policy in March 2017.	31-Mar-17
19/08/2016	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 is under way to implement this process in the first quarter of 2017. Trial process is planned for Feb, Mar and April 2017.	Jun-17
16/09/2016	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 are currently preparing EOJ documentation. The documentation will be released once the official launch of the Multicultural Community Spaces Plan has occurred and the State government has responded. The launch of 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
14/10/2016	10	Community Predict Program Transition	That Council establishes a book drop-off point at Council Chambers for people to donate books to the Claremont Community Library. That Council: (a) Calls for expressions of interest among Aldermen in order to appoint 2 Aldermen as standing members and 2 Aldermen as proxy members of the Audit Panel, and (b) Calls for public expressions of interest for the three independent members including the Chair of the Audit Panel and appoints the members and the Chair as a result of the selection process.	Community, Economic Development and Business Development	Council's Customer Service section are working with the Community Planning and inclusion section to develop a process for this to occur. This will be in place by the end of January 2017. A selection panel comprised of Ald. Branch Allen and Ald. King (in addition to the General Manager) was appointed by secret ballot at the 19 December 2016 Council Meeting. Advertisements for the independent members were placed in The Mercury and the interview and selection process has taken place. A report is to be presented to Council at the 23 January 2016 meeting seeking the appointment of the independent members selected by the panel.	31-Jan-17
11/11/2016	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 Johnston	Mayor Johnston to provide regular updates as necessary.	Ongoing
11/11/2016	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 is currently awaiting the final LGSS Agreement from Brighton Council, as well as the minutes of the 8 December 2016 LGSS committee meeting. It is anticipated that an officer's report with the revised Agreement will be presented to Council for its consideration at a meeting in early 2017 once the minutes of 8 December 2016 LGSS committee meeting and the revised draft Agreement are received.	31-Mar-17
9/12/2016	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.	Community, Economic Development and Business Development	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 in a month to report progress and discuss further.	Ongoing
9/12/2016	14	Annual General Meeting	Council resolved to Note a resolution made at the AGM in respect of a motion by George Burrows (Grantton) that Council give consideration to the implementation of Citizens Juries for matters such as rates and fee increases.	Community, Economic Development and Business Development	Carriage of this item has been provided to the Community and Customer Service department. Officers are currently considering the most appropriate way to progress the matter and will provide an update to Council by 13 March 2017.	31-Mar-17
9/12/2016	14	Annual General Meeting	Council resolved to Note a resolution made at the AGM in respect of a motion by Bob Holderness-Roddam (Austins Ferry) that Council assess local areas as possible Nearby Safer Places for local use – for example the Shoobridge Park sports ground for Austins Ferry residents.	Governance	A letter containing Council's response to the resolution made in response to Mr Holderness-Roddam's notice of motion was sent to Mr Holderness-Roddam on 22 December 2016	Complete
9/12/2016	14	Annual General Meeting	Council resolved to Note a resolution made at the AGM in respect of a motion by Bob Holderness-Roddam (Austins Ferry) that Council and TasWater (Sewerage) investigate what appears to be stormwater entering the sewerage pipes (in the vicinity of cover/manhole on the eastern footpath on Main Road, Claremont at the Hilton Road junction) and rectify the situation.	Governance	A letter containing Council's response to the resolution made in response to Mr Holderness-Roddam's notice of motion was sent to Mr Holderness-Roddam on 22 December 2016	Complete

Council Meeting Date	Clause Number	Subject/Issue	Council Adopted Action	Department Responsible	Comments/Update	Estimated Completion Date
10/12/2016	15	Annual General Meeting	Council resolved to Note a resolution made at the AGM in respect of a motion by Mr. Phil Butler (Glenorchy) that the General Manager be required to answer Questions on Notice asked at the AGM.	Governance	An email containing the written responses that were provided at the AGM on 5 Jan. Mr Butler was advised in that email that "As stated at the Annual General Meeting, Council will provide a response to your remaining questions as soon as practicable in the New Year. As you may appreciate the bulk of the remaining questions will require the considered input of the General Manager who is currently on leave at present".	31-Jan-17
9/12/2016	17	Adoption and Rescission of Council Policies	Management to provide an update on the current status of the ongoing policy review.	Governance	A report with a detailed update on the current status of the policies is to be presented to Council at its the 23 January 2017 Council meeting	31-Jan-17
9/12/2016	21	Notice of Motion	That the recording of the Annual General Meeting held on 12 December 2016 be put on the Internet	Governance	The audio recording of the Annual General Meeting was uploaded to Council's website on Tuesday, 20 December 2017.	Complete



Glenorchy City Council

Glenorchy City Council Corporate Performance Indicators

November 2016



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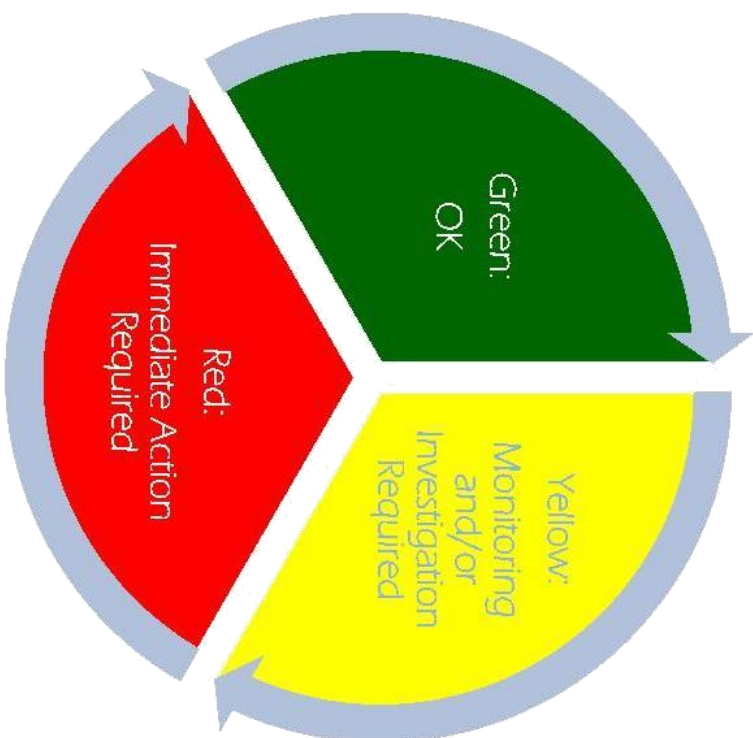
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Corporate Performance Indicator Legend



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

November 2016

Monthly Profit and Loss Summary								
Revenue \$'000	Actual Month	Budget Month	Variance Month	Actual YTD	Budget YTD	Variance YTD	% Variance	
Rates Income (includes SFL)	5	18	(13)	34,251	34,119	132	0%	
Statutory Charges	184	140	44	1,134	1,070	65	6%	
User Charges	458	550	(91)	5,551	5,840	(289)	-5%	
Grants Subsidies	1,188	896	292	2,151	1,955	196	10%	
Investment Income	121	114	7	615	572	43	8%	
Water Wastewater Charges	20	27	(7)	100	185	(85)	-46%	
Reimbursements	70	92	(22)	265	279	(14)	-5%	
Other Income	48	11	36	370	342	29	8%	
Total Revenue	2,094	1,848	246	44,438	44,362	76	0%	

**REVENUE - COMMENTS FOR MONTHLY VARIANCE:
(\$'000)****Rates - \$13 under budget**

There were minimal supplementary rates notices levied during the month.

Statutory Charges - \$44 over budget

Primarily due to a higher number of building applications being received.

User Charges – \$91 under budget

Primarily due to reduced revenues from the Derwent Entertainment Centre.

Grants Subsidies - \$292 over budget

Primarily due to a higher payment from the Commonwealth Government relating to the Roads to Recovery program.

Investment Income - \$7 over budget

Interest income was greater than budget due to higher than budgeted cash balances on hand.

Water Wastewater Charges - \$7 under budget

Primarily due to lower than budgeted sales in the month due to no Stage 2 sales.

Reimbursements - \$22 under budget

Primarily due to Derwent Entertainment Centre wage recoveries on event settlements.

Other Income - \$36 over budget

Primarily due to the charging of debt collection costs to ratepayers (which was budgeted to be completed in October).

(\$'000)

Rates - \$132 over budget

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

Statutory Charges - \$65 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 – \$289 under budget

Primarily due to under budget tonnages received at landfill, lower income from Childcare operations and lower income from the Derwent Entertainment Centre.

Grants Subsidies - \$96 under budget

Primarily due to a higher payment from the Commonwealth Government relating to the Roads to Recovery program.

Investment Income - \$43 over budget

Interest income was greater than budget due to higher than budgeted cash balances on hand.

Water Wastewater Charges - \$85 under budget

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

Reimbursements - \$14 under budget

Electricity cost recoveries on KGV tenancies are below budget.

Other Income - \$29 over budget

Primarily due to one off funding for two Childcare Centres and for the provision of a regional waste education officer.

Monthly Profit and Loss Summary								
Expenditure \$'000	Actual Month	Budget Month	Variance Month	Actual YTD	Budget YTD	Variance YTD	% Variance	
Finance Charges	29	31	1	162	155	(7)	-4%	
Employee Costs	1,678	1,538	(140)	8,051	7,655	(397)	-5%	
Admin Office Costs	389	364	(25)	2,798	2,912	115	4%	
Materials, Contractors & Other	808	734	(73)	3,523	3,986	464	12%	
Depreciation	1,178	1,217	39	5,743	6,139	396	6%	
Rates Expenses	-	-	-	1,264	1,264	-	0%	
Total Expenditure	4,082	3,884	(198)	21,541	22,112	571	3%	
Total Surplus (Deficit)	(1,988)	(2,037)	48	22,897	22,250	648	-3%	

(\$'000)

Finance Charges – \$1 under budget

Due to reduced charges relating to rates payments made by credit card.

Employee Costs – \$140 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 – \$25 over budget

Primarily due to "in good faith" payments relating to disputed IT software support invoices and legal costs relating to rates recoveries (which were budgeted in October), partially offset by underspends on Derwent Entertainment Centre catering expenses.

Materials, Contractors & Other – \$73 over budget

Primarily due to a penalty payment for the provision of gas to the Derwent Park Reuse Scheme (take or pay contract) relating to the previous financial year and payments to consultants for general consulting, procurement and the Enterprise Agreement.

Depreciation and asset write-off – \$39 under budget

Primarily due to lower than budget depreciation on IT Systems \$41 due to delays in project implementation.

Rates Expenses – \$0 on budget

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

Due primarily to increased charges relating to rates payments made by credit card.

Employee Costs – \$397 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 – \$115 under budget

Primarily due to underspends on electricity, IT software support, Derwent Entertainment Centre catering costs and insurance premiums.

Materials, Contractors & Other – \$464 under budget

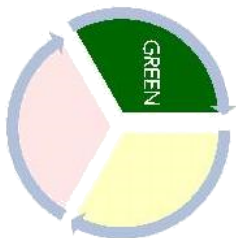
Primarily due to underspends in contractors and motor vehicle costs (leases and fuel).

Depreciation and asset write-off – \$395 under budget

Primarily due to lower than budget depreciation on IT Systems \$205 due to delays in project implementation and profit on disposal of assets which were not budgeted for.

Rates Expenses – \$0 on budget

On budget.



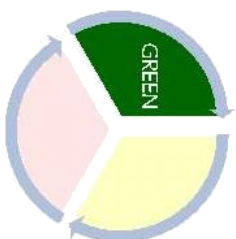
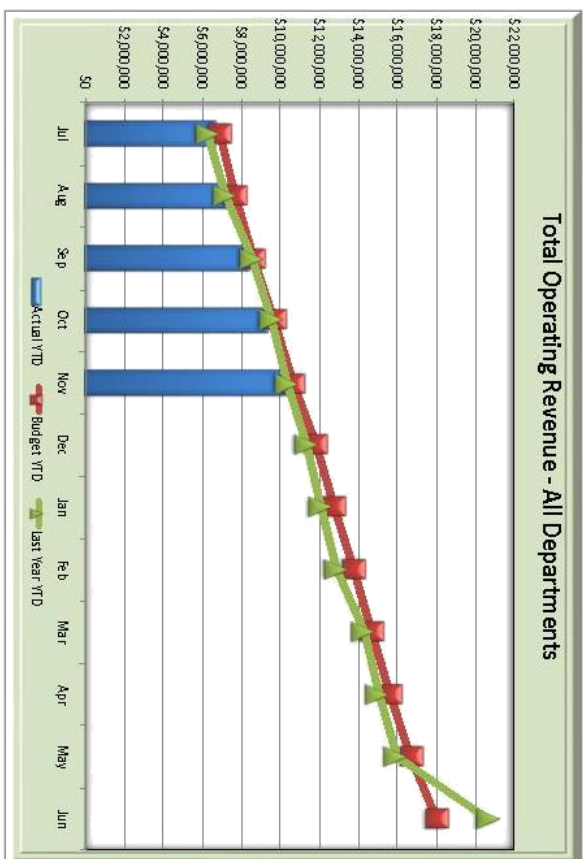
Grants Revenue for All Departments – Graph 1

The total of grants revenue received from Government bodies.

Responsible: Executive Leadership Team

- Actual YTD:	\$2,151
- Budget YTD:	\$1,955
Over Budget:	\$ 196

Refer to comments on pages 6-7



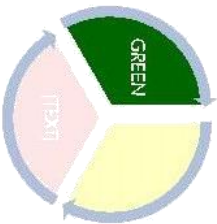
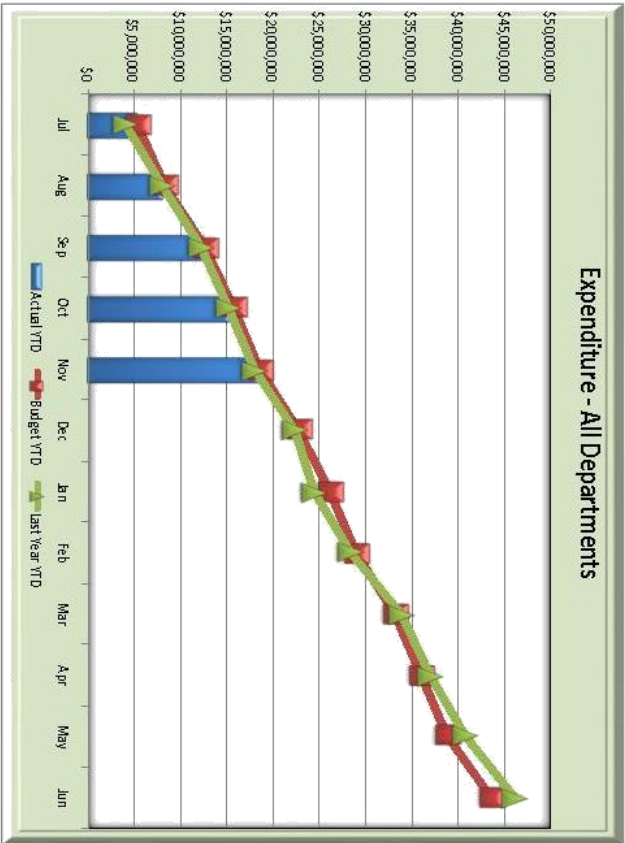
Total Operating Revenue (excluding rates, grants, Tas/Water income) – Graph 2

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

Responsible: Executive Leadership Team

- Actual YTD	\$10,371
- Budget YTD	\$10,688
Under Budget	\$ 317

Refer to comments on pages 6-7



Total Operating Expenditure (excludes depreciation) – Graph 3

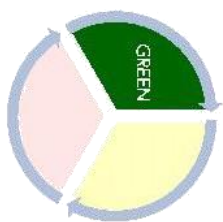
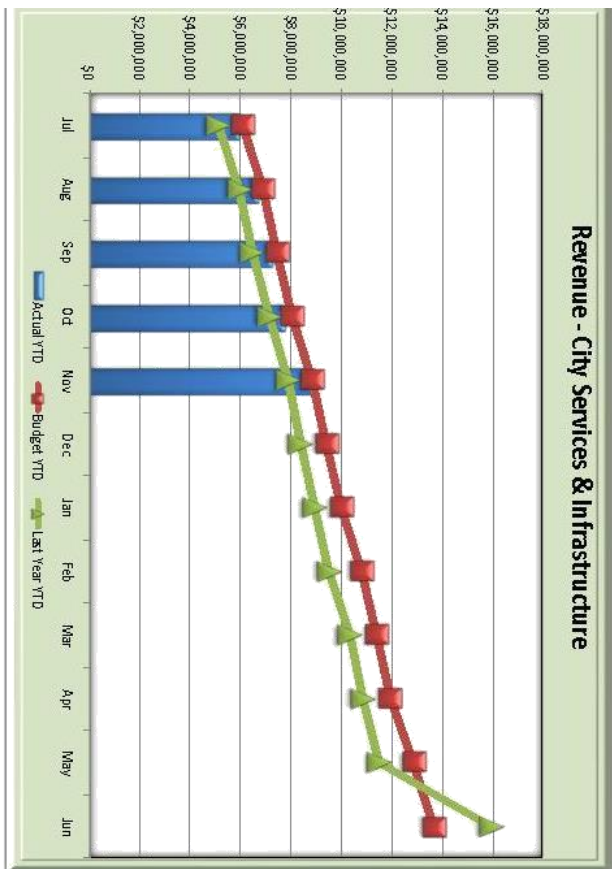
Total op. expenditure for all areas of the council compared to budget.

Responsible: *Executive Leadership Team*

-	Actual YTD	\$18,383
-	Budget YTD	\$18,548
-	Under Budget	\$ 165

Refer to comments on pages 6-10

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



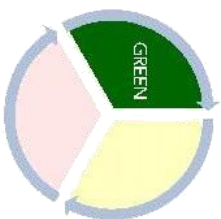
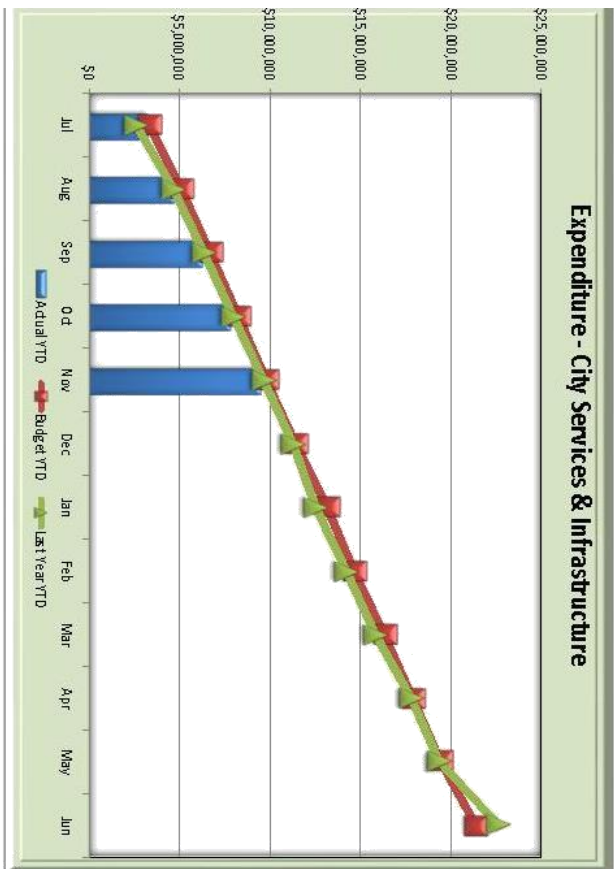
City Services and Infrastructure Revenue - Graph 4

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

Responsible: *Director City Services and Infrastructure*

-	Actual YTD	\$8,961
-	Budget YTD	\$8,822
	Over Budget	\$ 139

Commonwealth Government Road to Recovery grant funding is received earlier than budgeted.



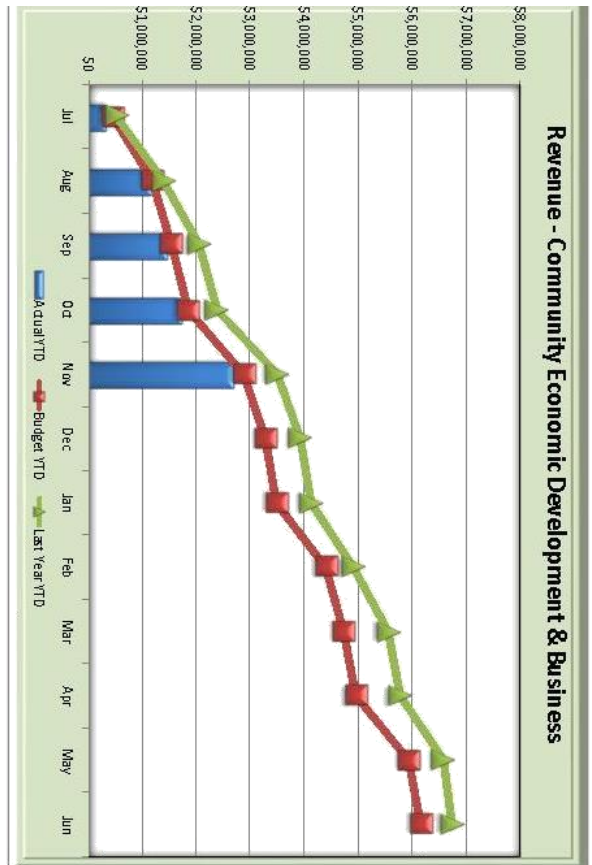
City Services and Infrastructure Expenditure - Graph 5

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

Responsible: *Director City Services and Infrastructure*

-	Actual YTD	\$9,492
-	Budget YTD	\$9,762
	Under Budget	\$ 270

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



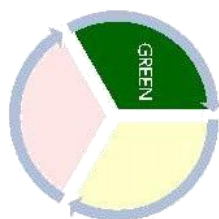
Community Economic Development and Business Revenue – Graph 6

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

Responsible: *Director Community Economic Development and Business*

\$'000		
- Actual YTD	\$2,715	
- Budget YTD	\$2,894	
- Under Budget	\$ 179	

Refer to Comments on Page 6-7.



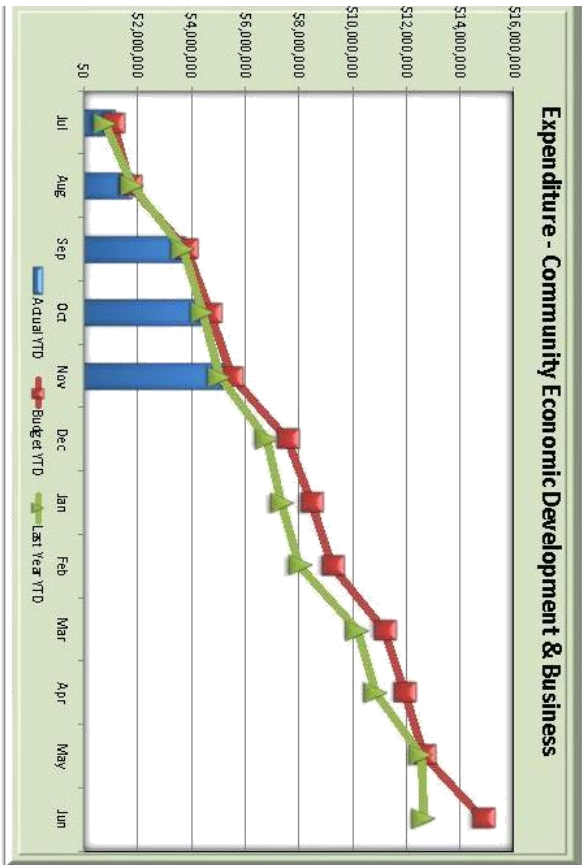
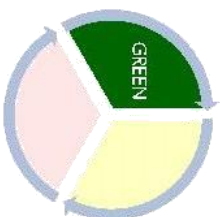
Community Economic Development and Business Expenditure – Graph 7

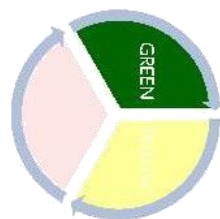
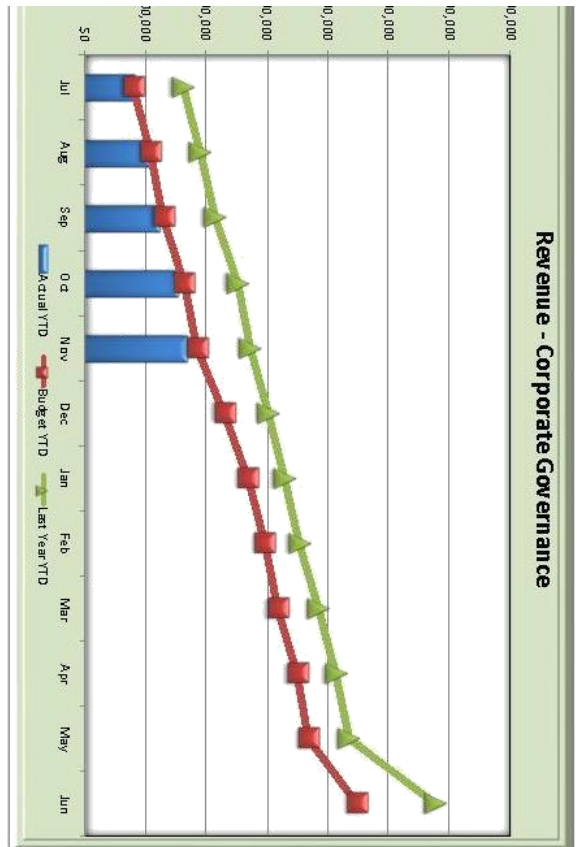
Total expense for *Community Economic Development and Business*.

Responsible: *Director Community Economic Development and Business*

\$'000		
- Actual YTD	\$5,502	
- Budget YTD	\$5,505	
- Under Budget	\$ 3	

Lower IT software support fees and catering have been partly offset by above budget wages and salaries expenses.





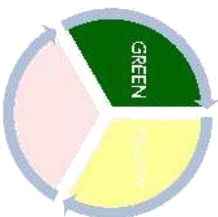
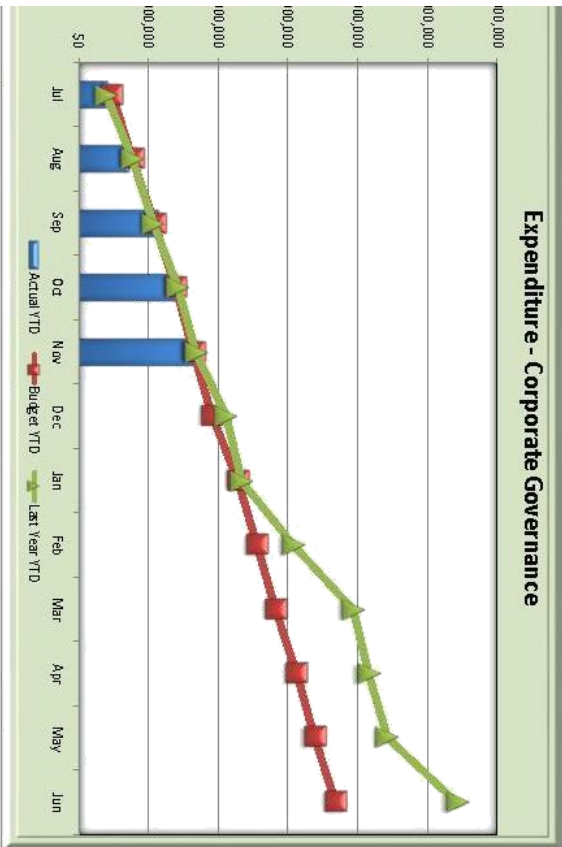
Corporate Governance Revenue - Graph 7

Total revenue for Corporate Governance.

Responsible: Director Corporate Governance

-	Actual YTD	\$ 846
-	Budget YTD	\$ 928
=	Under Budget	\$ 82

Facilities hire and electricity recoveries from KGV tenants are below budget.



Corporate Governance Expenditure - Graph 8

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

Responsible: Director Corporate Governance

-	Actual YTD	\$3,389
-	Budget YTD	\$3,280
	Over Budget	\$ 109

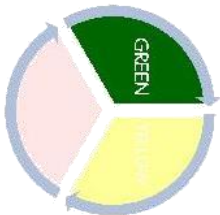
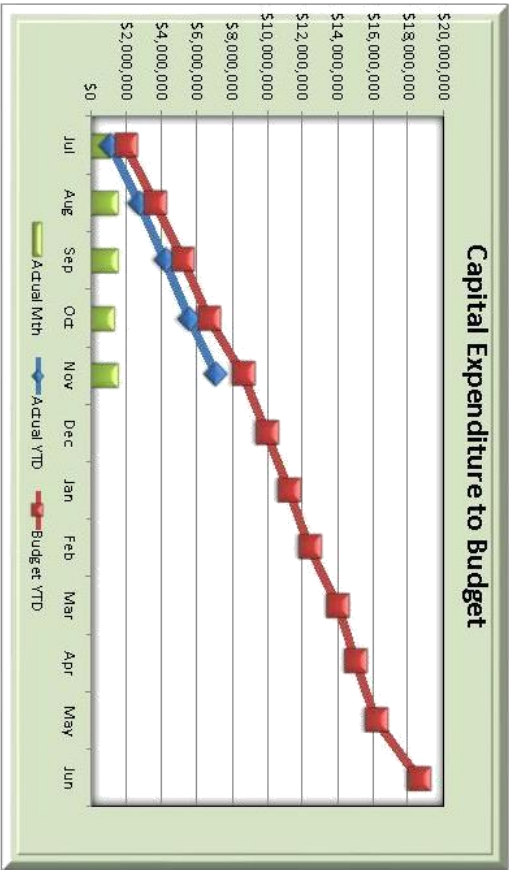
Legal expenses and consultancy costs were well above budget.



Balance Sheet

Corporate Performance Indicators

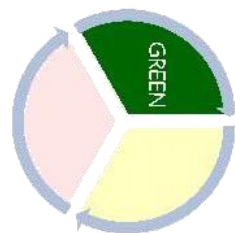
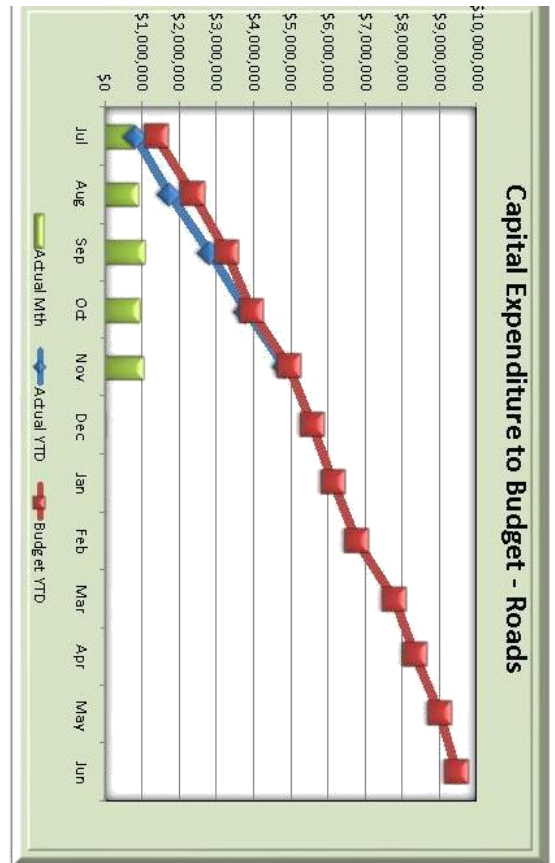
November 2016



Total Capital Expenditure – Graph 14
Total Capital expenditure compared to budget.
Responsible: Executive Leadership Team

-	Actual YTD	\$7,110
-	Budget YTD	\$8,667
	Under Budget	\$1,557

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

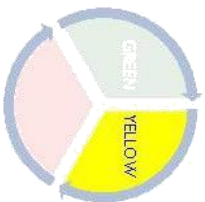
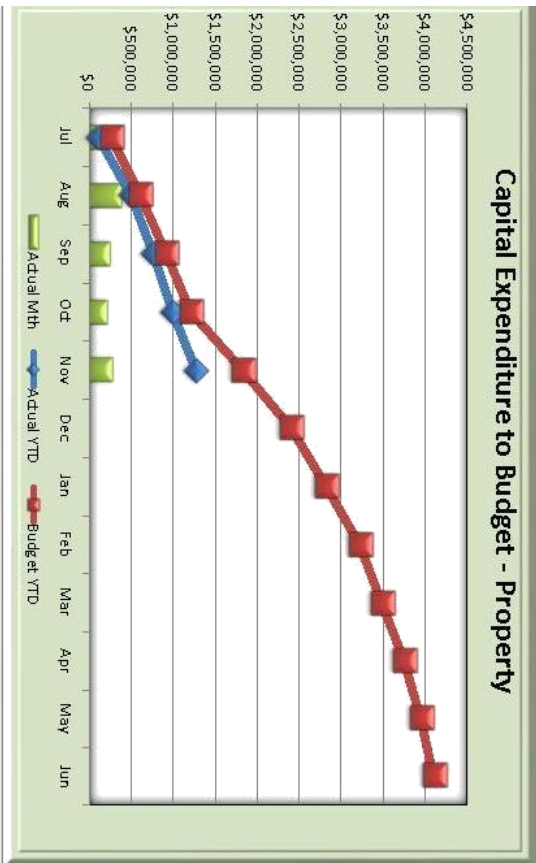


Capital Expenditure - Roads – Graph 15

Total expenditure for roads compared to budget.
Responsible: Director City Services and Infrastructure

-	Actual YTD	\$4,837
-	Budget YTD	\$4,933
	Under Budget	\$ 96

Additional information regarding capital variances is contained in Appendix B.

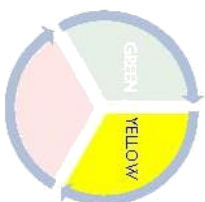
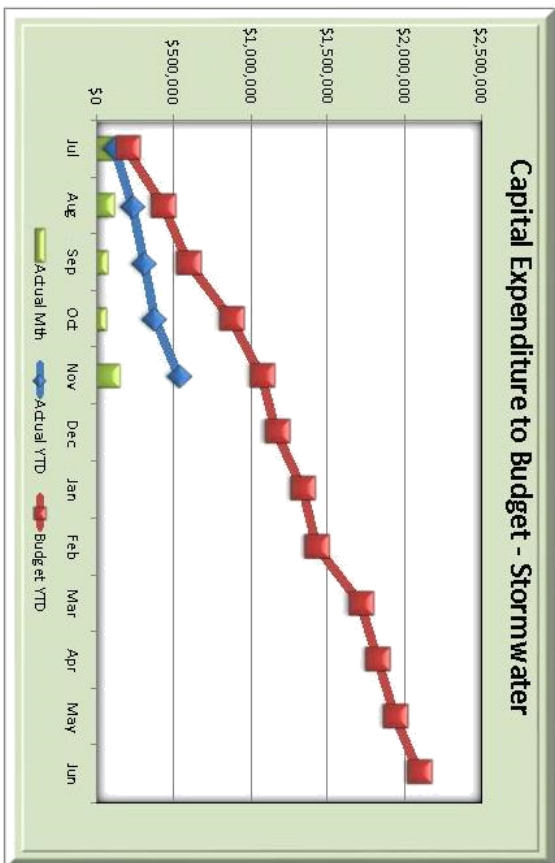


Capital Expenditure - Property – Graph 16

Total expenditure for property compared to budget.
Responsible: Director Corporate Governance

-	Actual YTD	\$1,281
-	Budget YTD	\$1,829
	Under Budget	\$ 548

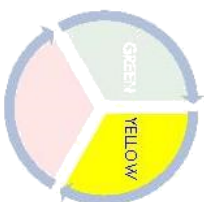
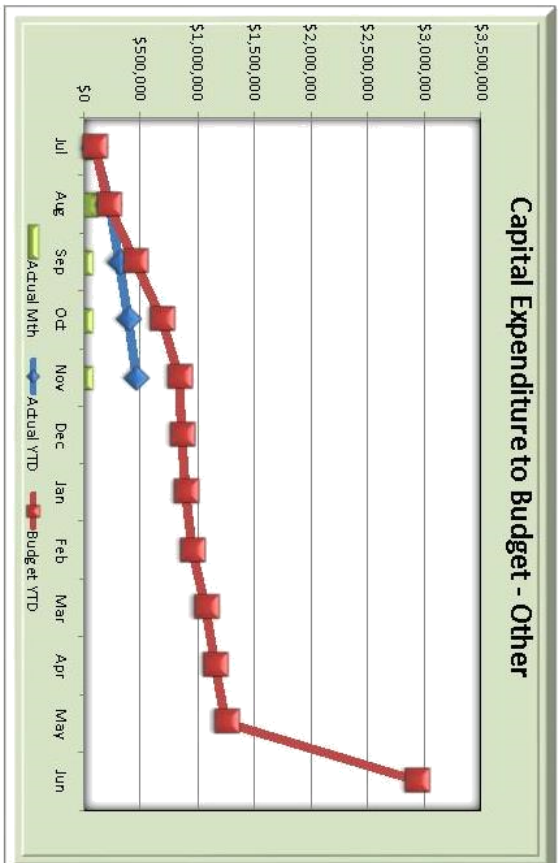
Additional information regarding capital variances is contained in Appendix B.



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

-	Actual YTD	\$ 574
-	Budget YTD	\$1,165
-	Under Budget	\$ 591

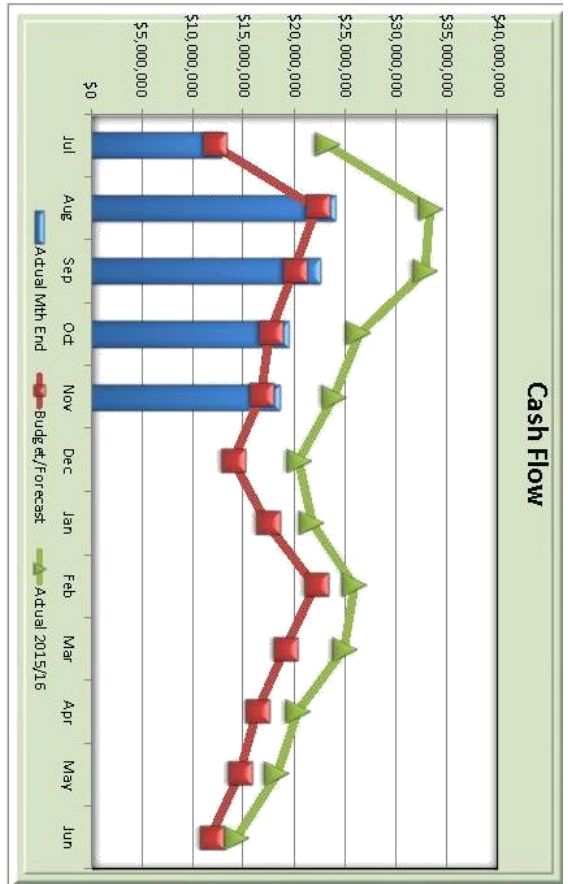
Additional information regarding capital variances is contained in Appendix B.



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

-	Actual YTD	\$ 457
-	Budget YTD	\$ 835
-	Under Budget	\$ 378

Additional information regarding capital variances is contained in Appendix B.

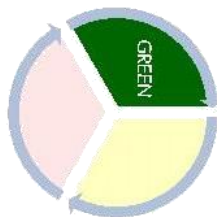


Cash Flow Movement - Graph 19

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	:	\$18,675
- Budget	:	\$16,647
Variance		\$ 2,028



Interest Earned – Graph 20

Total interest earned (accrued and received) compared to budget

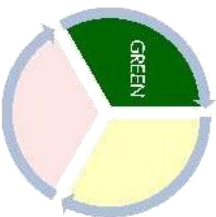
Responsible: Director Community Economic Development and Business

\$'000		
- Actual YTD		\$ 194
- Budget YTD		\$ 151
- Over Budget		\$ 43

Effective Interest Rate: 2.60%

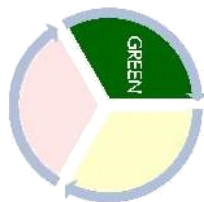
Benchmark:

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



Investment Profile		
Maturity	Total Amount	Average Rate
Cash on hand	\$ 137,836	0.00%
At call	\$ 2,506,264	1.80%
30 - 60 days	\$ 31,123	1.45%
61 - 90 days	\$ 7,000,000	2.54%
91 - 120 days	\$ 6,000,000	2.72%
120+ days	\$ 3,000,000	3.30%
Total	\$ 18,675,223	2.60%

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



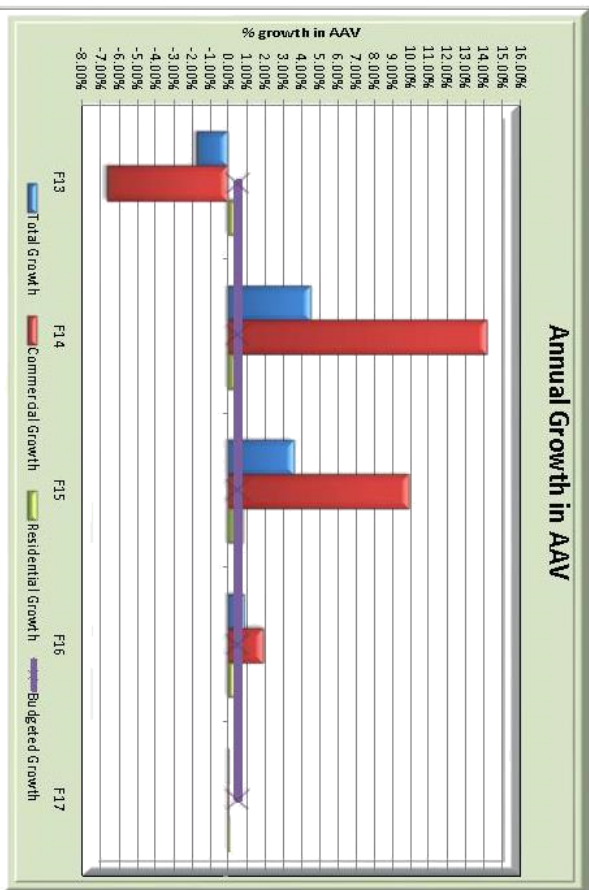
Interest Expense – Graph 21

Total interest expense (accrued and paid) compared to budget

Responsible: Director Community Economic Development and Business

	\$'000
- Actual YTD	\$ 131
- Budget YTD	\$ 125
Variance	\$ 6

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



Annual Growth in AAV – Graph 22

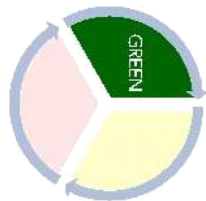
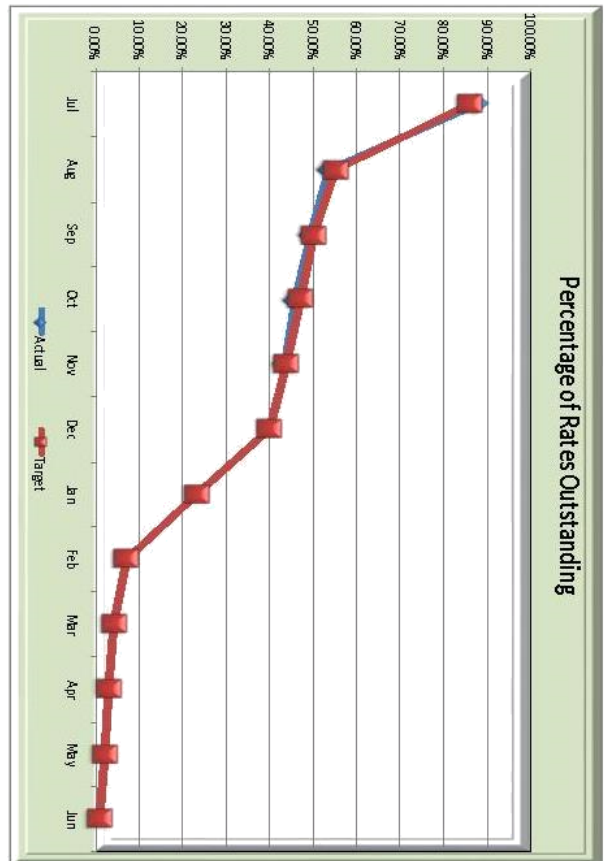
A comparison of the annual growth in the Assessed Annual Value (AAV) for Commercial, Residential and Overall Total.

Responsible: Director Community Economic Development and Business

AAV growth 2016/17 on July 1st 2016 Base

- Commercial 0.08% (being 70% of the total AAV growth)
- Residential 0.10% (being 30% of the total AAV growth)
- Total AAV growth 0.09%

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 30 November 2016: 43.52%
- Target 30 November 2016: **44.00%**
- Variance: 0.48%

Total outstanding 30 November 2016: \$15,916

Arrears as at	this month	last month	Movement
2016:	\$201	\$229	\$28
2015:	\$59	\$61	\$2
2014:	\$9	\$11	\$2
2013:	\$3	\$3	\$0
2012+:	\$0	\$0	\$0
TOTAL	\$272	\$304	\$32

Accounts Receivable (AR) – Graph 24

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

Responsible: Director Community Economic Development and Business

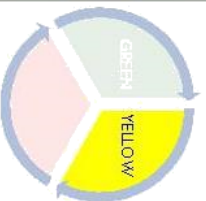
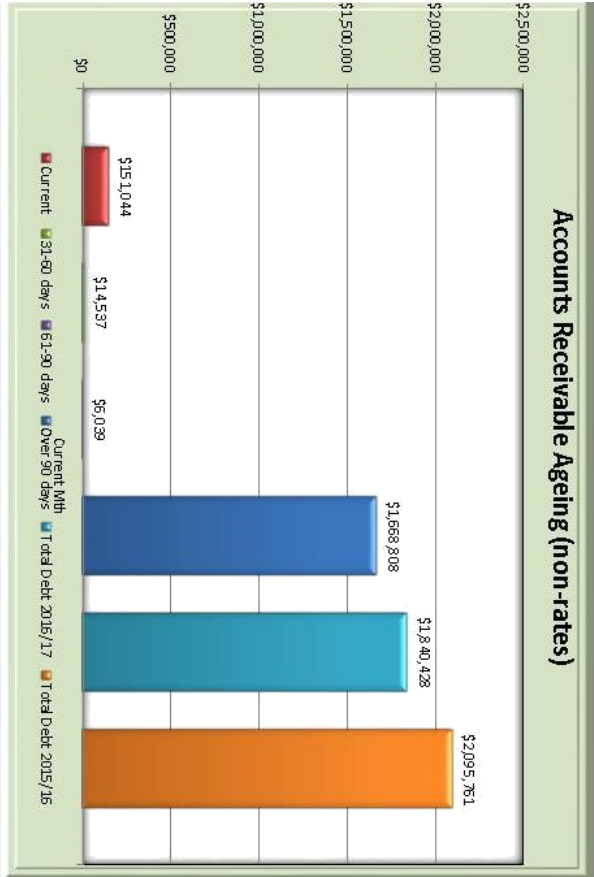
- Total 30 November 2016: \$1,840
- % of AR 61 days & over: 91.0 %

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

Comment:

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

77

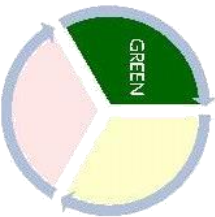
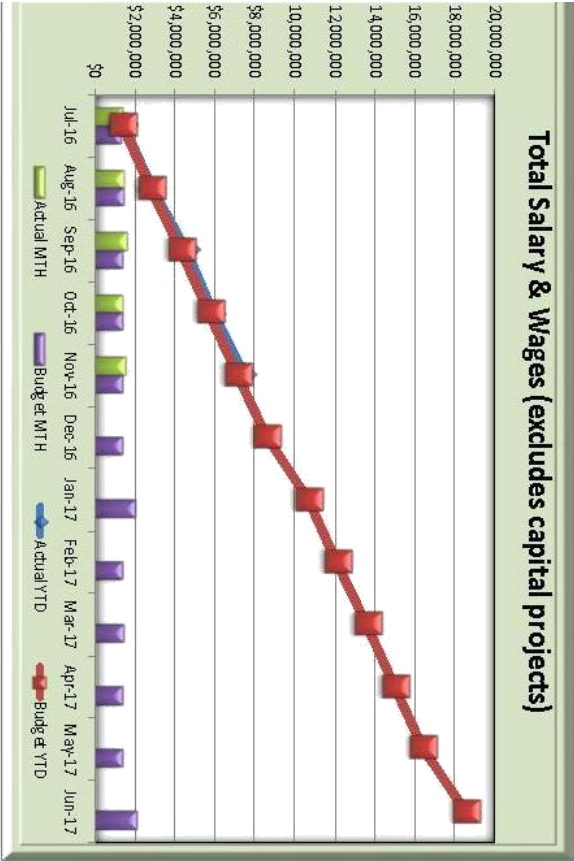




Glenorchy City Council

People & Safety Corporate Performance Indicators

November 2016



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

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

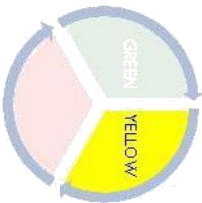
-	Actual YTD	\$7,483
-	Budget YTD	\$7,158
	Over Budget	\$ 325

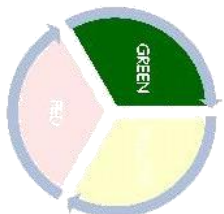
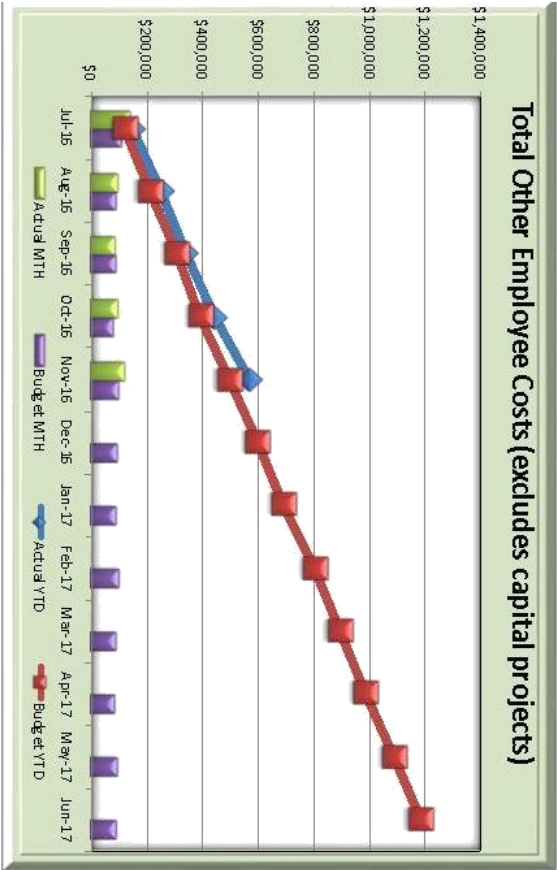
Salaries & Wages including on-costs – Capital Projects – Graph 26

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

-	Actual YTD	\$1,149
-	Budget YTD	\$1,490
	Under Budget	\$ 341

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



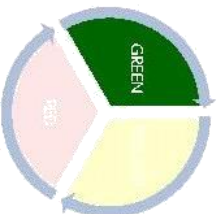
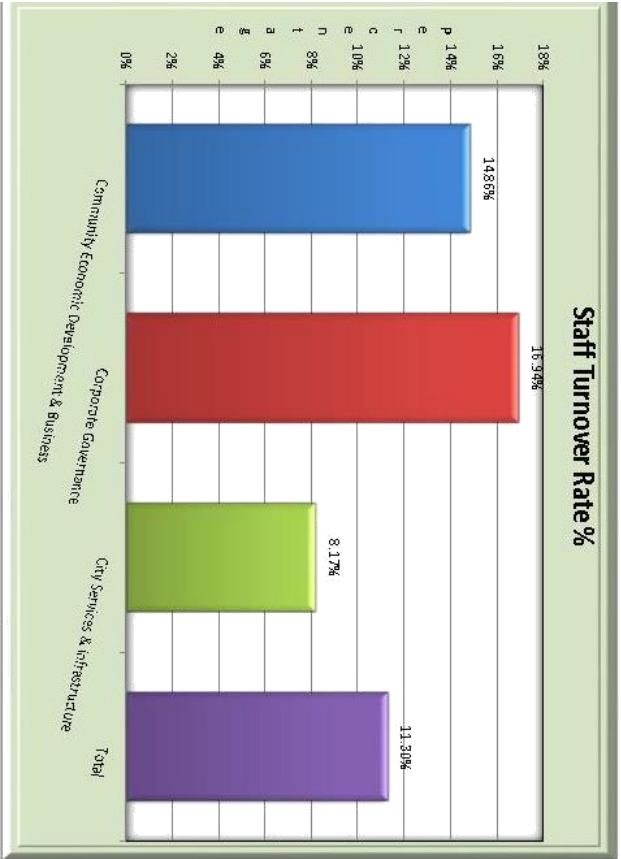


Other Employment Costs – Operational (excludes capital projects) – Graph 27

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

Responsible: Executive Leadership Team

-	Actual YTD	\$ 569
-	Budget YTD	\$ 497
	Over Budget	\$ 72



Permanent Staff Turnover Rate – Graph 28

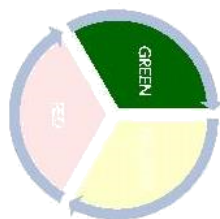
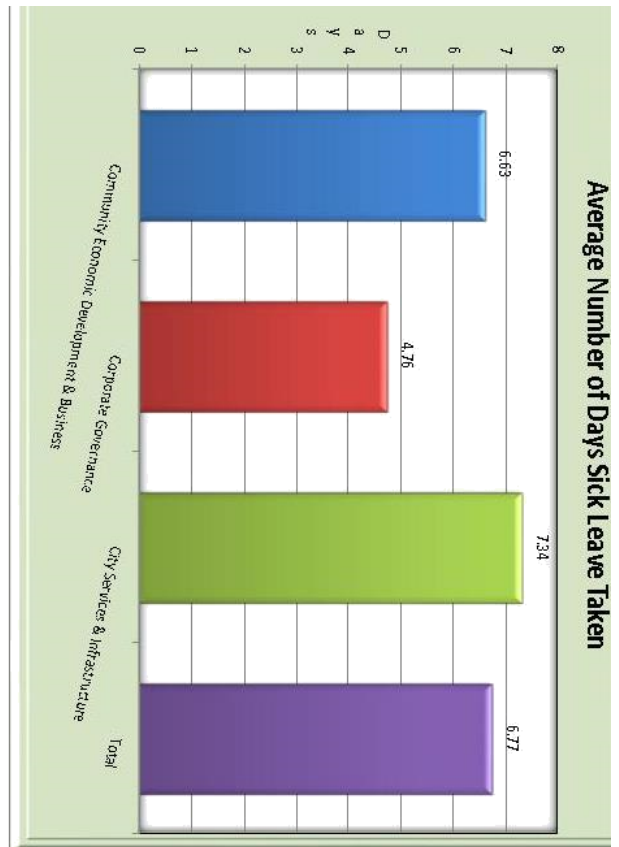
Total staff turnover is the total number of terminations over the last twelve months divided by the number of staff As at the last day of the month. This ratio represents the percentage of our total workforce who leave the council.

Responsible: Executive Leadership Team

Rolling 12 month av. turnover rate calculations used

	2016	2015
Rolling 12 month turnover rate	11.30%	10.75%

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

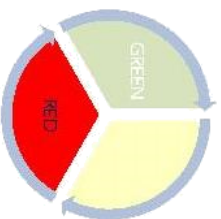
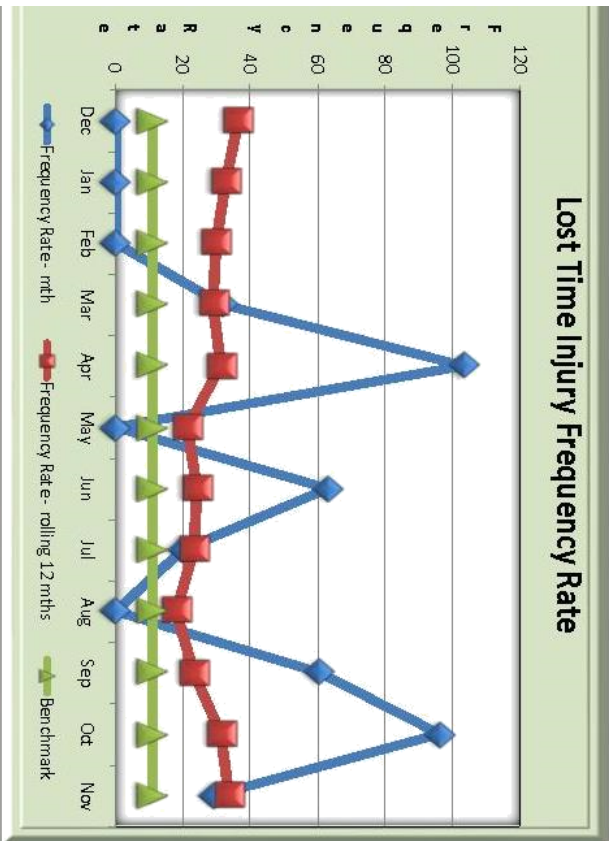
- Total average sick leave days taken last 12 months:

last 12 mths: 6.77 Days

Prev. 12 mths: 7.46 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 33.67

• Current month 29.39

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

Capital Expenditure Summary (\$'000)		30/11/2016
2016/17 Capital Budget Year to Date		8,667
2016/17 Capital Year to Date Expenditure		7,110
Total Over/(Under) Spend		(1,557)
Total Over/(Under) Spend Comments		
Roads Capital - Under Budget \$96		
Primarily under budget due to:		
12019 - Moreton Cres \$443 - now commenced and expect that budget will be spent.		
11953 - Collinsvale Road \$371 - design delayed due to review of Gabion Wall (programmed for Xmas holidays)		
11855 - Browning Road \$126 - project has proceeded to tender stage.		
12119 - Neera Court \$(225) - project completed ahead of budget schedule		
12008 - Berriedale Roundabout \$(567) - blackspot project now completed		
Property Capital - Under Budget \$548		
Primarily under budget due to:		
3961 - Glenorchy Skate Park \$140 - project delayed due to ongoing community consultation.		
3977 - Nth Chigwell Sports ground lighting \$113 - project delayed		
12173 - Montrose Bay Jetty \$85 - awaiting consultants report		
12170 - Sport&Rec match grant funding \$70 - awaiting quotes		
3031 - KGV project \$(158) - cost overruns due to tenant fitout changes		
Stormwater Capital - Under Budget \$591		
Primarily under budget due to:		
300* - Denwent Park Reuse Scheme \$224 - delays with gas co-generation commissioning. (now completed)		
12015 - Barry Street \$115 - project deferred until early 2017 due to design. Substituted with Highfield Street		
11856 - Browning Road \$106 - project design delayed (combined with road project)		
11965 - Islet Rivulet \$84 - late start to works (now underway)		
Other Capital - Under Budget \$378		
Primarily under budget due to:		
3433 - Tech1 reimplementation \$146 - under spend due to change in task allocations		
3650 - PC Replacements \$120 - spending in December expected		
MV's - various MV purchases - \$112 - purchases delayed, pending service level review		

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
Total		\$161,425	

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	

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