

GLENORCHY CITY COUNCIL
ATTACHMENTS
MONDAY, 24 FEBRUARY 2020



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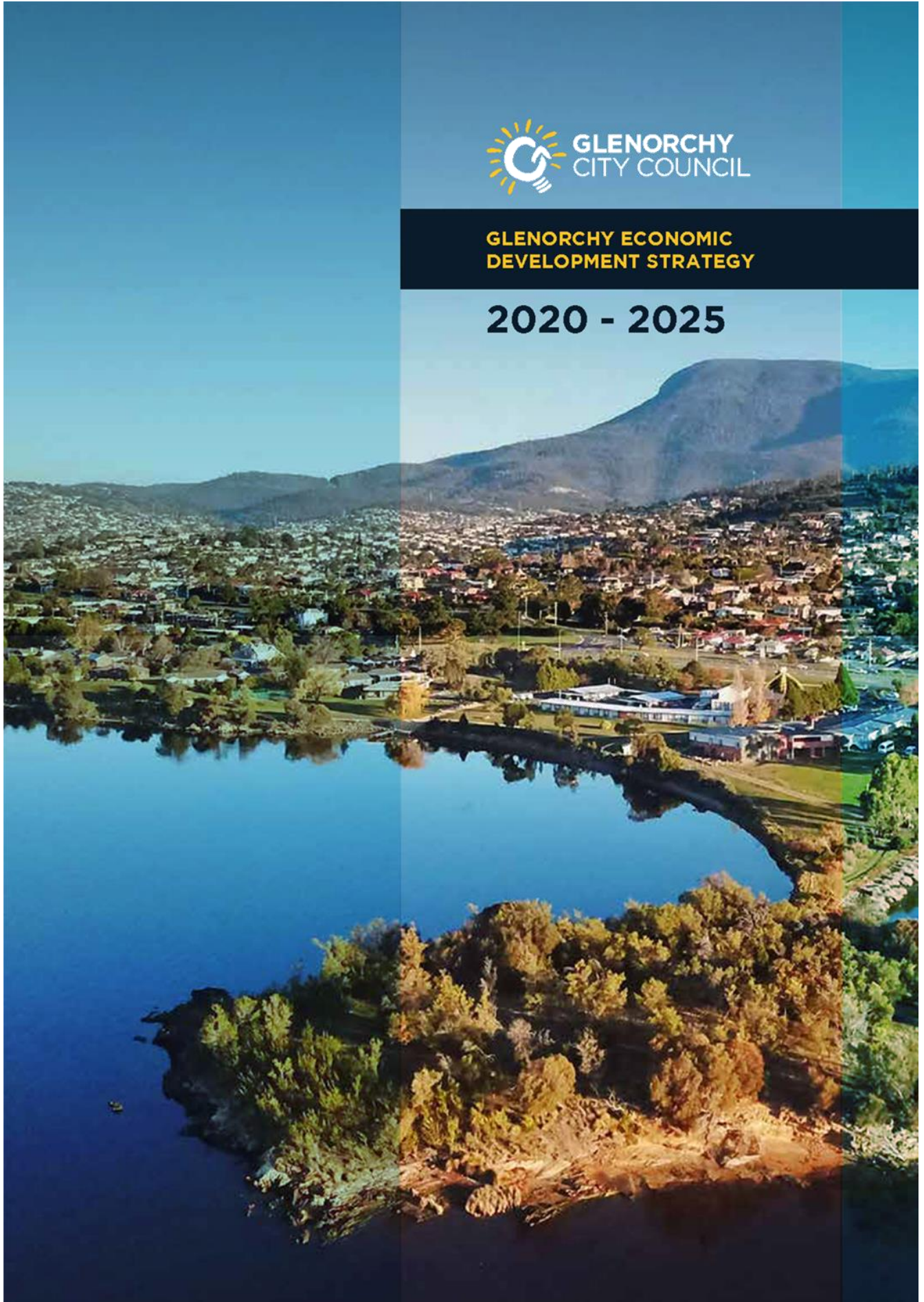
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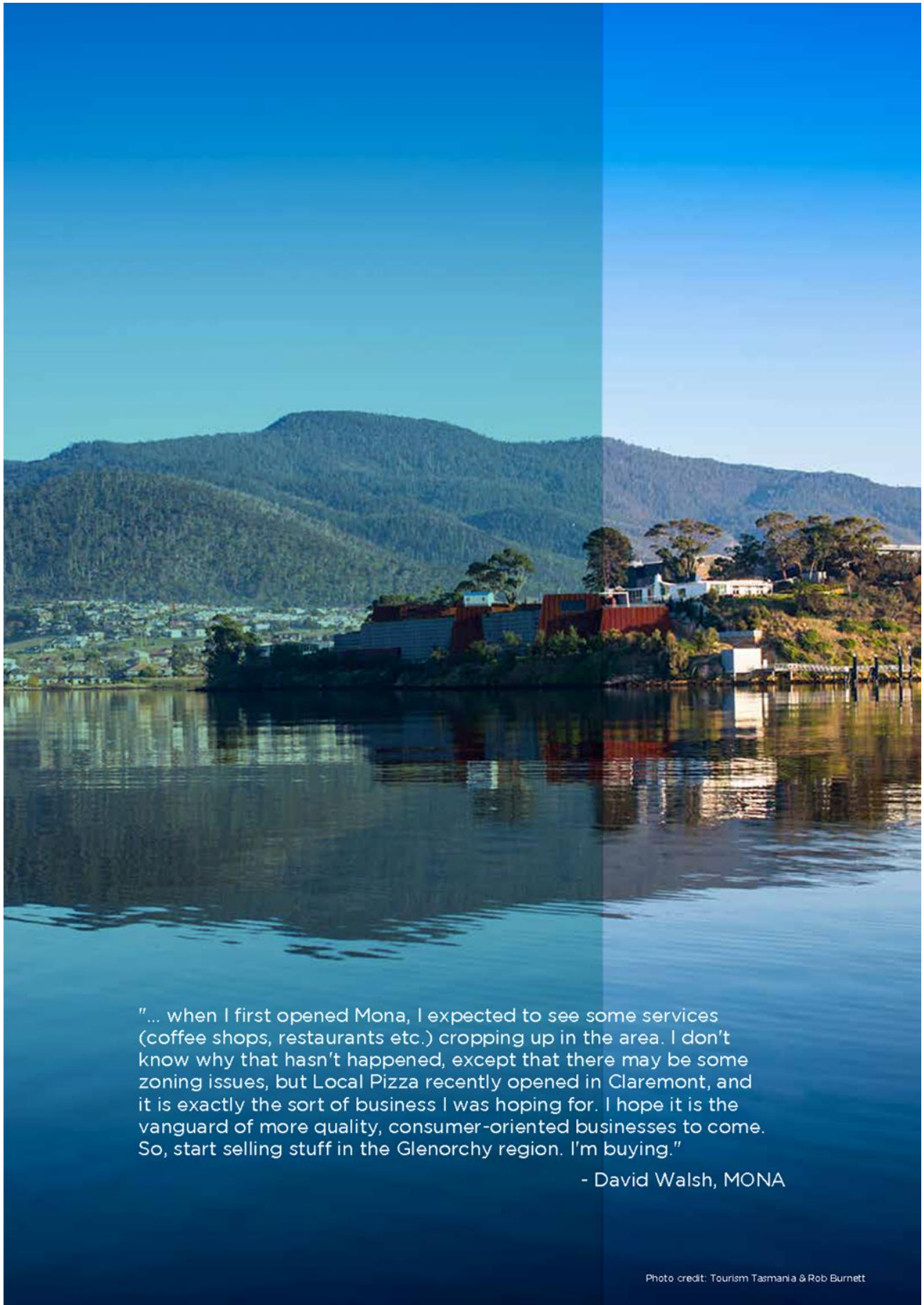
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**GLENORCHY ECONOMIC
DEVELOPMENT STRATEGY**

2020 - 2025





"... when I first opened Mona, I expected to see some services (coffee shops, restaurants etc.) cropping up in the area. I don't know why that hasn't happened, except that there may be some zoning issues, but Local Pizza recently opened in Claremont, and it is exactly the sort of business I was hoping for. I hope it is the vanguard of more quality, consumer-oriented businesses to come. So, start selling stuff in the Glenorchy region. I'm buying."

- David Walsh, MONA

Photo credit: Tourism Tasmania & Rob Burnett

MESSAGE FROM THE MAYOR KRISTIE JOHNSTON

Glenorchy is on the cusp of an exciting future. We are coming of age and starting to understand who we are and where we are going. We are learning to be proud of where we come from and how to use our diversity, entrepreneurship and determination to show the world what we are made of.

Glenorchy is ready. We are ready to grab hold of the opportunities ahead and be the best we can be.

This economic development strategy is one step towards a new future for our City. It is a strategy that tells the world that Glenorchy is open for business.

Businesses, governments, educators, not-for-profits and investors came together under Council's EPIC group to come up with actions to grow Glenorchy's economy. Together, we have created this strategy to help us reach our goal:

*We will create a strong economy and jobs for the future.
We will encourage business diversity, innovation and new technologies to stimulate jobs, creativity and collaboration.
We will be a place where business can establish, continue and flourish.*

This strategy includes five objectives and 50 actions to implement over the short, medium and long term, to create jobs for our people and make our City more active and liveable.

But we can't create our new economic future on our own. I call on you - our people, our businesses, our EPIC partners and our supporters - to help us and play your part in the future of Glenorchy.

Ald. Kristie Johnston
Mayor

STRATEGY AT A GLANCE

OUR GOAL

We will create a strong economy and jobs for the future. We will encourage business diversity, innovation and new technologies to stimulate jobs, creativity and collaboration. We will be a place where business can establish, continue and flourish.

Our objectives and actions

OBJECTIVES	ACTIONS
PLACES	• Establish regular multicultural and maker markets • Support creative industries • Activate our CBDs • Undertake business precinct planning • Create an urban village at Moonah • Update the Glenorchy CBD Strategic Framework • Advocate for improved public transport connections • Deliver active transport connections • Actively promote industry cluster developments • Set up networks to support manufacturing innovation • Build our world-leading marine services sector • Attract small-scale IT businesses • Attract professional and technical services
PEOPLE	• Establish a business incubator • Become a centre for small business support • Develop a 'Product of Glenorchy' campaign • Support multicultural business development programs • Attract social enterprises • Develop a Jobs Action Plan / Inclusive Growth • Improve literacy of workers • Improve digital literacy of businesses and workers • Create adult learning programs and centres • Facilitate hospitality education and training in Glenorchy • Advocate for an aged care centre of excellence • Support programs that provide skills for jobs

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PARTNERS

- Support circular economy opportunities
- Encourage investment in circular retail
- Establish Glenorchy as a regional hub for sport, recreation and entertainment
- Secure local jobs through major infrastructure investment
- Pursue investment in the Northern Transit Corridor
- A new civic heart for the Glenorchy CBD

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PILLARS

- Facilitate development of Berriedale Peninsula
- Sell and facilitate development of Wilkinsons Point
- Promote opportunities for investment
- Repurpose under-utilised Council land
- Investigate a strategic land use partnership with Brighton
- Identify sites for student accommodation
- Facilitate major projects and developments
- Promote development along the transit corridor
- Plan for growth
- Advocate for essential digital infrastructure

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PRIDE

- Understand our identity and embrace who we are
- Make our City reflect our identity
- Design and activate our urban centres and places
- Showcase our creativity
- Implement arts and culture initiatives
- Prepare a Creative and Cultural Economy Growth Plan
- Understand our visitors and market our attractions
- Spread the MONA effect
- Support multicultural visitor attractions

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GLENORCHY'S ECONOMY

LOCAL JOBS

22,877

▲ 0.6% per year

NIEIR 2019

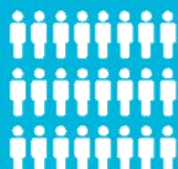


GRP 2019

\$2.43b

▲ 1.8% per year

NIEIR 2019



POPULATION

47,636

▲ 0.7% per year

ABS ERP 2018

\$5.8m

Glenorchy
CBD Renewal

30km
of river foreshore

1st
CITY
in Tasmania join
the Welcoming
Cities Network

500k
Arts and Culture
Visitors each year

GCC 2018

96%
local businesses
are small
(less than 19 people)

ABS 8165.0 2018

1/3
of our city is
bushland reserve
4000 hectares

GCC 2018

\$1 Billion
investment pipeline
in 2018-19

GDC 2019

FUTURE EMPLOYMENT GROWTH

Arts and Recreation	▲ 2.3% per year
Construction	▲ 1.3% Per Year
Retail and Trade	▲ 0.7% Per Year
Healthcare & Social Assistance	▲ 0.9% Per year

LABOUR SPECIALISATION*

Electricity, Gas, Water and Waste Services LQ 2.1
Manufacturing LQ 2.1
Arts and Recreation LQ 1.7
Transport, Postal and Warehousing LQ 1.7

*Location quotient (LQ) value larger than 1 indicates the degree to which our economy is specialised, relative to Australia

23%
people have a
trade qualification

(compared to Greater Hobart 20%)
ABS Census

15.6%
people have a qualification of
bachelor degree or higher

(compared to Greater Hobart 28.7%)
ABS Census

OUR GOAL

OPEN FOR BUSINESS

We will create a strong economy and jobs for the future. We will encourage business diversity, innovation and new technologies to stimulate jobs, creativity and collaboration. We will be a place where business can establish, continue and flourish.

Our objectives

PLACES

We will improve our places to reflect who we are and encourage people to stay a while. Our welcoming City will include lively, connected hubs of activity that attracts residents, visitors, businesses and investors.

PEOPLE

We will draw on our diversity and entrepreneurship to foster new businesses. We will support learning to ensure our people have the skills they need, for the jobs they want.

PARTNERS

We will strengthen partnerships to drive economic growth and innovation in our City. Our partners will share our vision and value our collaboration.

PILLARS

We will grow from our fundamental strengths; our land, natural and built assets, community, diversity and economy. We will make sure that our pillars contribute to jobs and opportunities for businesses.

PRIDE

We will build pride and confidence in our people and our economy. We will embrace who we are and show the world what we do well and where we are going. We will be the best versions of ourselves.

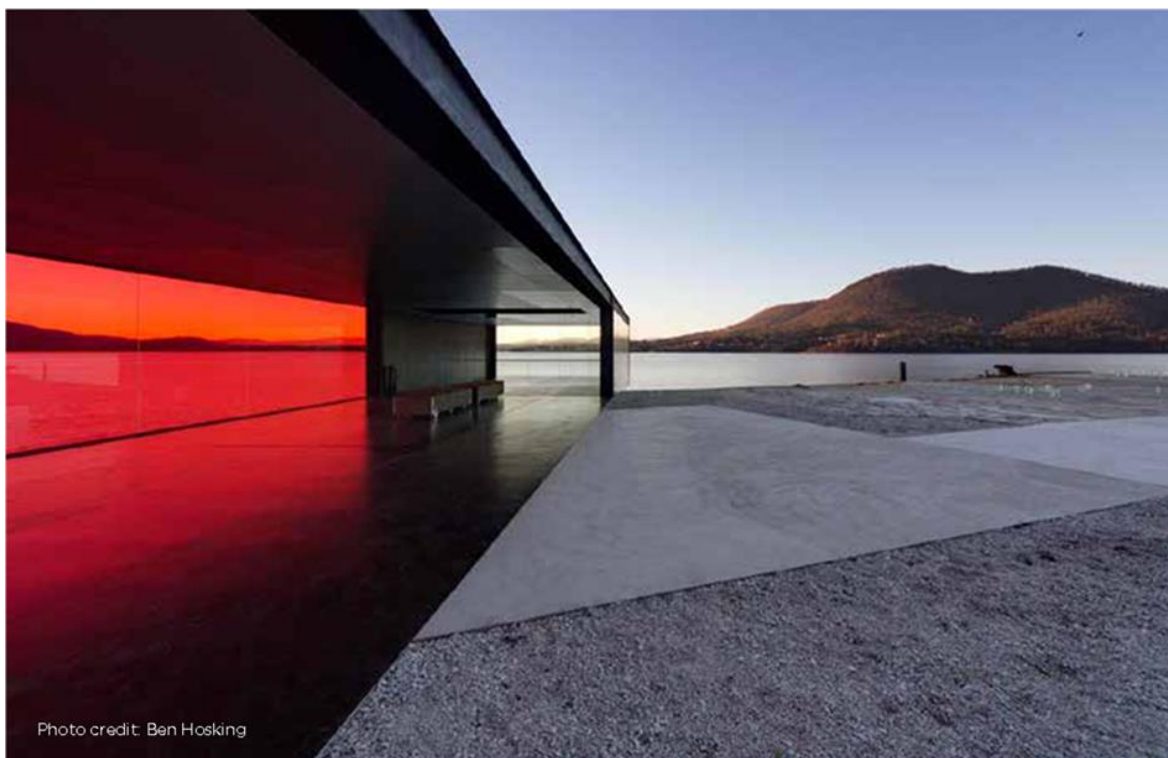


Photo credit: Ben Hosking

OUR ACTIONS

PLACES

We will improve our places to reflect who we are and encourage people to stay a while. Our welcoming City will include lively, connected hubs of activity that attracts residents, visitors, businesses and investors.



FOCUS	ACTION	LEADER	TIMEFRAME
Activation	Establish regular multicultural & maker markets Establish regular markets that support local makers, our multicultural community and producers	Council Private sector	S
Activation	Support creative industries Promote opportunities to establish art studios / maker spaces within the municipality	Council	S
Activation	Activate our CBDs with outdoor eating and night trading Work with businesses to encourage food vans, outdoor eating, street frontage activation and night trading	Council Local businesses	M
Placemaking	Undertake business precinct planning Develop business precinct plans for all key activity centres, leveraging their distinct sense of place	Council	S

Placemaking	Create an urban village at Moonah Investigate the establishment of a business improvement district to attract retail, hospitality and tourism businesses to Moonah and enhance public spaces to create an urban village	Council Local businesses	M
Placemaking	Update the Glenorchy CBD Strategic Framework Update the Glenorchy CBD Strategic Framework and advocate for investment with key stakeholders	Council	M
Connections	Advocate for improved public transport connections Advocate for improved public transport and measures to reduce congestion, to better connect our people and places	Council Tasmanian Government Metro	M
Connections	Deliver active transport connections Deliver the Safer Footpath, Linking Glenorchy and other active transport projects to connect people and places	Council	M
Clusters & hubs	Actively promote industry cluster developments Identify and actively promote sites for creative, manufacturing and marine industry cluster developments	Council Industry sector	M
Clusters & hubs	Set up networks to support manufacturing innovation Set up 'innovation networks' to link local manufacturing firms with researchers	Council Tasmanian Government	M
Clusters & hubs	Build our world-leading marine services sector Facilitate economic growth opportunities of the Prince of Wales Bay maritime defence precinct	Council Tas Maritime Network	L
Clusters & hubs	Attract small-scale IT businesses Attract small-scale IT businesses to Glenorchy and leverage existing information technology activity in the Technopark	Council	M
Clusters & hubs	Attract professional and technical services Actively promote Glenorchy to attract architectural, engineering and technical service businesses	Council Private sector	L

Key: S – short term (year 1) M – medium term (year 1-4) L – long term (year 5+)

OUR ACTIONS

PEOPLE

We will draw on our diversity and entrepreneurship to foster new businesses. We will support learning to ensure our people have the skills they need, for the jobs they want.

FOCUS	ACTION	LEADER	TIMEFRAME
Entrepreneurs	Establish a business incubator Establish a business incubator to support micro and emerging enterprises	Council Tasmanian /Australian governments	M
Entrepreneurs	Become a centre for small business support Work with the Tasmanian and Australian governments to relocate small business support services (and other public services) to Glenorchy	Council Tasmanian /Australian governments	M
Entrepreneurs	Develop a 'Product of Glenorchy' campaign Develop a 'Product of Glenorchy' membership campaign to promote and celebrate locally made goods and services	Council	S
Diversity Entrepreneurs	Support multicultural business development programs Facilitate networking, business development workshops, business skill development and mentoring for migrants interested in starting a business	Tasmanian /Australian governments MCOT Migrant Resource Centre	M
Diversity	Attract social enterprises Attract social enterprises to Glenorchy to support inclusive employment	Council Social enterprises Private sector	M
Diversity	Develop a Jobs Action Plan / Inclusive Growth Develop a Jobs Action Plan / Inclusive Growth approach in Glenorchy to help people find employment	Council TasCoSS	M
Learning	Improve literacy of businesses and workers Work with businesses, 26Ten and the Tasmanian Government to implement literacy programs for workers	Council 26TEN Tasmanian Government	M
Learning	Improve digital literacy of workers Work with the Tasmanian Government to implement Digital Ready programs for business and improve digital literacy of workers	Council Tasmanian Government	M
Learning	Create adult learning programs and centres Work with Libraries Tasmania, UTAS and the Department of Education to implement adult learning and literacy programs	Council Libraries Tasmania Department of Education University of Tasmania	M

Learning	Facilitate hospitality education and training in Glenorchy Support growing demand in tourism, accommodation and hospitality by providing vocational education and training for these sectors in Glenorchy	Tasmanian Government	M
Learning	Advocate for an aged care centre of excellence Advocate for an internationally renowned dementia and aged care-focused training centre	University of Tasmania Tasmanian Government Glenview Council	L
Learning	Support programs that provide skills for jobs Attract construction, hospitality, manufacturing and aged care education and training providers to Glenorchy	Council TasCoSS Property developers Tasmanian Government	M

Key: S - short term (year 1) M - medium term (year 1-4) L - long term (year 5+)



GCC stock image

OUR ACTIONS

PARTNERS

We will strengthen partnerships to drive economic growth and innovation in our City. Our partners will share our vision and value our collaboration.



FOCUS	ACTION	LEADER	TIMEFRAME
Circular economy	Support circular economy opportunities Identify and grow networks to establish the City as a leader in, and centre for, a circular economic hub for major industry sectors	Council Tasmanian & Australian governments Waste and recovery industry	M
Circular economy	Encourage investment in circular retail Encourage private investment and social enterprise in the high-quality re-use, re-make and repair sector	Council Private sector Recovery Shop Tasmania	M
Sport, recreation & entertainment	Establish Glenorchy as a regional hub for sport, recreation and entertainment Develop Glenorchy as a sport, recreation and entertainment hub for Tasmania's southern region, leveraging existing assets including KGV, YMCA, Showgrounds, the DEC, Elwick Racecourse and swimming pool	Council Glenorchy Football Club YMCA Elwick Racecourse RAST Tasmanian Government	M

City building	Secure local jobs through major infrastructure investment Advocate for local employment, including apprentices and trainees, when government invests in infrastructure, such as the Bridgewater Bridge	Council Tasmanian & Australian governments	M
City building	Pursue investment in the Northern Transit Corridor Pursue government investment in the Northern Transit Corridor to see light rail between Hobart and Brighton by 2030	Council Tasmanian & Australian governments	M
City building	A new civic heart for the Glenorchy CBD Investigate opportunities for a new civic heart for the Glenorchy CBD, linking Council offices, government agencies, Service Tasmania and the library, with community facilities and attractions. Consider options for activating and repurposing the current Council chambers	Council Tasmanian & Australian governments	L

Key: S – short term (year 1) M – medium term (year 1-4) L – long term (year 5+)



Photo credit: Kelvin Ball

OUR ACTIONS

PILLARS

We will grow from our fundamental strengths; our land, natural and built assets, community, diversity and economy. We will make sure that our pillars contribute to jobs and opportunities for businesses.



FOCUS	ACTION	LEADER	TIMEFRAME
Developing land	Facilitate development of the Berriedale Peninsula Facilitate further development of the Berriedale Peninsula through revisiting and completing the Berriedale Master Plan	Council MONA	M
Developing land	Sell and facilitate development of Wilkinsons Point Sell Wilkinsons Point and facilitate development of a recreation, sports and entertainment precinct	Council	S
Developing land	Promote opportunities for investment Identify land suitable for housing, commercial or industrial development and communicate to developers via prospectuses and an online portal	Council	S
Developing land	Repurpose under-utilised Council land Through the review of the Open Space Strategy, consider repurposing or disposing of under-utilised land	Council	S

Developing land	Investigate a strategic land use partnership with Brighton Investigate a partnership with Brighton to encourage relocation of transport, postal and warehousing services to Brighton and identify opportunities for jobs growth and economic intensification for Glenorchy's industrial land	Council Brighton Council Tasmanian Government	M
Developing land	Identify sites for student accommodation Work with the University of Tasmania to identify sites for student accommodation along the transit corridor	Council University of Tasmania	L
Facilitating development	Facilitate major projects and developments Establish a major project office in Council to facilitate significant developments	Council	S
Facilitating development	Promote development along the transit corridor Develop concept plans for high or medium-density housing and mixed-use development along the transit corridor and actively promote to developers	Council Property developers Greater Hobart Act Committee	M
Facilitating development	Plan for growth Regularly review the Glenorchy Planning Scheme to ensure zoning provides sufficient and appropriate land for development	Council	M
Infrastructure	Advocate for essential digital infrastructure Advocate for strategic investment in high speed internet infrastructure to serve business or industrial precincts	Council Telecommunications providers	M

Key: S - short term (year 1) M - medium term (year 1-4) L - long term (year 5+)



OUR ACTIONS

PRIDE

We will build pride and confidence in our people and our economy. We will embrace who we are and show the world what we do well and where we are going. We will be the best versions of ourselves.



FOCUS	ACTION	LEADER	TIMEFRAME
Pride & Identity	Understand our identity and embrace who we are Engage with our community to understand and promote our identity	Council	S
Pride & Identity	Make our City reflect our identity Use our identity to guide Council's infrastructure and works programs, to make our CBDs, streetscapes, city gateways, public space, assets and facilities reflect who we are	Council	S
Pride & Identity	Design and activate our urban centres and places Develop a City-wide urban design approach that reflects Glenorchy's identity and supports activation of public spaces both day and night	Council	S
Culture & creativity	Showcase our creativity Work with local artists and business to place art in shop-fronts, paint murals, install street art and identify locations for maker spaces or art studios	Council	S

Culture & creativity	Implement arts and culture initiatives Work with MONA, Moonah Arts Centre, GASP and other relevant organisations and individuals to explore opportunities to strategically foster the arts and cultural initiatives in the area, such as an arts and culture trail	Council MONA GASP	M
Culture & creativity	Prepare a Creative and Cultural Economy Growth Plan Prepare a Creative and Cultural Economy Growth Plan to expand the creative industries sectors	Council	M
Visitors	Understand our visitors and market our attractions Work with Destination Southern Tasmania to understand what attracts visitors to Glenorchy and market our City	Council Destination Southern Tasmania	S
Visitors	Spread the MONA effect Work with MONA, other tourism operators and local businesses to encourage visitors to come to Glenorchy when visiting nearby attractions	Council MONA Businesses	S
Visitors	Support multicultural visitor attractions Diversity as a destination - promote and support multicultural initiatives and events that draw visitors to Glenorchy	Council Destination Southern Tasmania	S

Key: S - short term (year 1) M - medium term (year 1-4) L - long term (year 5+)



ALIGNING THE PLAN

Our strategic framework for growing Glenorchy's economy

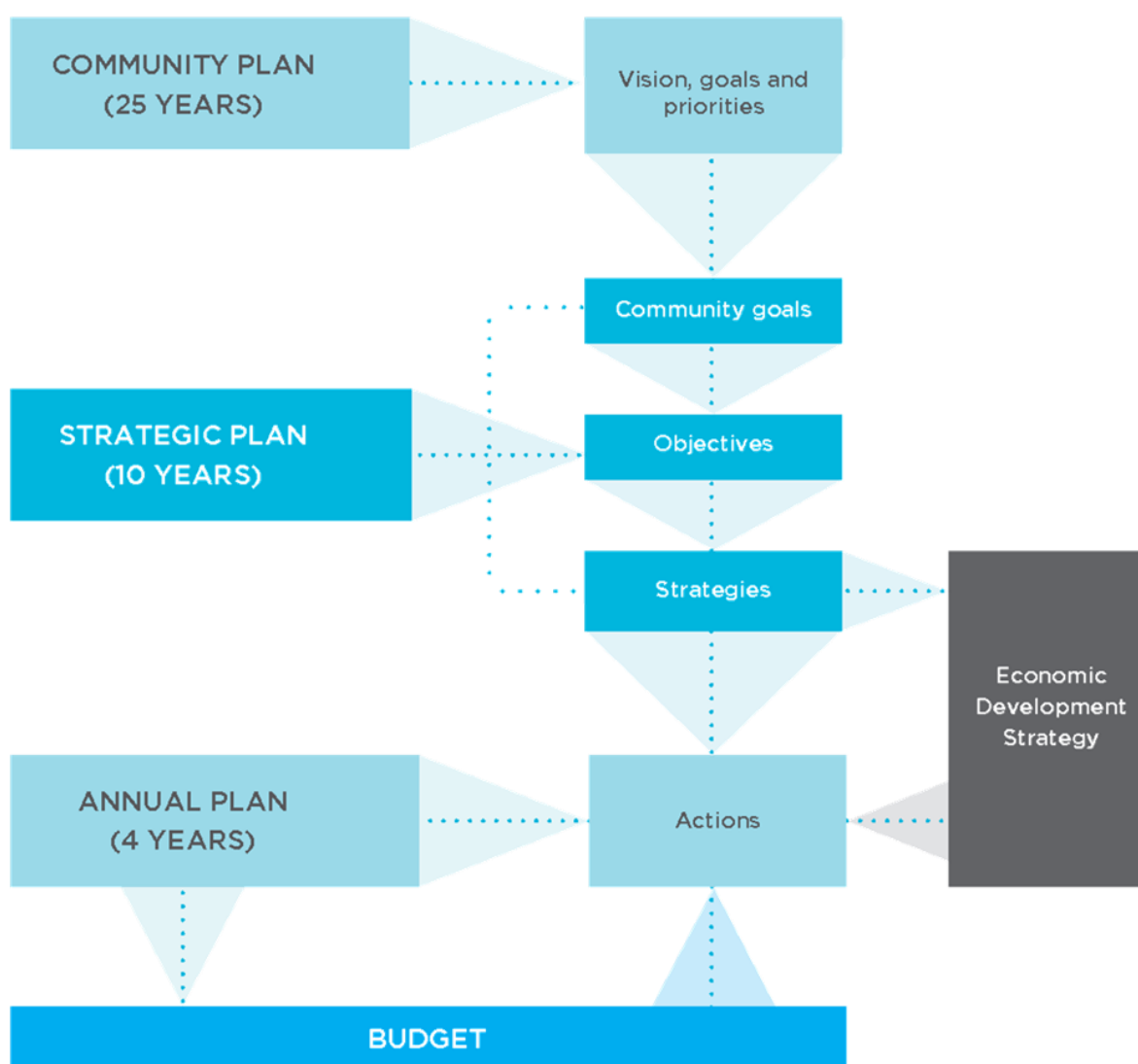
The Glenorchy Community Plan 2015-2040 describes our Community's vision for 2040. The goals outlined in the Community Plan guide all of Council's strategic documents, annual plans and budgets.

One of the five goals in the Community Plan is that Glenorchy will be Open for Business.

We will create a strong economy and jobs for the future. We will encourage business

diversity, innovation and new technologies to stimulate jobs, creativity and collaboration. We will be a place where business can establish, continue and flourish.

This is the goal to be delivered through this economic development strategy. Where Council is responsible for leading an action in this strategy, it will be prioritised and invested in by Council through the development of annual plans and budgets.



MEASURING SUCCESS

While Glenorchy's population and economy are forecast to grow, the City needs coordinated action from industry, all levels of government and the community to make sure we deliver on our goal.

Glenorchy City Council will review the strategy and delivery of actions annually. The strategy will be revised and updated periodically to reflect new actions and opportunities as they arise.

We will also review our progress according to the following economic growth targets:

- Gross Regional Product growth - Target 1.8% per year
- Employment growth -Target 0.6% per year
- Population growth (Estimated Resident Population) - Target 0.7% per year
- Increase in resident workers with post-secondary qualification

Council will also measure:

- Council expenditure on economic development as a proportion of rates revenue
- The number and types of engagement with existing businesses
- Awareness of and satisfaction with Council's local economic development activities

Related documents:

- Glenorchy Community Plan 2015-2040
- Glenorchy Strategic Plan 2016-2025
- Greater Hobart Socio-Economic Profile & Opportunity Assessment 2019
- Glenorchy Socio-Economic Profile & Opportunity Assessment 2019
- Glenorchy Economy Development Strategy: Discussion Paper October 2019
- Glenorchy Economy Development Strategy: Consultation Outcomes November 2019
- Welcoming Cities Standard March 2019



Photo credit: Adam Gibson

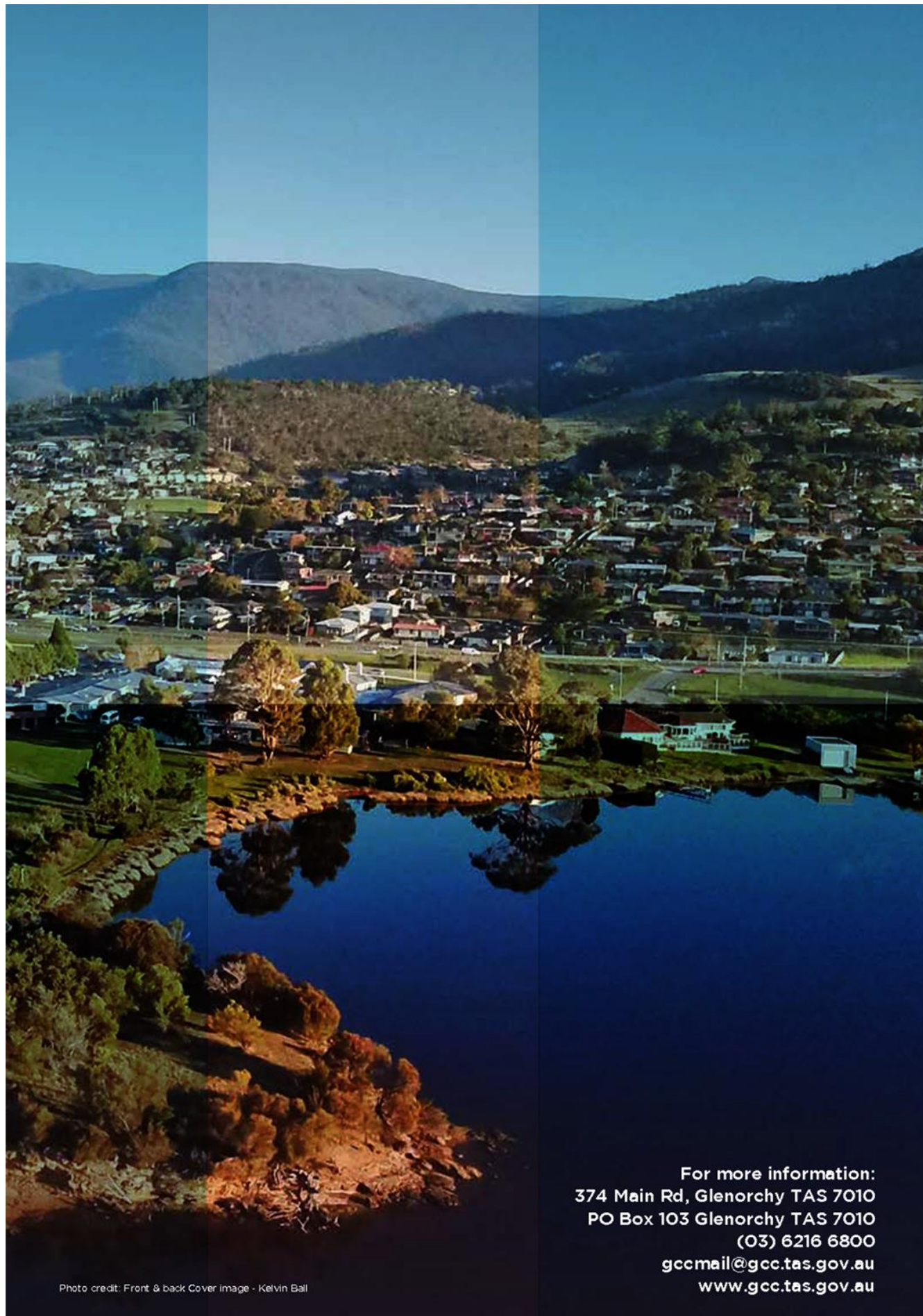


Photo credit: Front & back Cover image - Kelvin Ball

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Title	Waste Services Policy
Council Resolution	Item ## (##/##/####) as per Council Minutes
Responsible Directorate	City Services and Infrastructure
Due for Review	Four (4) years from Council Resolution Date
Strategic Plan Reference	Leading our Community 1.3.1 Directly deliver defined service levels to our communities.
ECM	Council Policy

PURPOSE

This policy sets out the waste collection services provided in Glenorchy municipality to provide clarity and ensure consistency.

SCOPE

This policy applies to all waste collection services (and ancillary services) provided by Council to residential properties (including unit developments), commercial properties and on Council land.

STATUTORY REQUIREMENTS

Acts	<i>Local Government Act 1993</i>
Regulations	Not Applicable
By-Law	<i>Glenorchy City Council Environmental Amenity By-law (No. 1 of 2017)</i>

DEFINITIONS AND ACRONYMS

Ancillary dwelling	An additional dwelling as defined in the current Glenorchy Planning Scheme.
Authorised Agent	A person or entity authorised to act on behalf of the property owner.
FOGO	Food Organics and Garden Organics – the biodegradable component of the waste stream.
General refuse	Non-recyclable waste.
Group Home	Dwelling for permanent or temporary accommodation of a group of people with disabilities or people experiencing social disadvantage.
MGB	Mobile Garbage Bin (for general refuse, recycling or FOGO).
Multiple Dwelling	Two or more dwellings on a site.
Recycling	Materials that can be accepted by Council for recycling, including paper, cardboard, tin and aluminium cans, etc.
Waste services	Waste management services for general refuse, recycling and FOGO.
140L/240L/360L	The capacity of Mobile Garbage Bins (MGBs) in litres (i.e. 140L = 140 litres).



RELATED DOCUMENTS

- Footpaths Policy
- FOGO Exemption Criteria
- Waste Services Standards for New Multiple Dwelling Developments
- Glenorchy Interim Planning Scheme 2015

POLICY STATEMENT

Commitment to correct disposal practices

1. Council will continue to promote and support correct disposal of general refuse, recycling and FOGO within the community.

Waste services provided

2. Council provides a collection service for general refuse and recycling Mobile Garbage Bins (MGBs) to all residential properties in the municipality except ancillary dwellings, which are not eligible. FOGO MGBs are supplied to all residential properties excluding rural resource and rural living zones.
3. On request from a property owner or their Authorised Agent or with their approval, a collection service may be provided to commercial properties at Council's discretion.
4. Council provides public litter and recycling MGBs in strategic locations for the convenience of residents and visitors. Size and location of MGBs will be reviewed on an ongoing basis by Council, prioritised based on the level of need.

Standard service for MGBs

5. The standard service for residential properties is:
 - one 140L MGB for general refuse
 - one 240L MGB for recycling, and
 - one 240L MGB for FOGO.
6. The standard collection of MGB waste is fortnightly.

Variations to standard residential service

7. Residents may apply for a variation to the standard service provided. Applications must be on the appropriate form and meet all relevant criteria. Variations will be made at Council's discretion.
8. The following variations may be requested:
 - downgrade of MGBs for recycling or FOGO to 140L for residents with long-term medical conditions as certified by a doctor;
 - a FOGO exemption where the applicant can demonstrate that they meet the required FOGO Exemption Criteria; and
 - upgrade of a general refuse MGB to 240L where property owners are willing to pay the fee difference in accordance with the Schedule of Fees and Charges.

Multiple Dwelling properties

9. Multiple Dwelling properties of three or more units may receive shared waste services and be collected on a weekly frequency.



10. The sizes and number of MGBs supplied to a property will be determined by Council based on the number of units, the kerbside space available for the safe and convenient collection of MGBs and the requirements of Council's *Waste Services Standards for New Multiple Dwelling Developments*.

Commercial properties

11. Commercial properties approved to receive a waste collection service may be supplied with either a 140L or 240L MGB for general refuse. In addition, 240L MGBs for recycling and/or FOGO may be arranged.
12. Owners of commercial properties may cancel Council's waste services at any time.

Additional service

13. Council will not supply additional MGBs for any properties except in exceptional circumstances (e.g. some Group Homes) at the discretion of Council. The cost of additional MGBs will be calculated based on volume and frequency of collection.
14. A Driver to Collect service may be available for residents who are unable to place their MGBs at the kerbside due to a long-term medical condition certified by a doctor. Applications will be assessed on a case by case basis. Council may remove the service if the relevant criteria are no longer met.
15. The Driver to Collect service will not be available to multiple dwellings receiving a shared service unless all dwellings meet the criteria.

User responsibilities

16. MGBs provided to residential or commercial properties must only be used for domestic-type wastes.
17. Council provides details of materials that can be collected in its annual guide to waste and recycling. Council will not accept commercial food wastes, hard wastes (e.g. concrete rubble), or any material that is toxic, hazardous, too large for the MGB or that may damage MGBs or the collection vehicle.
18. Wastes should be correctly sorted into the appropriate MGBs. Contaminated recycling or FOGO may not be collected.
19. MGBs will not be collected if their placement creates a safety risk or creates access or navigation issues for collection vehicles.
20. MGBs should be placed out for collection before 6 am on the morning of collection and removed within 48 hours after collection. MGBs should be at least 50 cm apart and placed with the wheels facing the property.
21. Customers are responsible for storing MGBs securely in a suitable area. MGBs for Multiple Dwelling units are to be stored in a secure MGB enclosure area at the front or within the property.
22. MGBs remain the property of Council and must be returned to Council if no longer required. Council reserves the right to remove MGBs if properties do not meet criteria for their use.
23. Residents requiring replacement MGBs must submit a completed MGB application form signed or approved by the property owner. Property owners may be charged for lost or damaged MGBs.

New subdivisions and developments

24. In order to receive a waste service, new roads must be designed and constructed to allow waste collection vehicles to move forward continuously while collecting waste.



Waste Services Policy

25. New roads should include a nature strip adjacent to the kerbside at least 1m wide for the placement of MGBs. If this is not feasible, the footpath must be designed and constructed to accommodate MGBs in accordance with Council's Footpaths Policy.
26. New developments for multiple dwellings must comply with Council's *Waste Standards for New Multiple Dwelling Developments*. Occupants of non-complying dwellings may be required to place their MGBs in an alternative location of Council's choosing to receive the collection service.
27. Property owners requiring MGBs for new developments must complete a kerbside MGB application form. Council's service standard for processing and MGB delivery is two weeks from receipt of application form.

Fees and Charges

28. All residential properties will be charged for waste collection services whether or not they accept the services, unless exempt by Council. Commercial properties will be charged only if they receive a service; charges will cease once Council has been notified of the cancellation of service.
29. Fees and charges for waste services are set out in Council's Schedule of Fees and Charges. Charges will be levied as part of the rates payable and will be separately identified on the rates notice.
30. A waste service charge will be applied to all new residential properties from the date of the certificate of occupancy and/or when the building passed a final inspection.
31. Where a residential MGB has been upgraded to 240L the waste service charges will increase except where an upgrade is approved based on medical or disability grounds. There is no additional charge for the Driver to Collect service.

Events

32. Council will provide general refuse, recycling and FOGO MGBs at Council organised events.
33. Council may provide a hired general refuse, recycling, and FOGO service for non-council events held on Council land at its discretion. Council will work with event permit holders to determine the appropriate number, placement and disposal of MGBs.

BACKGROUND

This policy replaces the previous version adopted in 2016. The policy has been revised early to incorporate provisions related to the new FOGO service and make minor updates and clarifications.



Nominations and Appointments to Committees and other Bodies

Policy Title	Committee Nominations and Appointments
Council Resolution	Item 16 (30 July 2018) as per Council minutes
Responsible Directorate	Corporate Governance
Due for Review	Four (4) years from Council resolution date
Strategic Plan Reference	<u>Leading our Community</u> 4.1.1 Provide leadership and advocacy to address issues facing our communities 4.1.2 Ensure Council is open and transparent in its communication and dealings with our communities
ECM	Council policies

PURPOSE

This policy sets out the procedures to be followed by Council when it nominates or appoints Aldermen or independent persons to committees and external bodies.

SCOPE

This policy applies to all nominations and appointments to committees and external bodies, other than the appointment of independent persons to Council's Audit Panel (the procedure for which is as set out in the Audit Panel Charter).

STATUTORY REQUIREMENTS

Section 20 of the *Local Government Act 1993* (**the Act**) provides that one of the functions of a Council is to represent and promote the interests of the community.

Section 23 of the Act provides that Council may establish council committees to assist it in carrying out its functions under the Act or any other Act, and that a committee consists of councillors appointed by the Council.

Section 24 of the Act provides that a council may establish special committees, which consist of such persons appointed by the Council as the Council considers appropriate.

Acts	<i>Local Government Act 1993</i>
Regulations	<i>Local Government (Meeting Procedures) Regulations 2015</i>
Australian/International Standards	Not applicable

DEFINITIONS

ballot	a ballot conducted in accordance with Part 3 of this policy.
chair	the person chairing a council meeting in accordance with the Regulations.
committee	any committee or other body established by Council over which Council has control, whether comprised of Aldermen, independent persons, or both, and includes, but is not limited to— (a) a Council Committee (b) a Special Committee



Nominations and Appointments to Committees and other Bodies

	(c) an Internal Committee, and (d) an audit panel established under section 85 of the Act.
Council Committee	Committees established by a Council resolution made under section 23 of the Act. Council Committees assist Council in carrying out its functions under the Act or any other Act. Council Committees are constituted by Aldermen only.
council election	an election held under Part 15 of the Act.
council meeting	an ordinary council meeting or a special council meeting, unless expressly specified otherwise.
external body	Committees or other bodies that are established and administered by an external organisation to which representatives of Council have been appointed and with which Council has a formal and ongoing relationship.
Internal Committee	Committees or other bodies established by Council over which Council has control. An Internal Committee is formed to oversee and implement a project, plan, strategy or event, but do not necessarily align with a strategic objective. Internal Committees may be working groups, steering groups, organising committees, taskforces and other groups. Internal Committees can be constituted by Aldermen, Council staff and external representatives.
General Manager	the General Manager of Council, or delegate.
Regulations	the <i>Local Government (Meeting Procedures) Regulations 2015</i>
Special Committee	Committees established by a Council resolution made under section 24 of the Act. A Special Committee is established to oversee or implement a project, plan, strategy or event, and will ordinarily be directly aligned with a strategic objective of Council. Special Committees can be constituted by anyone, including Aldermen.

POLICY STATEMENT

From time to time, Council is required to appoint Aldermen and independent persons to committees and external bodies. Council is also occasionally required to nominate or appoint representatives to external bodies.

This policy sets out the procedures which Council will follow when making nominations and appointments to a committees and external bodies.

It aims to ensure that nominations and appointments are fair, democratic and transparent.

PART 1 – NOMINATIONS AND APPOINTMENTS OF ALDERMEN

1. Appointments following Council election

Council will appoint and re-appoint (and, where necessary, nominate or re-nominate) Aldermen to committees and external bodies at the first ordinary meeting of council following a council election (or at a special meeting of Council if a special meeting for that purpose is called).



2. Procedure

- (1) Where it is necessary to appoint Aldermen to committees (including as a result of a casual vacancy), the General Manager will circulate a notice to Aldermen which—
 - (a) notifies Aldermen that appointments, re-appointments and nominations for appointment to committees and external bodies are to be made at the relevant meeting, and
 - (b) lists the appointments and nominations to be made, and, for each, identifies—
 - (i) the committee or external body
 - (ii) the position available (including, for an external body, whether Council will be making a nomination only)
 - (iii) the nature of the duties to be undertaken
 - (iv) the proposed term of the appointment
 - (v) whether the position is to be held ex-officio by the Mayor or Deputy Mayor, and
 - (vi) any other information the General Manager considers relevant.
 - (c) requests that Aldermen submit nominations for the available positions one (1) week before the next council meeting.
- (2) The notice is to be circulated to all Aldermen by email no later than five days before nominations close (or as soon as practicable if it is not possible to circulate the notice five days before nominations close), and
- (3) Nominations may contain a statement in support of the nomination, to a maximum of 150 words.
- (4) Nominations may be for a position or a proxy position.
- (5) the General Manager will present a report to Council for consideration at the relevant council meeting which will contain, for each available position—
 - (a) the information specified in clause 2(1)(b), and
 - (b) a list of the nominations received and the documentation provided in support of each.
- (6) Where the number of nominees for a position does not exceed the number of positions available, the Council will determine the appointment in accordance with its ordinary meeting procedures.
- (7) If the number of nominees for a position exceeds the number of positions available—
 - (a) a ballot will be held to select the appointee or appointees (or nominees for a position on an external body, if applicable), and
 - (b) once the result of the ballot is determined, the chair will call for the appointment to be confirmed in accordance with Council's ordinary meeting procedures.
- (8) Where Council's nominee for a position on an external body is required to be confirmed by the external body, the General Manager is to write to the external body advising it of Council's decision.
- (9) For the avoidance of doubt, where a committee detail sheet that has previously been adopted by Council provides for a position to be held ex officio by the Mayor or the Deputy Mayor, the appointment of the Mayor or Deputy Mayor to that position is automatic, and no other Aldermen are entitled to nominate for that position.

**PART 2 – NOMINATIONS AND APPOINTMENTS OF INDEPENDENT PERSONS****3. Procedure**

- (1) Where there is a vacancy for the position of an independent person on a committee or external body, the General Manager is to circulate a notice calling for expressions of interest for appointment, containing the information specified in clause 2(1)(b)—
- (2) The notice is to be circulated by—
 - (a) publishing the notice on Council's website
 - (b) sending an email to all Council staff, and
 - (c) if the General Manager considers it necessary, publishing the notice in a local newspaper.
- (3) The General Manager must circulate the notice under 3(1) no later than five days before nominations close (or as soon as practicable if it is not possible to circulate the notice five days before nominations close).
- (4) Following the receipt of nominations, the appointment of the independent person is to be determined in accordance with the procedure set out in the committee's Terms of Reference.
- (5) For nominations or appointments to external bodies, or if no procedure is specified in the committee detail sheet, the General Manager will assess each nomination on its merits and will make a recommendation to Council seeking Council's endorsement and nomination or appointment (as applicable) of the preferred nominee.

PART 3 – BALLOTS**4. Application**

Where the provisions of this policy require that a ballot is held, the ballot is to be conducted in accordance with this part.

5. Rules for ballots

- (1) When a ballot is required under this policy, the chair of the council meeting will call a ballot.
- (2) Ballots are to be secret unless Council resolves otherwise.
- (3) Votes are to be cast on ballot papers distributed to Aldermen by the General Manager. Ballot papers may be distributed either prior to or at the relevant council meeting.
- (4) Aldermen are to place completed ballot papers in a ballot box which is to be visible to all attendees of the Council meeting during the process of casting the ballots.
- (5) The ballot box must not be opened until all Aldermen who intend to vote have cast their votes.
- (6) Votes will be counted by a Council officer nominated by the General Manager, with another Council officer acting as a scrutineer.
- (7) Where there are—
 - (a) two or more candidates for a single position, the candidate with the most votes will be the appointee, or



Nominations and Appointments to Committees and other Bodies

- (b) more than two candidates for multiple positions (for example, two member spots on a council committee), the successful candidates will be the candidates with the most votes, in descending order until the number of positions have been filled. For example, if there are 2 positions and 4 candidates, the successful candidates will be those with the highest and second highest number of votes.
- (8) The officer who counts the votes will advise the chair of the council meeting by writing the name of the successful candidate/s on a piece of paper and delivering it to the chair.
- (9) In the event of a tie, the chair (at their discretion) may determine the winner by:
 - (a) the toss of a coin (conducted by the chair), or
 - (b) a further ballot, in which the only candidates are those which were tied in the first ballot.
- (10) All ballot papers and other ballot material are to be destroyed as soon as practicable after the conclusion of the ballot.

6. Proxies

- (1) Where proxy positions for committees or external bodies are available, unsuccessful candidates will be offered the position of proxy in the order in which they placed in the ballot.
- (2) Where a proxy is required but there are not sufficient candidates for a proxy after positions have been filled, or if all unsuccessful candidates decline the proxy appointment, the chair may call for nominations for proxy positions.
- (3) Where the chair has called for nominations in accordance with subclause (2), the selection of the nominees is to be determined in accordance with Council's ordinary meeting procedures.

PART 4 – MISCELLANEOUS

7. Vacation of positions on leaving office

An Alderman's appointment to a committee or external body will cease immediately upon the person ceasing, for any reason, to be an Alderman.

8. Nominations need not be personal

To avoid any doubt, a person may nominate another person for a position the subject of this policy, and the nomination need not be made by the person seeking nomination.

9. Refusal of nominations or appointments

- (1) An Alderman or independent person may refuse any nomination or appointment made under this policy, including nomination or appointment as a proxy.
- (2) Council may refuse to appoint or nominate a person (including an Alderman) to a position if it considers that the person is not suitably qualified for or is otherwise unable to provide satisfactory representation on the committee or external body.

10. Inconsistency with meeting procedures regulations

If a provision of this policy is inconsistent with the Regulations, the Regulations will prevail to the extent of the inconsistency.



Nominations and Appointments to Committees and other Bodies

11. Attendance and performance

If an Alderman's attendance record at committee or external body meetings is unsatisfactory, or if Council receives notification from a committee or external body that the Alderman is not properly discharging the duties required of the position, Council may resolve to withdraw the Alderman's appointment and appoint another Alderman as a replacement.

BACKGROUND

Council has established and maintains control over a number of committees, special committees, working groups, steering committees, task forces and other bodies to assist in discharging its role and functions. Council is also, required to appoint (or nominate) representatives to external bodies.

In making any nomination or appointment, Council must ensure that the process for determining appointees and nominees is fair, democratic and transparent.



Notice of Nominations for Appointments to Committees and Other Bodies

Committee Nominations and Appointments Policy

Background

1. Due to the resignation of Alderman Matt Stevenson, positions have become vacant on the following Committees and Other Bodies:
 - (a) Glenorchy Planning Authority
 - (b) General Manager's Performance Review Committee, and
 - (c) Council's Audit Panel.

Call for Nominations

2. This notice is issued under clause 2 of Council's Committee Nominations and Appointments Policy (Policy).
3. In accordance with clause 2 of the Policy:
 - (d) Aldermen are invited to nominate for positions on the Committees and Other Bodies listed below.
 - (e) Nominations must be submitted by 12:00 noon on **Tuesday, 18 February 2020** for consideration at the Council Meeting to be held on Monday, 24 February 2020 (see 'Submission of nominations, below, for details).
 - (f) Candidates may provide a statement in support of their nomination, to a maximum of 150 words.
 - (g) Nominations may be for a position or for a proxy position.
 - (h) Where the number of nominees for a position does not exceed the number of positions, the Council will decide the nominees in accordance with its ordinary meeting procedures
 - (i) If the number of nominees for a position exceeds the number of positions available, a ballot will be held in accordance with the procedure set out in the policy.

Open Positions

Glenorchy Planning Authority

Committee type	Council Committee (s. 23, <i>Local Government Act 1993</i>)
Committee composition	Mayor, 3 Aldermen
No. of Aldermanic positions available	1 committee member. By Council resolution of 1 December 2014, the proxy positions are to be rotated among the remaining Aldermen.
Meeting frequency	Once a month

Glenorchy Planning Authority

Ex-officio appointments	Mayor (Chairperson)
Proposed term of appointment	End of current Council term
Role and purpose of Committee	The Glenorchy Planning Authority is a Council Committee established to review applications and make determinations on statutory land use planning matters under the <i>Land Use Planning and Approvals Act 1993</i> and in accordance with various planning instruments, including the <i>Glenorchy Interim Planning Scheme 2015</i> .
Nature of duties to be undertaken	The duties of a committee member, including (but not limited to): - attending meetings of the committee, and - discharging the roles and functions of the committee Members of the Glenorchy Planning Authority discharge a critical function of Council in assessing and determining planning and development applications for the municipality in accordance with statutory requirements.
Extent of delegated authority	Delegated power to determine those statutory land use planning matters listed on the Glenorchy Planning Authority meeting agenda.

General Manager's Performance Review Committee

Committee type	Special Committee (s. 24, <i>Local Government Act 1993</i>) Note: In accordance with the relevant Ministerial Directive, it will be recommended that Council resolve to make this a Council Committee under section 23 of the Act.
Committee composition	Mayor, 2 Aldermen
No. of Aldermanic positions available	1 committee members
Meeting frequency	As required, but at least annually (typically once per quarter)
Ex-officio appointments	Mayor (Chairperson)
Proposed term of appointment	End of current Council term
Role and functions of Committee	To review the performance of the General Manager on an annual basis and make recommendations to Council.
Nature of duties to be undertaken	The duties of a committee member, including (but not limited to): - attending meetings of the committee, and - discharging the roles and functions of the committee, and
Extent of delegated authority	No delegated authority.

Audit Panel

Committee type	Audit panel established under s. 85 of the <i>Local Government Act 1993</i>
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Audit Panel

Committee composition	2 Aldermen, 3 independent members
No. of Aldermanic positions available	1 committee member
Meeting frequency	Not less than 4 ordinary meetings per financial year.
Ex-officio appointments	n/a. Clause 7.3 of the Audit Panel Charter prevents the Mayor from being a member of the Audit Panel.
Proposed term of appointment	End of current Council term.
Role and purpose of Committee	Part 4 of the Audit Panel Charter (Charter) sets out the functions of the Audit Panel, as follows: 4.1 The Audit Panel is to consider in a review of Council's performance: (a) whether the annual financial statements of Council accurately represent the state of affairs of Council; (b) whether and how the Part 7 plans are integrated and the processes by which, and assumptions under which, those plans were prepared; (c) Council's financial system, financial governance arrangements and financial management; (d) the accounting, internal control, anti-fraud, anti-corruption and risk management policies, systems and controls that Council has in relation to safeguarding its long-term financial position; (e) whether Council is complying with the provisions of the Act and all other relevant legislation; (f) whether Council is complying with its internal policies and procedures; (g) whether Council has taken any action in relation to previous recommendations provided by the Audit Panel to Council and, if it has so taken action, what that action was and its effectiveness; and (h) any other matters specified in the Order under section 85B of the Act as matters that the Audit Panel is to consider in such a review. 4.2 The Audit Panel is to review the General Manager's corporate credit card expenditure including the relevance and integrity of transactions and the evidence of appropriate and independent authorisation of that expenditure. Part 5 of the Charter provides: 5.1 In fulfilling its functions, under Part 4, the Audit Panel should consider the following key operational areas within Council: (a) corporate governance, including legal, compliance, and contractual arrangements; (b) human resource and work health and safety management, including policies, procedures and employee agreements; (c) information and communication technology governance, including: management of the security, use and storage of data information and knowledge; and (d) internal and external reporting requirements (both financial and non-financial).

Audit Panel**Nature of duties to be undertaken**

The duties of a committee member, including (but not limited to):

- attending meetings of the committee, and
- discharging the roles and functions of the committee.

In addition, clause 6.2 of the Charter provides that the responsibilities of Audit Panel members are as follows:

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

Extent of delegated authority

The Audit Panel does not have any executive powers.

However, the Audit Panel has certain powers in respect to the conduct of meetings and discharging its functions, generally. These are set out in clauses 12.1, 13.4, 13.7, 14.4, 16.5, 16.6 and 16.7 of the Charter.

Submission of Nominations

4. Please submit your nominations using the attached Nomination Form.
5. Nominations forms are to be submitted to the General Manager through Council's Executive Officer, Bryn Hannan.

Signed:

Date: 14 February 2020



Tony McMullen
General Manager



Nomination Form

Nominations and Appointments to Committees and Other Bodies Policy

Clause 5

Details

Alderman: _____

Nominating for:
(committee name) _____

As: ☐ Committee member
☐ Proxy

Council meeting at which
nomination will be considered: Council meeting, 24 February 2020

Statement in Support of Nomination

Please provide a statement in support of your nomination to a maximum of 150 words (attach a separate sheet if necessary):

Signature

Signed: _____ Date: _____

Glenorchy City Council

QUARTERLY REPORT

SECOND QUARTER, 2019-20

Quarter
ending
31 December
2019



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Strategic and Operational Highlights

I am pleased to present the Quarterly Report for Glenorchy City Council for quarter 2 of the 2019-20 financial year, ending on 31 December 2019.

FOGO Kerbside Service

Preparations for Council's FOGO kerbside collection service ramped up during the quarter in preparation for the commencement of the roll-out of bins in January and FOGO collections in mid-February 2020.

During the quarter, Council successfully negotiated contracts for:

- the purchase of FOGO bins and kitchen caddies
- kerbside service to pick up FOGO bins and drop material at a transfer station (through a renegotiation of our existing waste collection contract with Veolia), and
- transport and disposal of organic material to a composting facility (which was a collaboration with the City of Hobart and resulted in a more competitive price).

All contracts were negotiated at rates in-line, or more favourable than had originally been forecast.

Council also finalised the criteria for exemptions from the FOGO service and rolled out information to residents. A micro-website and FOGO exemption form were developed to make the process as user-friendly as possible, with applications to be available from 31 January 2020. Waste services staff also held a series of 3 public FOGO information sessions to help educate residents on how to use and get the most out of the new FOGO service.

The roll-out of FOGO bins and the beginning of FOGO collections will commence early in the next quarter.

Community Yarns

At its May 2019 meeting, Council voted to trial a series of 'Community Yarns' over a 24-month period.

The first Community Yarn was held at the Claremont Hall on 4 November 2019 and the second at the Glenorchy Library on 20 November 2019. Evaluation was conducted and positive feedback has been received. Four more Community Yarns are planned for 2020.

CBD Revitalisation Project

Work on Stage 3B of the Project, from Tolosa Street to Regina Street, has now commenced, beginning near the Northgate entrance commenced and advanced. Stage 3B will include:

- repaved, wider footpaths
- a new central median strip with new trees
- a new large rain-garden bed and seating with power and USB outlets, and
- a significant upgrade to the Tolosa St/Main Rd intersection in the form of a raised-table, pedestrian-friendly footpaths and parking bays.



Artist Matt Calvert has provided concept designs for public art to be installed in the Council forecourt as part of the project, and preparations are underway for the temporary closure of the Tolosa Street bus mall while works on the intersection are carried out in the first weeks of 2020.

Hobart City Deal

The Hobart City Deal is a 10 year agreement between the governments and the councils to deliver a range of initiatives to benefit Greater Hobart. Council signed the deal on 24 February 2019.

Council adopted the City Deal Implementation Plan on 30 September 2019 after considering a report from the General Manager and receiving briefings from the Minister for State Growth.

Implementation of the City Deal has now commenced, with the General Manager sitting on the Implementation Board for the project. Working Groups have also been established, with Council participating in those relating to Transport and Housing; and Smart Cities.

Along with a range of general benefits, including investments in the focus areas associated with the City Deal, there were specific initiatives of direct benefit to the City:

Northern Suburbs Transit Corridor Activation

The City Deal contains a commitment to activate the Northern Suburbs Transit Corridor on the existing rail corridor. The first step in this process is to undertake an assessment to determine the most cost-effective public transport solution. The identified solution will be delivered within 5-10 years.

During the review period, Council officers provided comments on the draft brief for the transit corridor mode analysis to identify the preferred mode along the corridor and agreed to participate in selection of the preferred consultant.

Northern Suburbs Transit Corridor Growth Strategy

The Tasmanian Government and the Hobart and Glenorchy Councils have committed to develop a strategy for urban renewal and activation of the Northern Suburbs Transit Corridor along the existing rail corridor. This action is pending work on precinct planning being undertaken in the Hobart City Council area.

Affordable housing investment

A \$30M investment in affordable housing is available under the City Deal. Developments by Centacare on the former Abbotsfield Primary site and by Housing Choices at Mary's Hope Road are funded under the Deal.

Northern Suburbs Investment

There is a commitment for the Tasmanian Government to work with Council to support investment opportunities in the Northern Suburbs. This will include investment opportunities that contribute to the visitor economy and that are informed by the Tasmanian Government's Cultural Facilities Development Vision. The development of the DEC/Wilkinsons Point area is a major initiative named up in the Implementation Plan.

Greater Hobart Act

The Greater Hobart Act came into effect on 25 December 2019.

The Act offers the potential to improve collaboration between the 4 neighbouring councils and the State Government on improving infrastructure and planning outcomes across the metropolitan area.

Engagement of an Executive Officer to support City Deal Implementation by Councils

The 4 Greater Hobart councils have agreed to jointly employ a shared Executive Officer to assist them with implementation of the City Deal. At the end of the reporting period, a preferred candidate had been appointed with commencement due in February 2020.

Derwent Entertainment Centre and Wilkinsons Point

Negotiations between Council and LK Group and subsequently with the Tasmanian Government progressed during the quarter. On 16 October 2019, LK Group lodged a request for an amendment to the Specific Area Plan for Wilkinsons Point to facilitate its proposed development amendment on behalf of LK Group. On 28 October 2019, Council resolved to extend the exclusive negotiation period with LK Group in relation to the disposal of the DEC and Wilkinsons Point until 30 December 2019.

Following further extensive negotiations between the parties, the Tasmanian Government advised that it would only invest in the redevelopment of the DEC and establishment of a Tasmanian NBL team if the DEC remained in public ownership. The Tasmanian Government subsequently proposed to Council that it would purchase the DEC from Council and would negotiate with LK Group to undertake the DEC upgrade, establish the Tasmanian NBL team and develop the remainder of Wilkinsons Point. On 23 December 2019, Council voted to negotiate a sale agreement to sell the DEC and Wilkinsons Point to the Tasmanian Government. Such an agreement would provide considerable benefits to Council and the Glenorchy community while preserving the original objectives of the proposed sale.

Since that time, negotiations have progressed significantly between Council and the Tasmanian Government, and between the Tasmanian Government and LK Group, with a final decision on the potential sale expected some time in February 2020. In the meantime, Council's independent planning consultants have continued to assess LK Group's proposed planning scheme amendment, which is expected to come back before the Glenorchy Planning Authority for approval to commence public exhibition early in 2020.

KGV Sports and Community Hub Project

Having achieved a Certificate of Completion for the KGV complex during the last quarter, Council has focussed on negotiating with major tenants to agree permanent solutions to issues that remain in dispute and finalise lease agreements.

Negotiations between Council and the Glenorchy District Football Club have continued during the quarter, with both sides continuing to work cooperatively to try and resolve all outstanding matters and enter into a final lease agreement.

Ministerial Directions

On 5 December 2020, Council received formal notification from the Minister for Local Government, Honourable Mark Shelton MP, that it had successfully completed the Ministerial Directions (other than retaining a requirement that Council report annual on their ongoing implementation).

The Minister acknowledged and thanked Council for demonstrating a clear commitment towards implementing the Ministerial Directions and improving governance practices.

The completion of the Ministerial Directions is a significant achievement and marks the end of an unfortunate chapter in Council's history, and sees Council as one of the leading local governments in Tasmania in-terms of its governance systems and processes.

Federally funded community projects

Council has secured \$15.8m in in-principle Federal Government funding (with some State Government funding) to deliver three significant community projects:

- the construction of a junior soccer hub at the North Chigwell soccer grounds
- the upgrade of soccer facilities at KGV
- the construction of 'destination' regional playgrounds on the Montrose Bay foreshore and at Giblins Reserve, and
- the upgrade of the clubhouse and facilities at the Eady Street Cricket Ground in Glenorchy

All grants have now been formally approved, except for the North Chigwell grant which is still in consultation between Council and the Department of Infrastructure, Transport, Cities and Regional Development. The original commitment for this grant was for the North Chigwell oval only and involved a more comprehensive project scope. It was later amended to also include much needed investment into KGV, with more modest facilities at North Chigwell than were originally proposed.

A Project Management Governance Structure has been developed to ensure the efficient and economically responsible management of the projects. This structure sets a hierarchy of Council and community representatives who will provide selected and specialist project governance in accordance with their respective project roles and responsibilities.

The status of each of the projects is as follows:

Montrose and Giblins Playspaces

A total of \$3.4m in funding has been negotiated, with \$2.0m in of that formally approved, with an agreement executed in December 2019. Tendering for site master plans and detailed playspace designs is underway. The design phase will include extensive community consultation in the first half of 2020, and will target completion in the second half of 2020.

Eady St Cricket Ground

\$1.08m in funding has been approved in-principle to construct a new amenities building, with \$80,000



of that coming from a Tasmanian Government Major Facilities grant. Funding agreements are expected to be executed in January 2020. A tender process for the design of building through architectural services has also commenced. The design phase will include stakeholder input into design, including one-on-one meetings with resident sports clubs and an amenity building design workshop with Glenorchy sports clubs. The intent is to develop a standard amenity building design through this project that can then be used on other projects.

KGV Soccer Facilities

This project will upgrade facilities at KGV including amenities building, resurfacing of synthetic field, and sports lighting. A total of \$4.1m in grant funding has been allocated with final approval pending at the end of the reporting period. The development of a Masterplan for the KGV precinct has commenced, which will aim to identify future outcomes for the facility, prioritise works and identity management options. Design works are expected to commence in early 2020 with commencement of works targeted for the 2020/21 summer soccer off-season.

North Chigwell Oval

Council is continuing to work with the Federal Department of Infrastructure, Transport, Cities and Regional Development, and is currently seeking approval for the re-scoping of the originally proposed \$12.8m grant to instead allocate \$8.7m for North Chigwell and \$4.1m to KGV (see above). Once the grant funding is formally, detailed planning will commence in 2020.

Potential Land Disposal at Berriedale Peninsula

On 23 December 2019, following the completion of an initial investigation and community consultation, Council voted to commence the process for the potential disposal (sale) of part of the Berriedale Foreshore Reserve which is currently being used as a BMX Track and MONA's overflow car park.

Council will begin formal community consultation and notification in accordance with the process set out in the Local Government Act in early 2020 and will continue to proactively engage with key stakeholders, including MONA and the Southern City BMX club during this process.

Glenorchy Mountain Bike Park Masterplan

Council has received a grant for the development of a masterplan for the Glenorchy Mountain Bike Park at Tolosa Park. Council gave its approval to start work on the masterplan at its September meeting.

During the quarter, Council engaged renowned mountain bike park designers and consultants, Dirt Art, to develop the Masterplan. As part of the community engagement process for the Masterplan, Dirt Art designed a user survey to gauge how mountain bike riders use and view the current facility. The survey opened in December 2019 and will close early in the next reporting period. A Project Expert Panel (PEP) was also engaged to provide expertise and insights into the technical and cultural aspects of mountain bike riding.

A draft Masterplan is targeted for early 2020 with further community consultation on the draft to take place to ensure that all stakeholders, including the wider community and other users of the facility and nearby Tolosa Park, have an opportunity to provide feedback.



Public Toilet Strategy

Council made significant progress towards the development of a new Public Toilet Strategy for the City during the quarter. A draft strategy has been prepared which identifies the public toilets that will be developed, closed, replaced or upgraded within five years. It also identifies other where toilets may be added, rationalised or upgraded in the second half of the 10-year period. These are to be considered when the strategy is reviewed in three years.

The draft Strategy was developed partially based on the results of a public survey of community views on the City's public toilets. The survey results were presented to Council at its 28 October 2019 meeting. The draft Strategy was released for public comment in early November, with public submissions sought through several channels including Council's website and Facebook page, an advertisement in the Mercury, notices in all Council public toilet blocks, a display in the Council foyer and a slide on the front of house TV screen. Staff also met with Council's Access Committee, the Healthy Communities Advisory Committee and the Linkages network.

A final version of the strategy is targeted for adoption at Council's January 2020 meeting.

Economic Development Strategy

Council is nearing completion of its Economic Development Strategy for Glenorchy, which will help guide employment and economic growth in the City. Two phases of community engagement activities have guided the development of a draft Strategy, and have involved extensive consultation with over 40 members of Council's Economic Participation and Implementation Collaborator (EPIC) Group (which is comprised of representatives from across public, private and not for profit sectors and serves as an advisory group for the development of the strategy) as well as 20 one-on-one interviews.

The consultation resulted in the identification of five strategic objectives, which were then incorporated into a draft Strategy which was released for further consultation between December 2019 and January 2020.

Initial feedback from businesses suggests that the community is generally satisfied with the objectives and actions. A final version of the Economic Development Strategy is targeted for adoption at Council's February 2020 meeting.

Risk Management

Council has continued to make significant progress in the risk management space during the quarter.

A formal review of Council's key operational and strategic risks was completed in the second half of 2019, with Council formally adopting an updated Strategic and Key operational Risk Register on 30 September 2019 and adopting a Risk Appetite Statement at the same meeting. Both documents were prepared following detailed workshops with Aldermen and management.

Council has also made progress towards establishing detailed operational risk registers. Workshops have been held with most Council departments to develop operational risk registers for each which will soon be actively monitored and reported on. All risks that have been identified and assessed during the workshops are now being developed for dashboard reporting to ELT, and, eventually to Council and the Audit Panel.

The result of the above actions is that Council will have an up-to-date snapshot of its risk profile, and will be able to monitor and report on all assessed operational risks. This represents a significant step in increasing Council's organisational maturity.



Council has also made steps towards implementing the 'Skytrust' cloud-based reporting system for all incidents, hazards, inspections and audits. This software platform is a valuable tool to assist teams to continuously improve their work methods and mitigate risks. It will also allow accurate and instant reporting of key work health and safety statistics. The system has been installed and training of all staff is underway.

Tony McMullen
General Manager

Financial Performance

Summary

Council's net operating year-to-date position for the quarter ending 31 December 2019 is currently showing a positive result of \$1.853 million against budget, comprising \$404,000 more in income and \$1.449 million less in expenditure.

Contributors to the quarterly result are as follows [(Favourable) / Unfavourable variances from budgeted amounts]:

Income

(\$266,000)	Capital grants
(\$175,000)	Investment income from TasWater
(\$168,000)	Contributions - monetary
(\$158,000)	Operating Grants
(\$125,000)	Net gain/(loss) on disposal of assets
(\$16,000)	Contributions - cash
(\$14,000)	Other income
\$7,000	Rates
\$56,000	Interest
\$458,000	User charges and licences

Expenses

(\$954,485)	Employment costs
(\$420,354)	Materials and services
(\$82,080)	Depreciation
(\$6,380)	Finance costs
(\$888)	Bad and doubtful debts
(\$1)	State Fire Commission contribution
\$15,426	Other expenses

Operational Income

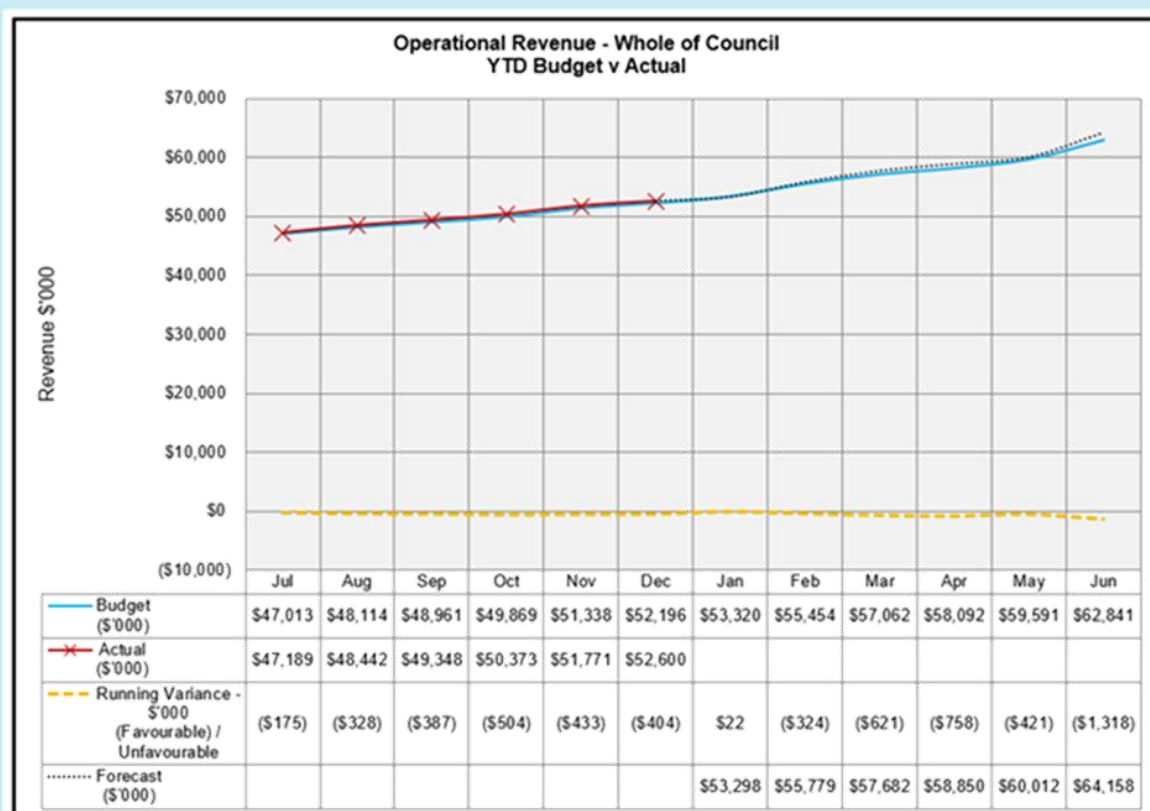
Total actual income is \$52.600 million compared to budgeted income of \$52.196 million. This represents a favourable result of \$404,000 or 0.80% ahead of budget.

For capital grants, Roads to Recovery has been part paid in advance of the January 2020 budget allocation (\$200,000) and Council has also received unbudgeted Blackspot funding for the Kalang Ave Guard Rail (\$33,000) and Albert Rd Pedestrian Refuge (\$27,000). For operational grants, childcare subsidies received from the Federal Government are tracking ahead of budget (\$136,000).

Recent interest rate cuts by the Reserve Bank since the budget was prepared has resulted in reduced interest on investments (\$57,000).

Other Income records an above budget result primarily due to recovered legal costs (\$11,000) and donations/sponsorships received for community events (\$25,000) offset by delayed receipt of the Fuel Tax Rebate (\$25,000).

Rate income is currently very close to budget (\$7,000).



Operational Expenditure

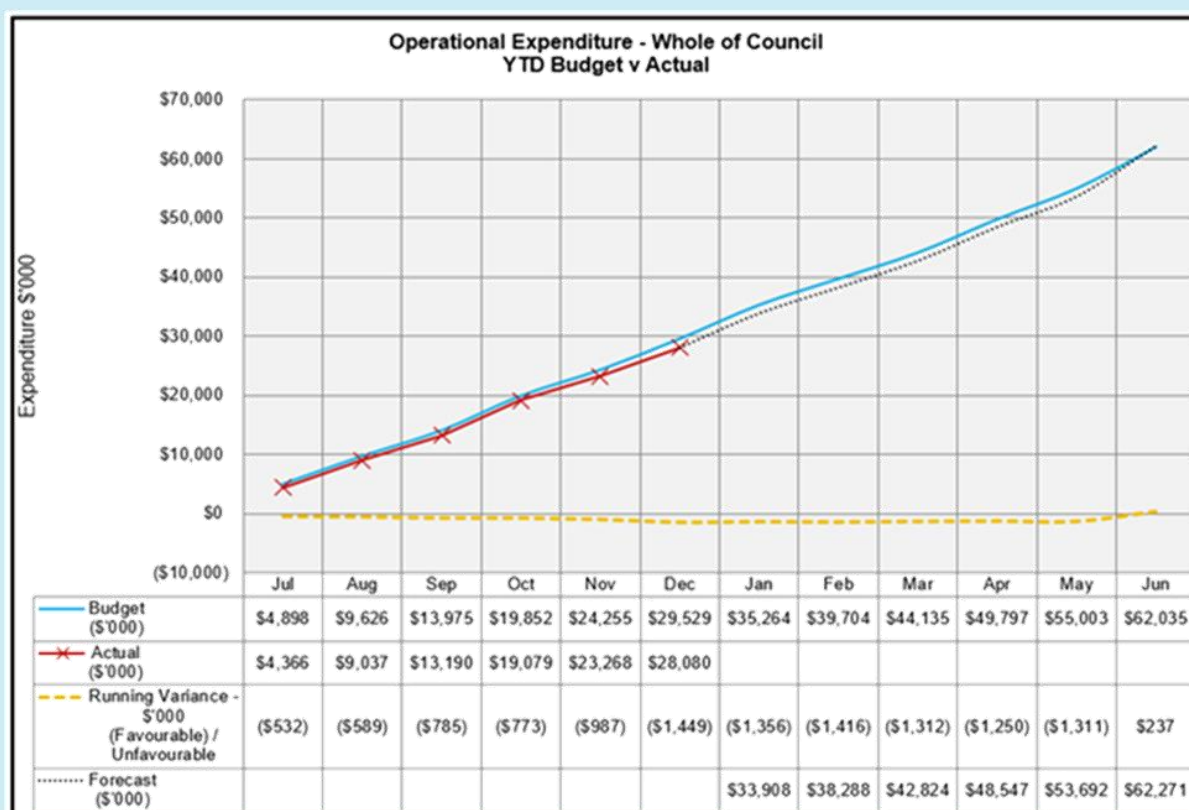
Total actual expenditure is \$28.080 million compared to budgeted expenditure of \$29.529 million. This represents a favourable result of \$1.449 million compared to budget.

Materials and services record an underspend of primarily due to reduced waste management (\$459,000), landfill operations (\$225,000) and derwent entertainment centre events (\$191,000) offset by software licences paid in advance (\$370,000) and additional contract labour hire (\$295,000).

Employment costs are under budget by 8% primarily represented by a large number of vacancies in the year-to-date along with savings through the payment of leave from provision accounts instead of the budget.

Depreciation expense is under budget primarily due to the re-calculation of the landfill rehabilitation provision (\$100,000) in accordance with audit guidelines.

Finally, there are minor variations across land tax and community events in the above budget expenditure of Other Expenses (\$15,000).



Rates Collections

At 31 December 2019, the total rates collected under the new four instalment method was 66.9% against a target of 58.5%. In comparison, a total of 63.5% was collected this time last year under the former two instalment method. As collections continue to trend ahead of target, the move to four instalments appears to have been readily accepted by ratepayers as a positive change.

FTE (full time equivalent) Positions

At 31 December 2019, the figures indicate a reasonably stable employee entry/exit situation for full-time numbers combined with a nett increase of approximately three for part-time.

Employment Class	FTEs at 31 Dec 2019	FTEs at 30 Sept 2019
Full Time	194.71	195.54
Part Time	55.38	52.18

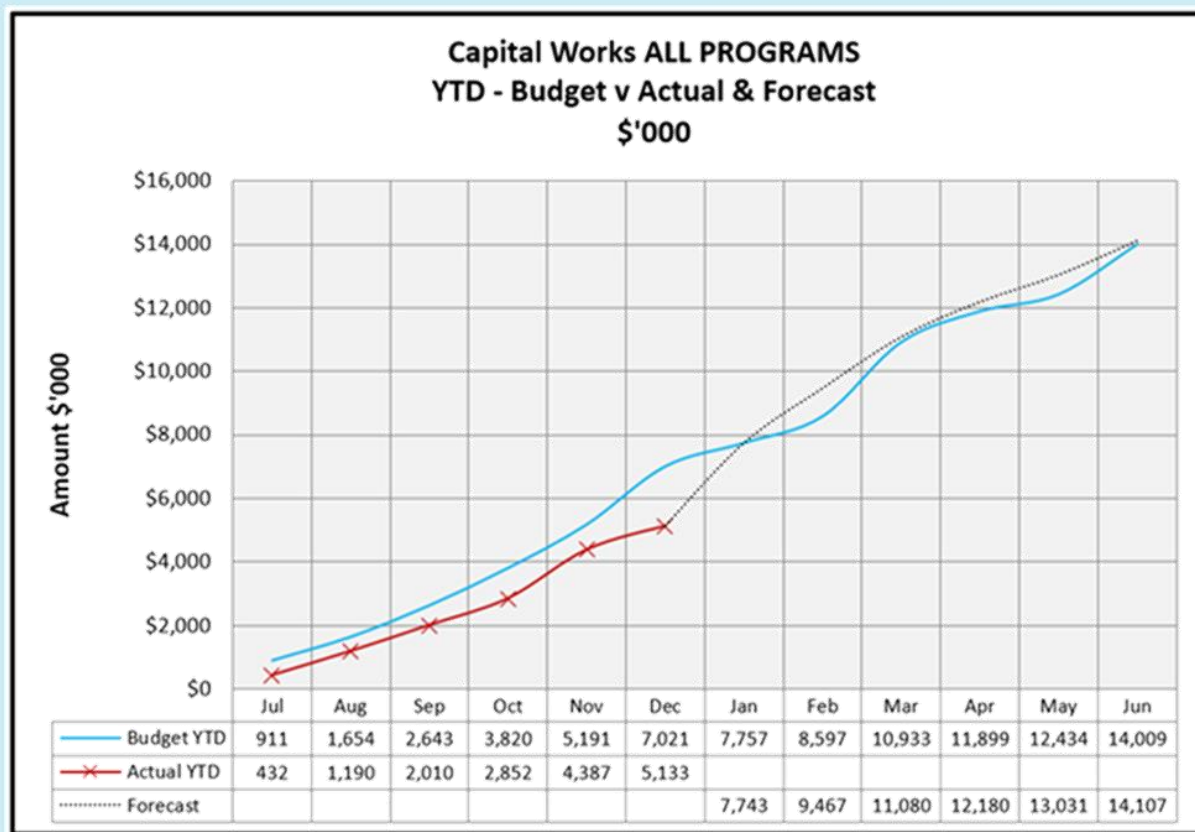
Cash and Investments

At 31 December 2019, actual funds available in cash and investments totalled \$24.607 million, representing an improvement on \$20.627 million for the same period last year.

Capital Works

The capital works program at 31 December 2019 shows actual expenditure of \$5.133 million against a budget of \$14.009 million, delivering approximately 37% of the program to date.

Program managers are actively monitoring each project and where necessary, reporting to the Infrastructure Management Group with recommendations for reallocation of budgets, changes to scope and bringing forward / moving back particular projects. This process is proving successful in that twenty reports have been considered by IMG to date, resulting in the reallocation of around \$1.5 million from deferred or underspent capital works projects to projects that will be undertaken by 30 June



Financial Reports

Statement of Comprehensive Income to 31 December 2019

Year to date (YTD)	Notes	2020 Budget \$'000	2020 Actual \$'000	2019 Actual \$'000	2019 Budget \$'000
Income					
Recurrent Income					
Rates		40,898	40,891	39,733	0.0%
User charges and licences		8,894	8,435	8,635	▼ 5.2%
Interest		231	174	252	▼ 24.6%
Grants		1,688	1,847	1,212	▲ 9.4%
Contributions - cash		111	128	21	▲ 15.1%
Investment income from TasWater		-	176	645	▲ 100.0%
Other income		152	166	524	▲ 9.5%
		51,975	51,818	51,022	▼ 0.3%
Capital Income					
Contributions – monetary		-	168	-	▲ 100
Contributions – non-monetary assets		-	-	-	0.0%
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		(79)	47	(30)	▲ >100%
Capital grants received specifically for new or upgraded assets		300	567	514	▲ 89.0%
Fair value recognition of land under roads		-	-	-	
		221	782	484	▲ >100%
Total Income		52,196	52,600	51,506	▲ 0.8%
Expenses					
Employment costs		12,548	11,594	11,223	▼ 7.6%
Materials and services		8,346	7,925	8,053	▼ 5.0%
Depreciation and amortisation		6,862	6,779	6,845	▼ 1.2%
State Fire Commission contribution		1,475	1,475	2,821	0.0%
Finance costs		70	63	91	▼ 9.1%
Assets written off		-	-	-	0.0%
Bad and doubtful debts		1	-	-	0.0%
Other expenses		228	244	203	▲ 6.8%

Statement of Financial Position to 31 December 2019 (con't)

Year to date (YTD)	Notes	2020 Budget \$'000	2020 Actual \$'000	2019 Actual \$'000	2019 Budget \$'000
Total expenses		29,529	28,080	29,236	▼ 4.9%
Surplus/(deficit)		22,667	24,520	22,270	▲ 8.2%
Other Comprehensive income					
Items that will not be reclassified to surplus or deficit					
Net gain/(loss) on revaluation of property, plant and equipment		-	-	-	
		-	-	-	
Items that may be reclassified subsequently to surplus or deficit					
Financial assets available for sale reserve					
-Fair value adjustment on available for sale assets		-	-	-	
Total other comprehensive income		-	-	-	
Total comprehensive result		22,667	24,520	22,270	▲ 8.2%

Statement of Comprehensive Income to 31 December 2019 (con't)

	2020 YTD \$'000	2019 YTD \$'000
Asset		
Current assets		
Cash and cash equivalents	24,607	20,627
Trade and other receivables	16,424	17,738
Inventories	114	116
Non-current assets classified as held for sale	741	-
Other current assets	120	150
Total current assets	42,006	38,631
Non-current assets		
Investment in TasWater	191,317	167,145
Property, infrastructure, plant and equipment	693,445	668,881
Investment properties	-	-
Other non-current assets	10,125	20,853
Total non-current assets	894,888	856,878
Total assets	936,893	895,510
Liabilities		
Current Liabilities		
Trade and other payables	1,283	2,730
Provisions	4,644	5,090
Borrowings	486	481
Other current liabilities	1,647	2,136
Total current liabilities	8,061	10,438
Non-current liabilities		
Provisions	3,952	4,888
Borrowings	2,159	3,105
Total non-current liabilities	6,111	7,992
Total Liabilities	14,172	18,430
Net assets	922,722	877,080

Explanatory Notes

These notes are provided where a single or collective variance within the Statement of Comprehensive Income requires explanation because (a) it has materially affected the financial position across multiple prior reporting periods or (b) it will continue to materially affect the financial position in future reporting periods or (c) is of particular relevance to require further explanation.

Notes:

1. The threshold for variance reporting only details those areas deemed to be significant

2. Arrow indicators represent:

Revenue higher than budget	▲	Revenue lower than budget	▼
Expense higher than budget	▲	Expense lower than budget	▼

Note	Revenue / Expenditure Item		
1	User Fees & Charges:		
		Variance \$'000	Variance %
	Various	▼ 459	5%
	Primary contributors are lower than budgeted landfill fees (\$268k), building applications (\$127k) and fines (\$94k) which are offset by higher revenue from property leases & licences (\$200k).		
2	Interest:		
		Variance \$'000	Variance %
	Interest on Investments	▼ 57	25%
	Lower than budgeted interest rates have resulted in reduced returns for Council investments.		

Note	Revenue / Expenditure Item		
3	Grants:		
		Variance \$'000	Variance %
	Commonwealth Childcare Subsidies – Berriedale	▲ 81	31%
	Commonwealth Childcare Subsidies – Benjafield	▲ 55	31%
	Unexpended Grants from 2019/20 - Various	▲ 140	100%
	Flood Response 2018 – State Govt Contribution	▼ 79	16%
Childcare subsidies continue to track ahead of budget due to higher centre utilisations. Various unexpended grants (thus unbudgeted) were carried forward from last year. The first instalment of State Government funding for flood damage was \$79k lower than expected which may possibly be recovered in the second instalment due in March 2020.			
4	Capital Grants:		
		Variance \$'000	Variance %
	Roads to Recovery	▲ 200	67%
Roads to Recovery funding of \$200k has been received in advance of the February budget			
5	Contributions - Monetary:		
		Variance \$'000	Variance %
	Future Capital Works	▲ 168	100%
Revenue for future capital works has been received as part of planning permits and agreements			
6	Investment in TasWater:		
		Variance \$'000	Variance %
	Tax Equivalent	▲ 176	100%
TasWater has calculated and paid a final tax equivalent payment for 2018/19.			
7	Employee Costs:		
		Variance \$'000	Variance %
	Salaries & OnCosts	▼ 954	8%
December annual leave paid from provisions has subsidised a favourable increase to the employee costs variance.			

Note	Revenue / Expenditure Item
8	Materials & Services and Internal Plant/Fleet Chargeout:

Adjustments to amounts previously reported

There are instances where ledger adjustments are required in respect of amounts reported in prior periods. Any adjustments will be visible when comparing current versus previous "Whole of Council Revenue and Expenditure" reports. Changes to the bottom-line variances reported in last month's Financial Performance Report compared those reported this month are:

Revenue - Whole of Council \$'000

Variance	Jul	Aug	Sep	Oct	Nov
Last Month	125	(28)	(87)	(204)	(133)
This Month	(175)	(328)	(387)	(504)	(433)
Change	(300)	(300)	(300)	(300)	(300)

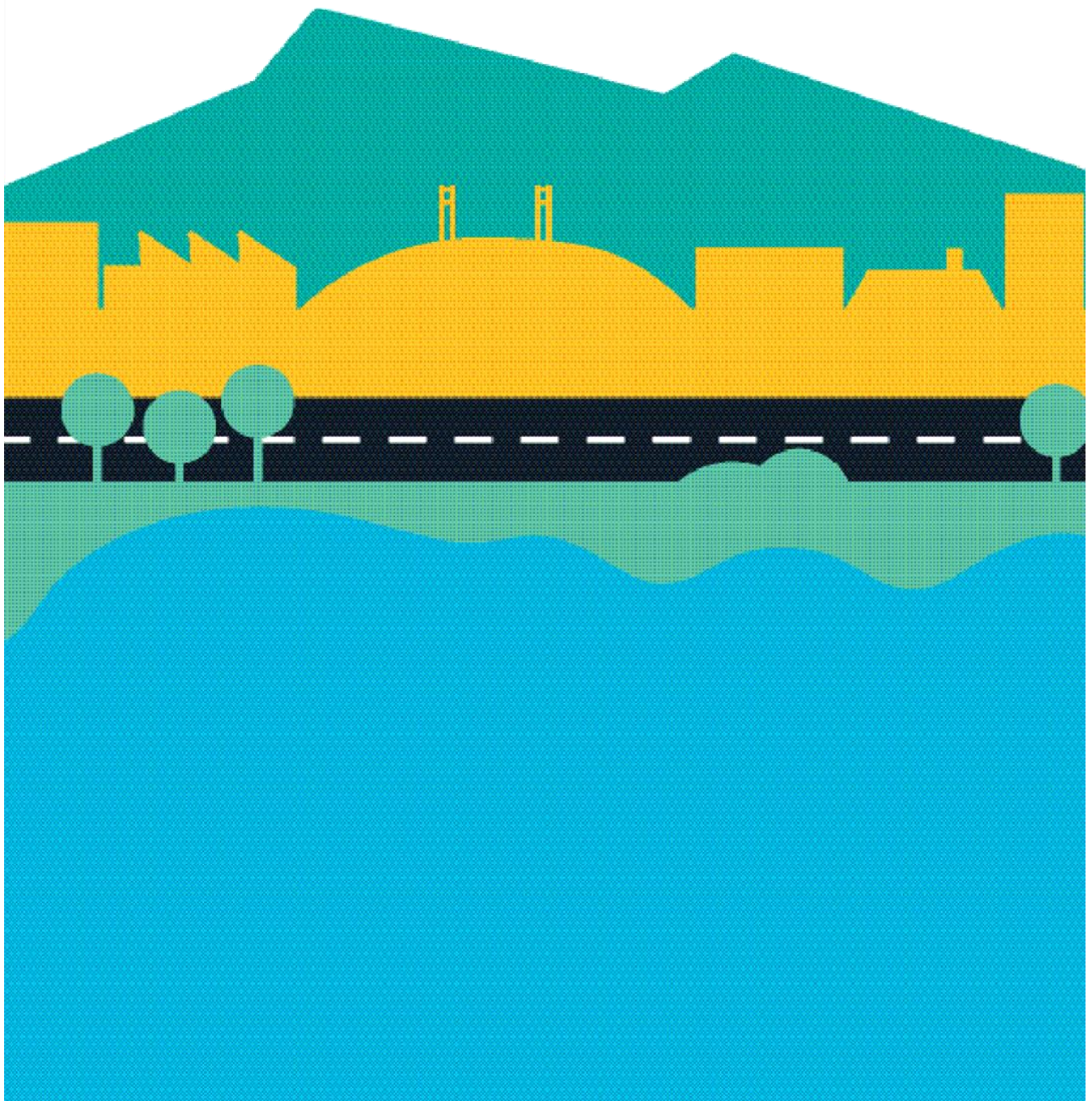
A review of the Rates budget has been undertaken in preparation for the mid-year review. It has been identified the budget for July was overstated by \$300k due to an incorrect timing allocation of growth from supplementary valuations. It is considered that growth is more likely to be realised later in the financial year so \$300k of rates budget has been moved from July to the following June. This has resulted in a consistent change of \$300k across all months reported to date.

Expenditure - Whole of Council \$'000

Variance	Jul	Aug	Sep	Oct	Nov
Last Month	(532)	(589)	(785)	(773)	(986)
This Month	(532)	(589)	(785)	(773)	(987)
Change	0	0	0	0	(1)

This month, the change to expenditure amounts previously reported are minor.

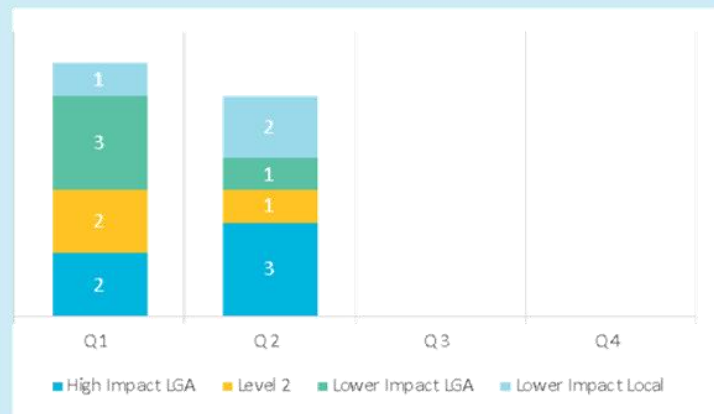
Key Performance Indicators



Making Lives Better

Number of Engagements

There were 7 community engagements during the second quarter. Six at the 'consult' level of engagement and one at the 'involve' level. In terms of impact, there were three level 1 engagements (high impact LGA), one a level 2 (high impact local), one level 3 engagement (lower impact LGA) and two at level 4 (lower impact local)

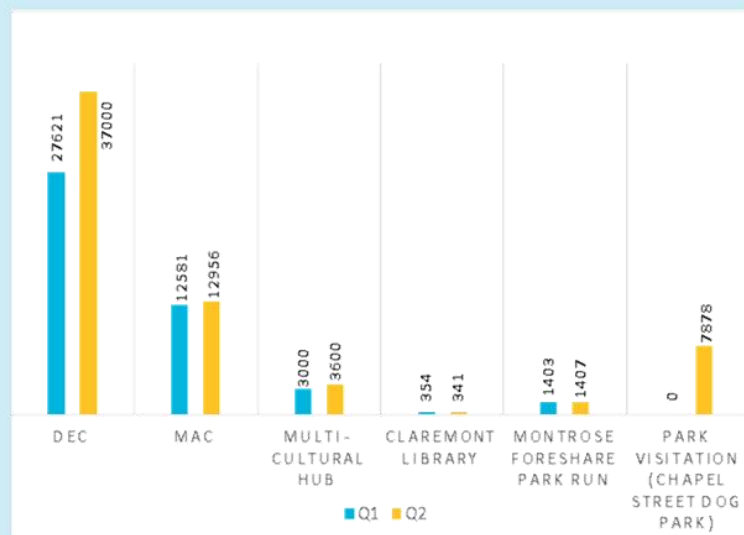


Community Participation

During the quarter there were 341 borrowers at the Claremont Community Library and 72 social visitors. 14 Parkrun events were held at the Montrose foreshore, with 1,407 participants. 3600 people attended the Multicultural Hub and 12,956 people visited the Moonah Arts Centre during this quarter, participating or attending arts and cultural events and activities.

In September 2019 Council installed counters on the main entrance at Chapel Street Dog Park to better understand visitation to this park. This showed on average 86 people visit the park every day. The information demonstrated that visitation to the park is quite consistent across the week and during the day.

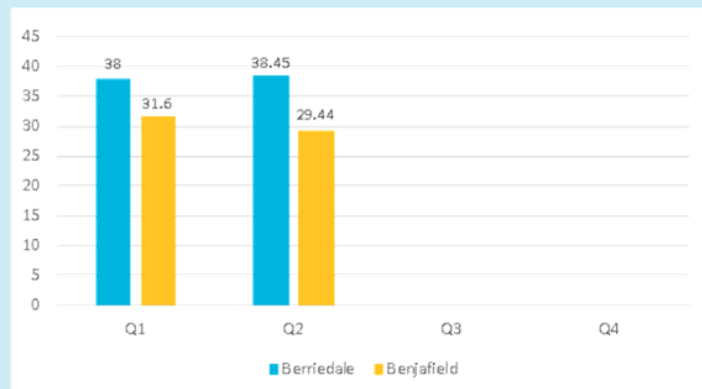
The DEC saw over 37,000 people through the doors for various events, conference and meetings in Q2. This was an increase of approximately 3,000 people. Q2 usage is strong with regular bookings from schools for graduations. The conference market and use of the Astley room continues to be strong with several return clients



Making Lives Better

Service Delivery – Childcare

Benjafield and Berriedale Child Care Centre's continue to receive a medium to high volume of ongoing enquiries for care and the services have re-established a waitlist for care. Benjafield's utilisation Equivalent Full Time (EFT) places is 29.44 and Berriedale's is 38.45. Both services continue to maintain a 'Meeting' rating in accordance with the National Quality Standard.

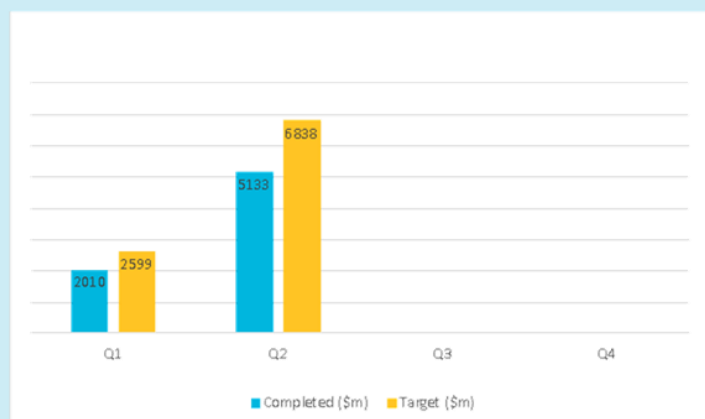


Capital Works Completed (\$m)

Works on Moss Park Drive Bridge were completed during the period.

Council entered into contracts for the procurement and roll out of wheelie bins for FOGO.

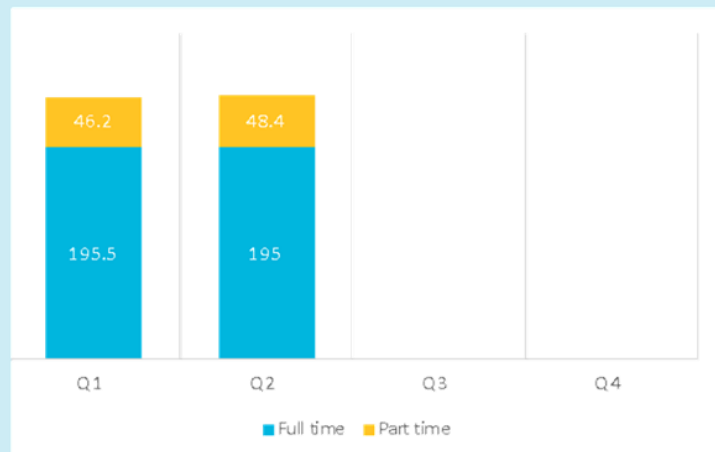
Council is \$2m behind the budget target. Significant expenditure is planned for early 2020 in respect to the FOGO roll out, major work on the CBD Revitalisation Project, and bituminous surfacing of some arterial roads around Glenorchy. Council is forecasting to be back on budget within the third quarter.



Open for Business

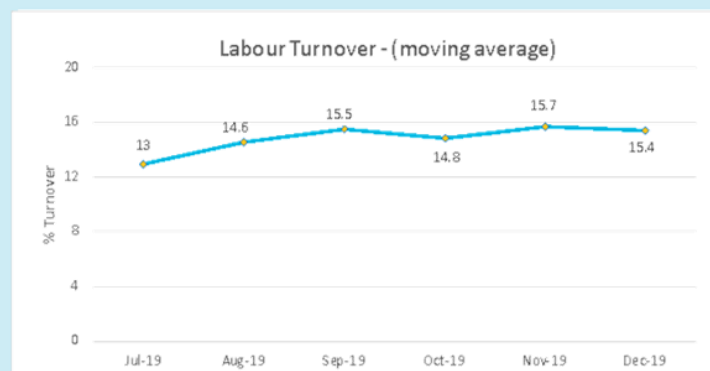
Full Time Equivalent

Tight controls are in place to ensure recruiting for positions that are planned and budgeted as new positions now require a Point of Entry form to justify their approval by the ELT.



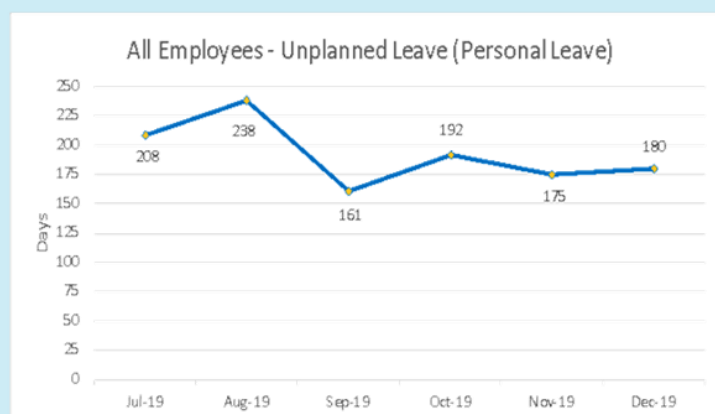
Labour Turnover – 12 Month Moving Average

This figure remains relatively high with recruitment activity taking up considerable resources. It is anticipated that the figure will reduce over the next 3 – 4 months.



All Employees – Unplanned Leave (Personal Leave)

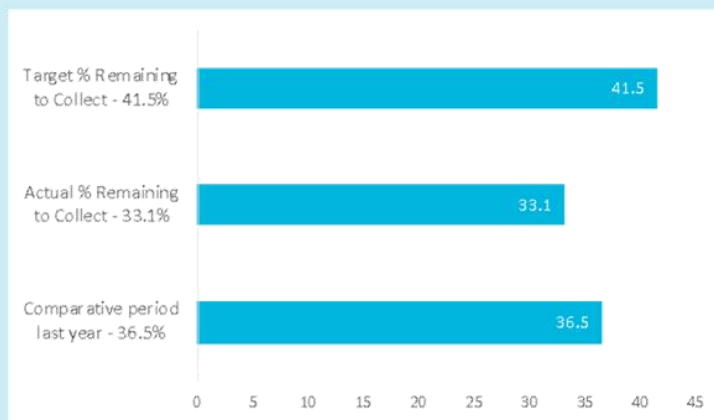
Leave taken is hovering around the same mark for approximately 12 months. The wording in our Enterprise Agreement is quite loose on the requirement to produce a certificate to justify the absence. It is recommended that in the upcoming EA negotiations the wording is tightened up



Open for Business

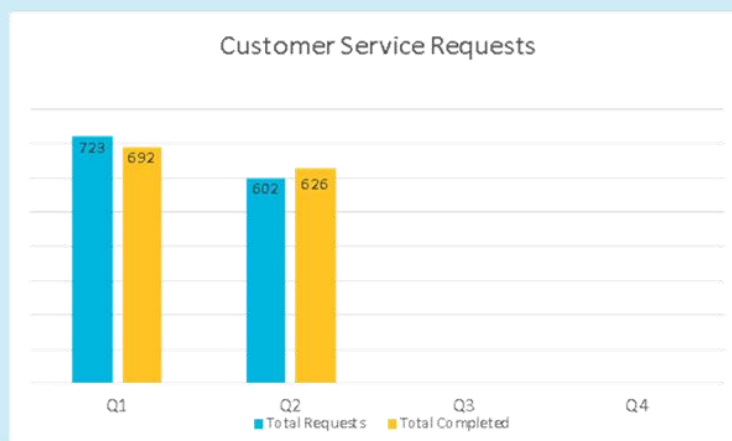
Outstanding Rates Debt Percentage

At 31 December 2019, the total rates remaining to be collected is 33.1%, well ahead of the 41.5% target. After two instalments to date, this demonstrates a positive ratepayer response to the new four instalment payment method.



Work Centre Customer Service Requests

The Work Centre is keeping on top of customer service requests while moving towards more proactive maintenance systems. The focus for the Second Quarter was on Vegetation Management.



Valuing our Environment

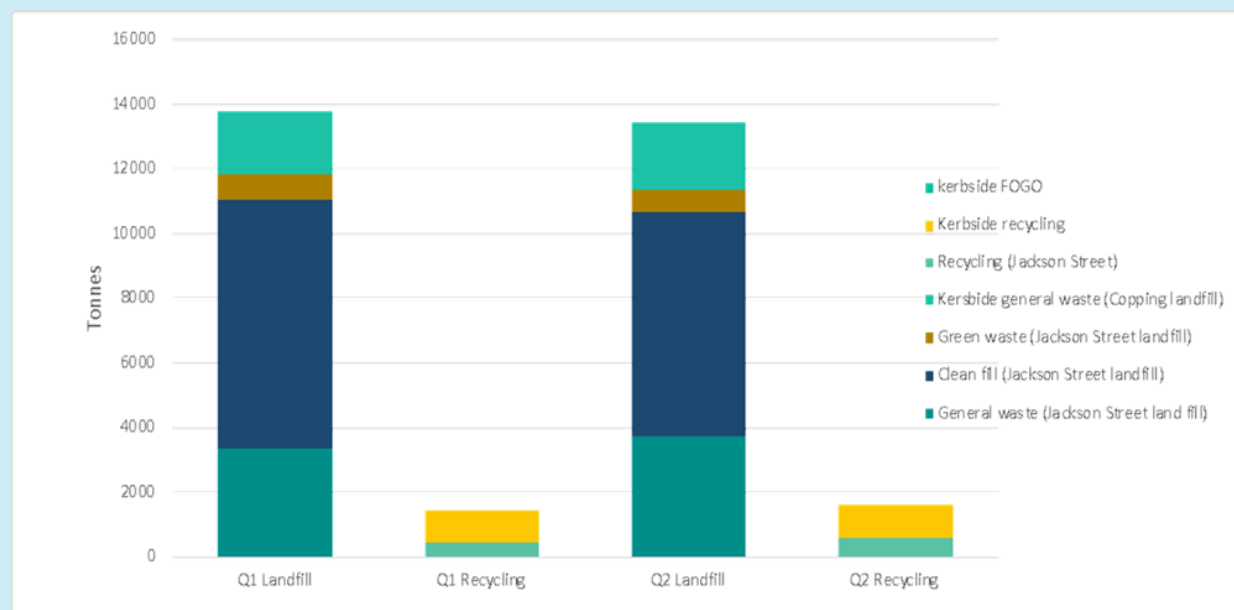
Waste Received By Council By Quarter (Tonnes)

Waste to landfill has remained consistent during the second quarter.

The use of cover material to general waste has improved with more efficient operations. The ratio has changed Q1 (2.5 tonnes) to Q2 (2.1 tonnes) per tonne of waste.

Recycling has also remained consistent during the period with around 10% of waste generated being recycled either at the landfill or through kerbside services.

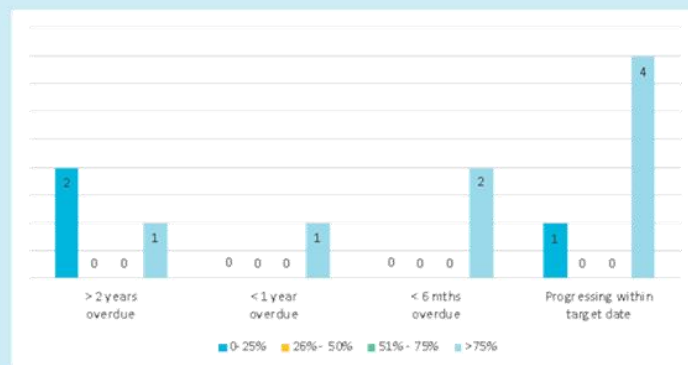
In February 2020 the introduction of FOGO (Food Organics and Garden Organics) will see this percentage increase.



Leading our Community

Outstanding Audit Items - Percentage Complete

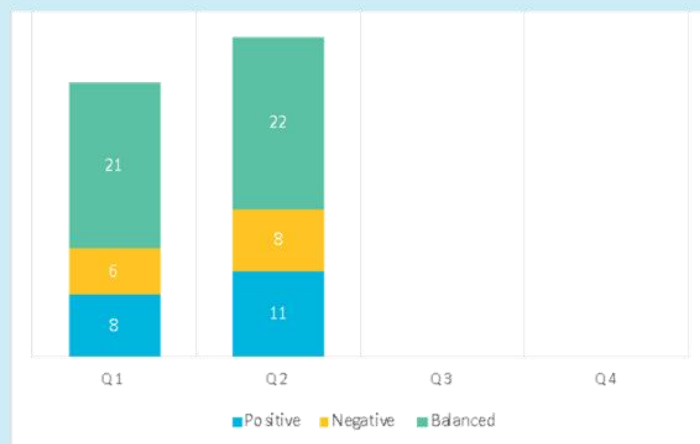
Over the quarter to 31 December 2019 a further 10 outstanding audit items were completed and approved by the Audit Panel. This leaves a total of 12 audit items currently under active management. Significantly, many of the outstanding items completed were noted as overdue. This has resulted in many outstanding items either progressing either within their due date or being less than 6 months overdue.



Media Mentions

Council had a positive quarter in the media, with extensive coverage of the potential purchase of the DEC by LK Group and positive stories around the potential development at the Claremont Primary School site, upgrades to the sports facilities at Prince of Wales Bay and Council's FOGO service.

There was a noticeable drop in negative commentary around Council's FOGO service, with only 1 negative mention in the form of a letter to the Editor of the Mercury. All negative mentions of Council in the press were from Letters to the Editor with all editorial coverage being either neutral or positive. Effective media management was also demonstrated through the effective diffusing of stories which had the potential to generate negative coverage, including the collapse of SKM Recycling and Council's decision not to declare a Climate Emergency at its September meeting.



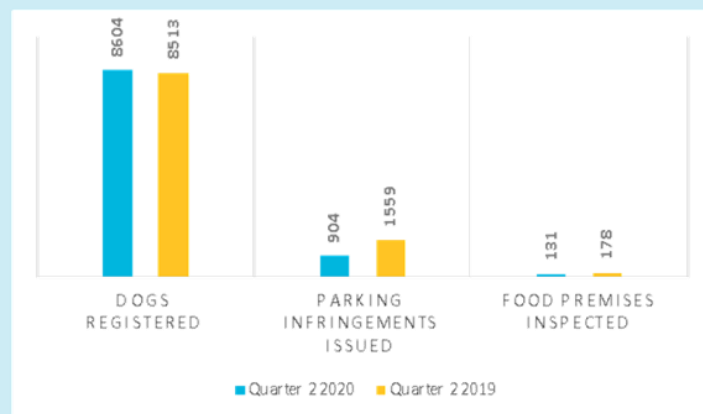
Leading our Community

Delivering Services for our Community

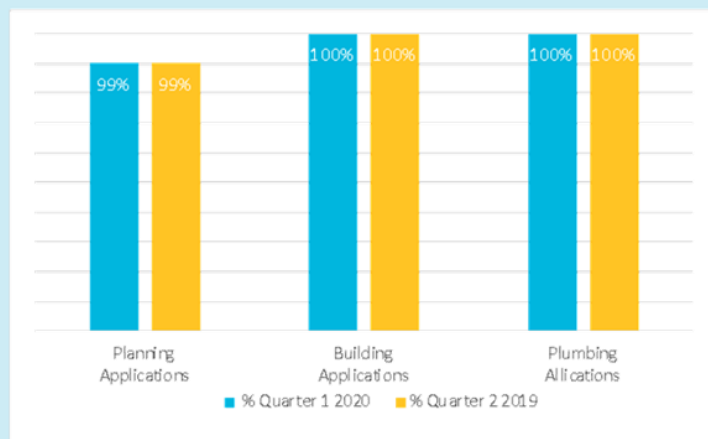
The number of dogs registered is currently at 8604. This, again, shows a positive level of dog owner responsibility that has continued over the last few years. There has also been a slight increase in dog infringements for this quarter, in comparison to the previous three years, as we look to sustain an expected level of compliance within the municipality.

The total number of parking infringements is lower than last year due to staff shortages, however infringements per officer on patrol is comparable.

Ninety-eight (98%) percent of registered permanent food businesses received their



Development, Building and Plumbing Applications Assessed on Time





374 Main Rd, Glenorchy TAS 7010



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GLENORCHY CITY
Where ideas happen.

ANNUAL PLAN PROGRESS REPORT [ALL]: 31 DEC Feb 4, 2020

30

GOALS

● Draft ● Not started ● On Track ● Behind ● Overdue ● Complete → Direct Alignment ----> Indirect Alignment

GLENORCHY CITY COUNCIL PLAN

Goal	Owner	Start Date	Due Date	Historic Completion
1.1 Know our communities and what they value.	Director Community & Customer Services	01/07/2019	30/06/2022	52% 35% ahead
→ 1.1.1 Guide decision making through continued community engagement based on our Community Plan: 100%	Manager Community	01/07/2019	30/06/2022	40% 40 / 100% 23% ahead
→ 1.1.2 Encourage diversity in our community by facilitating opportunities and connections: 100%	Manager Community	01/07/2019	30/06/2022	15% 15 / 100% 2% behind
1.3 Facilitate and/or deliver services to our communities	Director Community & Customer Services	01/07/2019	30/06/2022	40% 23% ahead
→ 1.3.1 Directly deliver defined service levels to our communities: 100%	Director Community & Customer Services	01/07/2019	30/06/2022	40% 39.5 / 100% 23% ahead
1.2 Support our communities to pursue and achieve their goals	Director Community & Customer Services	01/07/2019	30/06/2022	42% 26% ahead
→ 1.2.2 Build relationships and networks that create opportunities for our communities: 100%	Manager Community	01/07/2019	30/06/2022	50% 50 / 100% 33% ahead
→ 1.2.3 Promote creative expression and participation and life-long learning as priorities for our communities: 100%	Manager Community	01/07/2019	30/06/2022	50% 50 / 100% 33% ahead
→ 1.2.1 Encourage and support communities to express and achieve their aspirations: 100%	Manager Community	01/07/2019	30/06/2022	27% 26.67 / 100% 10% ahead
2.1 Stimulate a prosperous economy	Director Strategy & Development	01/07/2019	30/06/2022	63% 46% ahead
→ 2.1.2 Build relationships with government and the private sector that create job opportunities for our communities: 100%	Director Strategy & Development	01/07/2019	30/06/2022	47% 47.21 / 100% 31% ahead

→ 2.1.1 Foster an environment that encourages investment and jobs: 100%	Director Strategy & Development	01/07/2019	30/06/2022	41% 40.63 / 100% 24% ahead
2.2 Identify and support priority growth sectors	Director Strategy & Development	01/07/2019	30/06/2022	50% 33% ahead
→ 2.2.1 Target growth sectors based on our understanding of the City's competitive advantages: 100%	Director Strategy & Development	01/07/2019	30/06/2022	50% 50 / 100% 33% ahead
3.1 Create a liveable and desirable City	Director Infrastructure & Works	01/07/2019	30/06/2022	41% 24% ahead
→ 3.1.4 Deliver new and existing services to improve the City's liveability: 100%	Director Infrastructure & Works	01/07/2019	30/06/2022	40% 39.52 / 100% 23% ahead
→ 3.1.1 Revitalise our CBD areas through infrastructure improvements: 100%	Director Infrastructure & Works	01/07/2019	30/06/2022	51% 51 / 100% 34% ahead
→ 3.1.3 Manage the City's transport network and the associated infrastructure to promote sustainability, accessibility, choice, safety and amenity for all modes of transport: 100%	Director Infrastructure & Works	01/06/2019	30/06/2022	46% 45.89 / 100% 27% ahead
→ 3.1.2 Enhance our parks and public spaces with public art and contemporary design: 100%	Director Infrastructure & Works	01/07/2019	30/06/2022	26% 26 / 100% 9% ahead
3.2 Manage our natural environments now and for the future	Director Infrastructure & Works	01/07/2019	30/06/2022	66% 50% ahead
→ 3.2.1 Identify and protect areas of high natural values: 100%	Director Infrastructure & Works	01/07/2019	30/06/2022	50% 50 / 100% 33% ahead
→ 3.2.2 Encourage access to and appreciation of natural areas through the development of trail networks and environmental education: 100%	Director Infrastructure & Works	01/07/2019	30/06/2022	75% 75 / 100% 58% ahead
→ 3.2.3 Enhance, protect and celebrate the Derwent Foreshore: 100%	Director Infrastructure & Works	01/07/2019	30/06/2022	74% 74.22 / 100% 58% ahead
4.1 Govern in the best interests of our communities	Director Corporate Services	01/07/2019	30/06/2022	48% 32% ahead
→ 4.1.1 Manage Council for maximum efficiency, accountability and transparency: 100%	Director Corporate Services	01/07/2019	30/06/2022	47% 41.73 / 100% 25% ahead
→ 4.1.2 Manage the City's assets soundly for the long-term benefit of the Community: 100%	Director Infrastructure & Works	01/07/2019	30/06/2022	56% 55.7 / 100% 39% ahead
→ 4.1.3 Maximise regulatory compliance in Council and the community through our systems and processes: 100%	Director Community & Customer Services	01/07/2019	30/06/2022	48% 47.92 / 100% 31% ahead
4.2 Prioritise resources to achieve our communities' goals	Director Corporate Services	01/07/2019	30/06/2022	18% 1% ahead
→ 4.2.1 Deploy the Council's resources effectively to deliver value: 100%	Director Corporate Services	01/07/2019	30/06/2022	32% 32.31 / 100% 16% ahead

↳ 4.2.2 Ensure that we have a skilled, capable and safety-focused workforce: 100%

Director Corporate Services

01/07/2019

30/06/2022

22%
21.93 / 100%
5% ahead



Mid-Year Financial Performance Report

Actual for the year-to-date ending 31 January 2020; and
Forecast for the year ending 30 June 2020

Executive Summary

Overview

The Statement of Comprehensive Income includes all sources of cash based operational revenue and expenditure and non-cash items such as depreciation, asset write-offs and donated/found assets. It does not include the cost of new asset purchases, loan repayments, capital works expenditure or reserve funds.

The current position as at 31 January 2020 is a Total Surplus of \$20.619m representing a \$2.562m favourable movement on the budgeted Total Surplus of \$18.057m.

The forecasted position as at 30 June 2020 is a Total Surplus of \$3.678m representing a \$2.872m favourable movement on the budgeted Total Surplus of \$806k adopted by Council on 17 June 2019 and represented by:

- Operating Revenue \$320k (unfavourable)
- Operating Expenditure \$218k (favourable)
- Operating Capital \$2.974m (favourable)

Forecast to 30 June 2020	Budget '000	Forecast '000	Variance '000
Total Operating Revenue	\$62,185	\$61,865	(\$320)
Total Operating Expenditure	\$61,994	\$61,776	\$218
Total Operating Surplus/(Deficit)	\$191	\$89	(\$102)
Add/(Less) Capital Grants, Land Sales and Fleet and Equipment Sales	\$615	\$3,589	\$2,974
Surplus/(Deficit)	\$806	\$3,678	\$2,872

The major impactors to the movement from the original budget to forecast position are:

1. Revenue is forecast to reduce by \$320k as a result of User charges reducing by \$820k due to a decline in Landfill Services activity totalling \$556k, offset by minor increases across a number of categories
2. Expenditure is forecast to reduce by \$218k due to:
 - a. Vacancy savings in Employee Costs of \$804k
 - b. A reduction in depreciation of \$740k due to a decision to index Property Plant and Equipment by the Council Cost Index of 3.38% at 30th June 2019 instead of indexing using unit rate increases.
 - c. Asset write off costs are expected to increase by \$866k due to the nature and timing of asset replacements

However the forecasted result may be impacted by unbudgeted events or scenarios, so an allowance has been made in the forecast where considered appropriate.

Some of these variables contribute favourably in the current 2019/20 financial year but because of their one-off or unpredictable nature, may have an unfavourable impact in development of the 2020/21 budget. Several instances of note are Flood Recovery Reimbursement, Position Vacancies and Donated/Found Assets.

As a result, Council must be mindful the 2019/20 forecast position cannot be directly translated into a similar 2020/21 budget position.

Items of Significance

There are events or scenarios that may significantly affect the forecast position as at 30 June 2020. Where these are considered more likely to occur than not and are unbudgeted for, the financial impact has been allowed for in the forecast and is noted as such in the following commentary:

Financial Assistance Grant

Council budgeted for the part prepayment \$1.317m of the 2020/21 Commonwealth Financial Assistance Grant to be received in June 2020 on the basis that half the 2019/20 Grant was part prepaid in June 2019. There is presently no indication from the Commonwealth the prepayment will not be made this financial year, so the forecast provides for the grant to be paid as per budget.

Contingency

Council included a \$500k Contingency in the 2019/20 budget estimates. Whilst this budget has not been specifically utilised for any individual item, a number of impactors as discussed in this document can and may fully utilise this contingency. (nb: the Contingency is included in the Administration Office Costs line item of the Budget Report)

2018 Flood Damage Expenditure Reimbursement

Council budgeted to receive \$1.540m during this financial year and received the first of three payments (\$420k) in July 2019. The timing and exact quantum of the remaining \$1.120m is yet to be confirmed so the forecast provides for the reimbursement to be received as per budget

Sale of the Derwent Entertainment Centre

Council budgeted for ongoing operations at the Derwent Entertainment Centre (DEC) for the entire twelve months. Given the recent decision to explore options for the sale of the DEC there may be financial implications if this occurs prior to 30 June 2020. In the absence of formal sale details, the forecast provides for the DEC to remain with Council as per budget.

Employee Expenses

Employee expenses are currently forecast to reflect a full year favourable salary variance in the order of \$804k, compared to a favourable variance of \$1.219m at 31 January 2020. The reduction predominately reflects the large number of position vacancies early in the year which have been substantially filled combined with ongoing staff turnover creating new vacancies.

Assets Written Off / Loss on Disposal

Council had budgeted approximately \$500k for the write-off or write-down of assets that are renewed prior to the end of the effective asset life. The forecast provides for an increase to \$1.366m for this financial year which is reflected in the report.

King George V Grandstand building remediation works

Management continue to work towards the resolution of remaining KGV tenancy and building issues.

Natural Disasters 2019/20

Management has not budgeted for costs associated with any natural disaster events nor has it made provision in the forecast for any such events, however that does not rule out a natural disaster significantly affecting the forecast.

End of Year

End of Financial Year adjustments may impact the Statement of Comprehensive Income for the year including employee leave provision, landfill close out provision and both revenue and expenditure accrual adjustments. These amounts are difficult to predict so no allowance has been made in the forecast for the purpose of this report.

Land Sales

At the meeting of 28 January, Council resolved to proceed with the sale of surplus land. The annual budget provides for total sale revenue of \$1.090m. Proceeds from sales that settle this year are forecast to be \$36k after expenses.

Donated and Found Assets

At 30 June of each year, assets not previously recorded are brought to account in the annual statements. Previously, there has been no budget allocated due to the unpredictable level of assets that will be donated or found. Based on historical development activity, \$2.000m has been forecast for the purposes of this report.

Expired Building Permit Project

Changes to building permit regulations has resulted in all unfinalised permits expiring on 30 June. All affected owners are being provided with information on the options available to them for either finalisation, extension or a combination of both. For those that choose finalisation, a fee will apply so additional revenue of \$120k has been forecast to 30 June.

Capital Works

The capital works budget for 2019/20 is \$14.009m and the forecast suggests this target will be largely achieved by 30 June. However, the result may be influenced by the availability of external contractors, the lodgement of competitive tenders and unforeseen weather events. The extent of capital works completed at 30 June 2020 affects the level of cash held but does not impact the Statement of Comprehensive Income.

Index

This report contains the following information:

Page	Description	Purpose
6	Statement of Comprehensive Income ACTUAL to 31 January 2020 (financial statement format)	YTD actual Revenue and Expenditure result against YTD budget
7	Statement of Comprehensive Income FORECAST to 30 June 2020 (budget document format)	EOY forecast Revenue and Expenditure position against budget
8	Statement of Financial Position to 31 January 2020	YTD Assets and Liabilities represented by what Council owns and what it owes
9	Operational Revenue – \$ YTD Accumulative by Month	Accumulated actual Revenue result to 31 January 2020 and forecast position at 30 June 2020
9	Operational Expenditure – \$ YTD Accumulative by Month	Accumulated actual Expenditure result to 31 January 2020 and forecast position at 30 June 2020
10	Operational Revenue – Actual v Budget and Variation by Month	Monthly comparison of Revenue actual against budget and variation outcome
10	Operational Expenditure – Actual v Budget and Variation by Month	Monthly comparison of Expenditure actual against budget and variation outcome
11	Rates & Charges Levied	Accumulated actual Rates result to 31 January 2020 and forecast position at 30 June 2020
11	Collection of Rates & Charges Levied	YTD collection of Rates & Charges against target
12	Cash & Investments	Monthly balance of Cash and Investments held by Council
12	Capital Works Budget v Actual v Forecast \$ YTD - All Programs	Accumulated actual Capital Expenditure result to 31 January 2020 and forecast position at 30 June 2020

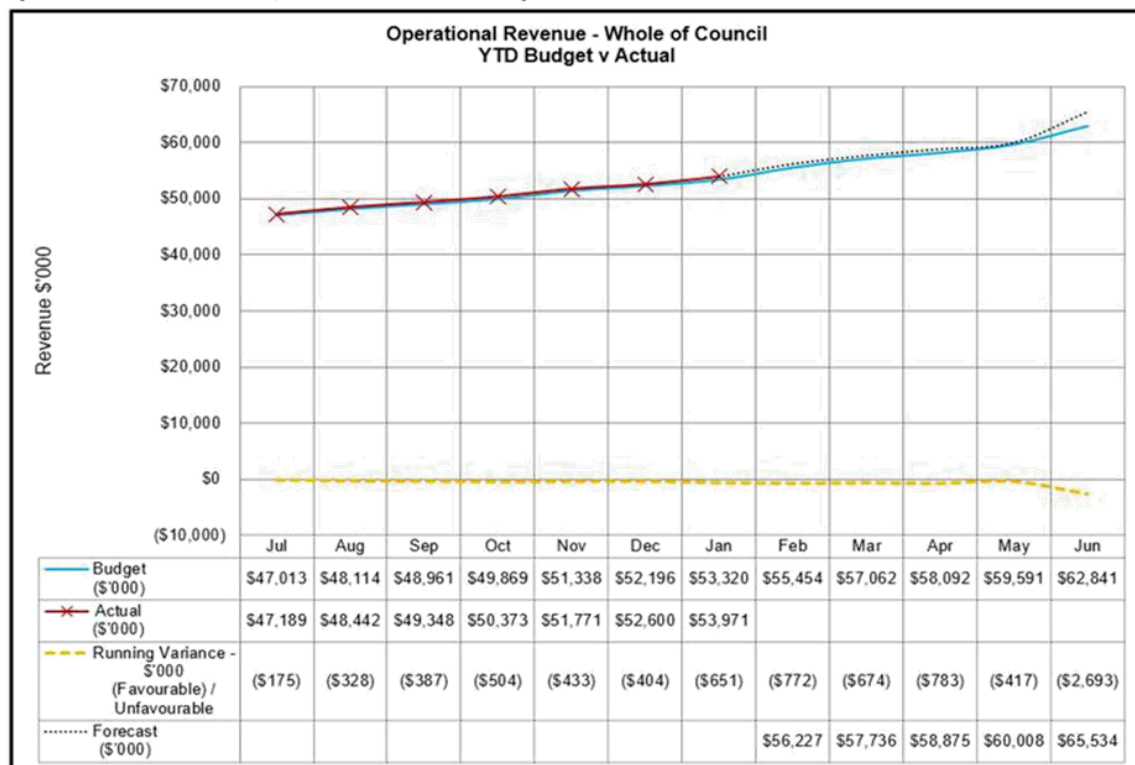
Glenorchy City Council Financial Report Financial Statement Format ACTUAL to 31 January 2020				
	FY2020 Budget 31 January \$'000	FY2020 Actual 31 January \$'000	FY2019 Actual 31 January \$'000	FY2020 Variance Actual to Budget
Income				
Recurrent Income				
Rates	40,958	40,965	39,736	↔ 0.0%
User charges and licences	9,513	8,834	9,010	↓ 7.1%
Interest	270	203	288	↓ 24.8%
Grants	1,761	1,975	1,296	↑ 12.1%
Contributions - cash	117	130	24	↑ 11.5%
Investment income from TasWater	-	176	885	↑ 100.0%
Other income	217	235	547	↑ 8.2%
	52,835	52,518	51,785	↓ 0.6%
Capital Income				
Contributions –monetary	-	168	-	↑ 100
Contributions – non-monetary assets	-	-	-	↔ 0.0%
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(94)	218	(30)	↑ >100%
Capital grants received specifically for new or upgraded assets	579	1,067	514	↑ 84.3%
Fair value recognition of land under roads	-	-	-	
	485	1,453	483	↑ >100%
Total Income	53,320	53,971	52,268	↑ 1.2%
Expenses				
Employment costs	14,376	13,157	12,850	↓ 8.5%
Materials and services	9,476	8,868	9,031	↓ 6.4%
Depreciation and amortisation	8,004	7,903	7,986	↓ 1.3%
State Fire Commission contribution	2,949	2,949	2,821	↔ 0.0%
Finance costs	70	63	96	↓ 9.1%
Assets written off	-	-	-	↔ 0.0%
Bad and doubtful debts	1	-	-	↔ 0.0%
Other expenses	387	412	361	↑ 6.4%
Total expenses	35,264	33,352	33,146	↓ 5.4%
Surplus/(deficit)	18,057	20,619	19,122	↑ 14.2%
Other Comprehensive income				
Items that will not be reclassified to surplus or deficit				
Net gain/(loss) on revaluation of property, plant and equipment	-	-	-	
	-	-	-	
Items that may be reclassified subsequently to surplus or deficit				
Financial assets available for sale reserve	-	-	-	
-Fair value adjustment on available for sale assets	-	-	-	
	-	-	-	
Total other comprehensive income	-	-	-	
Total comprehensive result	18,057	20,619	19,122	↑ 14.2%

Glenorchy City Council Financial Report Budget Report Format FORECAST to 30 June 2020			
	FY2020 Budget	FY2020 Forecast	Variance Budget v Forecast
Operating Budget			
Rates	35,538,480	35,422,648	(115,832)
State Fire Commission Income	5,927,654	5,935,835	8,181
Statutory Charges	2,912,070	3,097,405	185,335
User Charges	8,946,046	8,126,031	(820,015)
Grants Subsidies	5,115,198	5,421,192	305,994
Investment Income	2,634,500	2,743,450	108,950
Reimbursements	563,038	545,070	(17,968)
Other Income	547,974	573,776	25,802
Total Operating Revenue	62,184,960	61,865,406	(319,554)
Finance Charges	200,375	200,426	51
Employee Costs	24,968,469	24,164,329	(804,140)
Administration Office Costs	5,951,460	6,163,376	211,915
Materials, Contractors & Other	10,756,299	11,004,569	248,271
Rates Expense	5,898,556	5,898,555	(1)
Depreciation & Amortisation Exp	13,719,052	12,978,754	(740,298)
Asset Write Off Expense	500,000	1,366,398	866,398
Total Operating Expenditure	61,994,211	61,776,408	(217,804)
Total Operating Surplus/(Deficit)	190,749	88,999	(101,750)
Capital Grants			
Donated assets	0	2,000,000	2,000,000
Grants - Capital - Roads to Recovery Program	578,903	700,000	121,097
Grants - Capital - State Government	0	566,915	566,915
Contributions Capital Non Govt	0	168,202	168,202
Total Capital Grants	578,903	3,435,117	2,856,214
Land Sales			
Land Sales Revenue	1,090,000	571,715	(518,285)
Land Sales Expenditure	1,053,396	608,228	(445,169)
Net Land Sales	36,604	(36,513)	(73,116)
Fleet and Equipment Sales			
Fleet and Equipment Sales Revenue	152,010	286,694	134,684
Fleet and Equipment Sales Expenditure	152,010	96,096	(55,914)
Net Fleet Sales	0	190,598	190,598
Total Surplus/(Deficit)	806,255	3,678,201	2,871,946

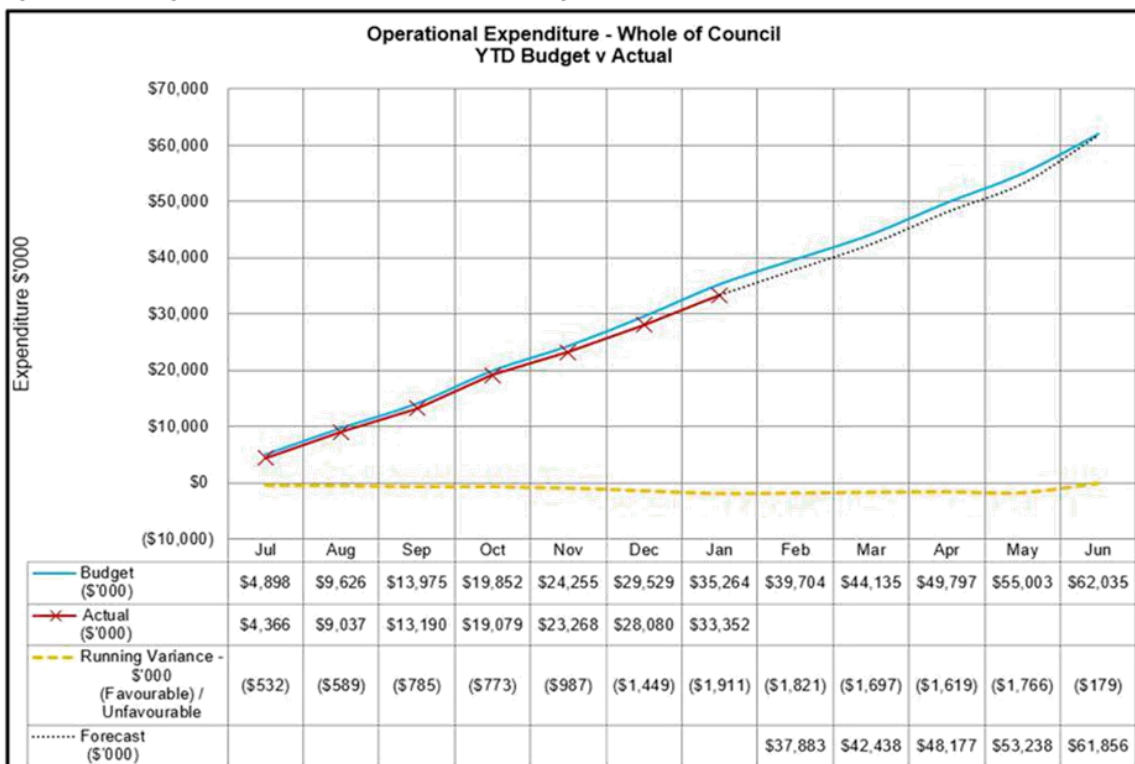
Nb: This table replicates the budget adopted by Council on 17 June 2019 but with forecasts added

Glenorchy City Council Financial Report Statement of Financial Position ACTUAL to 31 January 2020		
	FY2020 31 January \$'000	FY2019 31 January \$'000
Asset		
Current assets		
Cash and cash equivalents	25,656	25,318
Trade and other receivables	10,671	8,630
Inventories	113	116
Non-current assets classified as held for sale	741	-
Other current assets	112	46
Total current assets	37,293	34,109
Non-current assets		
Investment in TasWater	191,317	167,145
Investment properties	692,322	667,739
Property, infrastructure, plant and equipment	-	-
Other non-current assets	11,163	21,400
Total non-current assets	894,802	856,283
Total assets	932,095	890,393
Liabilities		
Current Liabilities		
Trade and other payables	638	962
Provisions	4,370	4,865
Borrowings	486	481
Other current liabilities	1,670	2,161
Total current liabilities	7,163	8,469
Non-current liabilities		
Provisions	3,952	4,888
Borrowings	2,159	3,105
Total non-current liabilities	6,111	7,992
Total Liabilities	13,274	16,461
Net assets	918,820	873,932

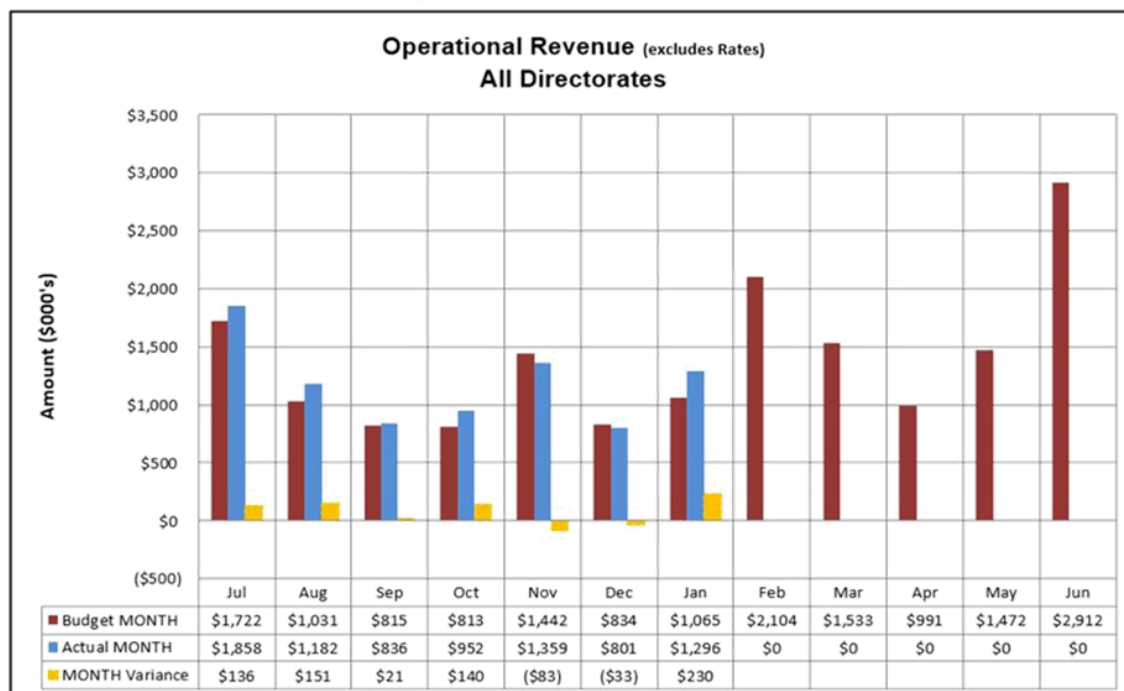
Operational Revenue – \$ YTD Accumulative by Month



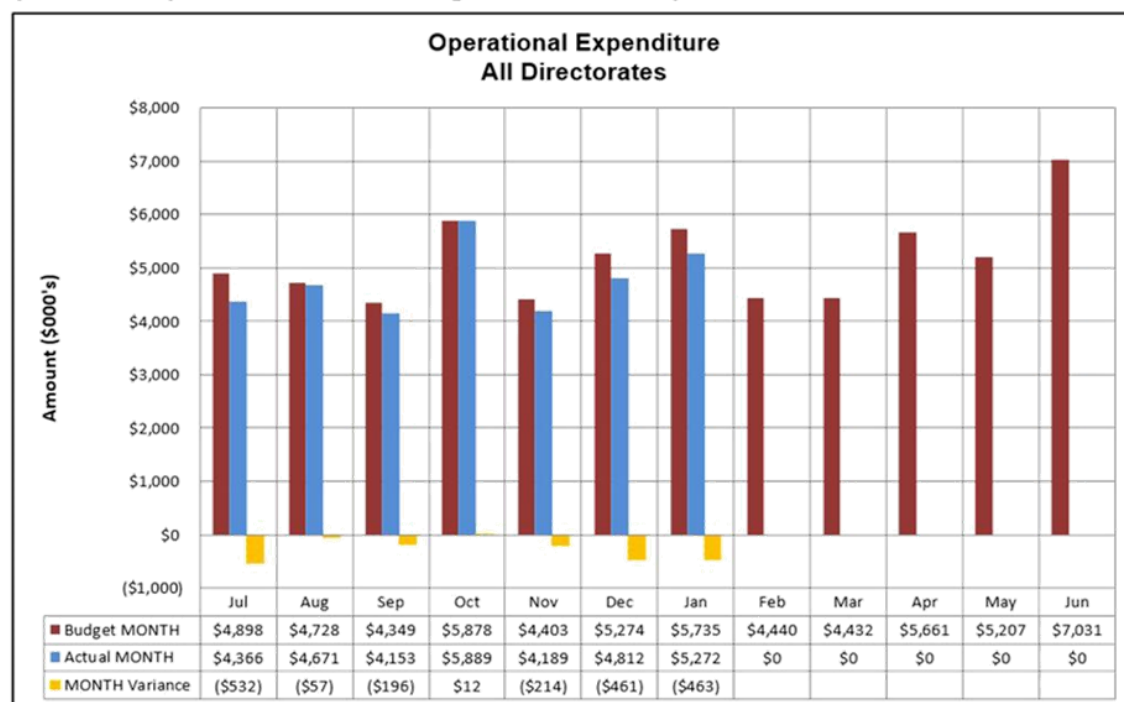
Operational Expenditure – \$ YTD Accumulative by Month



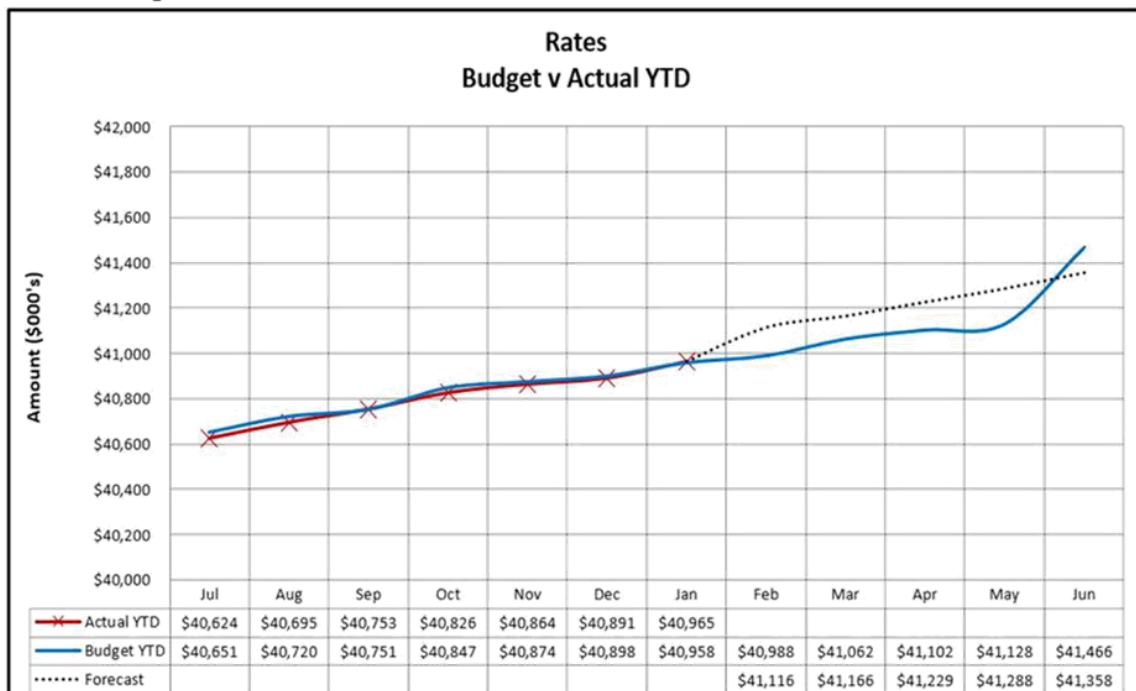
Operational Revenue – Actual v Budget and Variation by Month



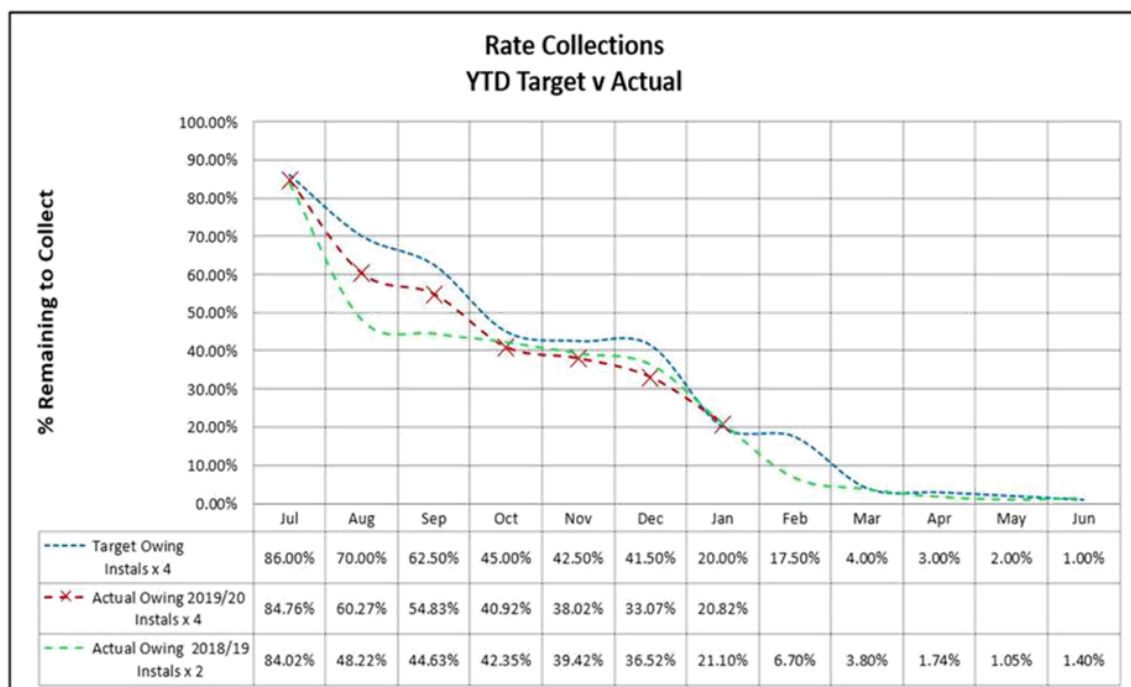
Operational Expenditure – Actual v Budget and Variation by Month



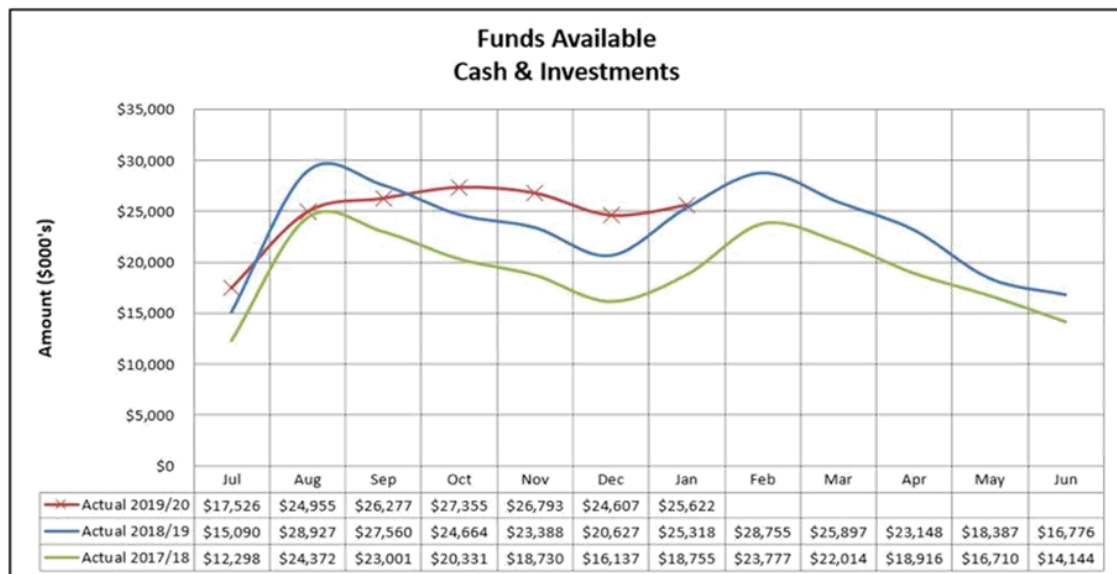
Rates & Charges Levied



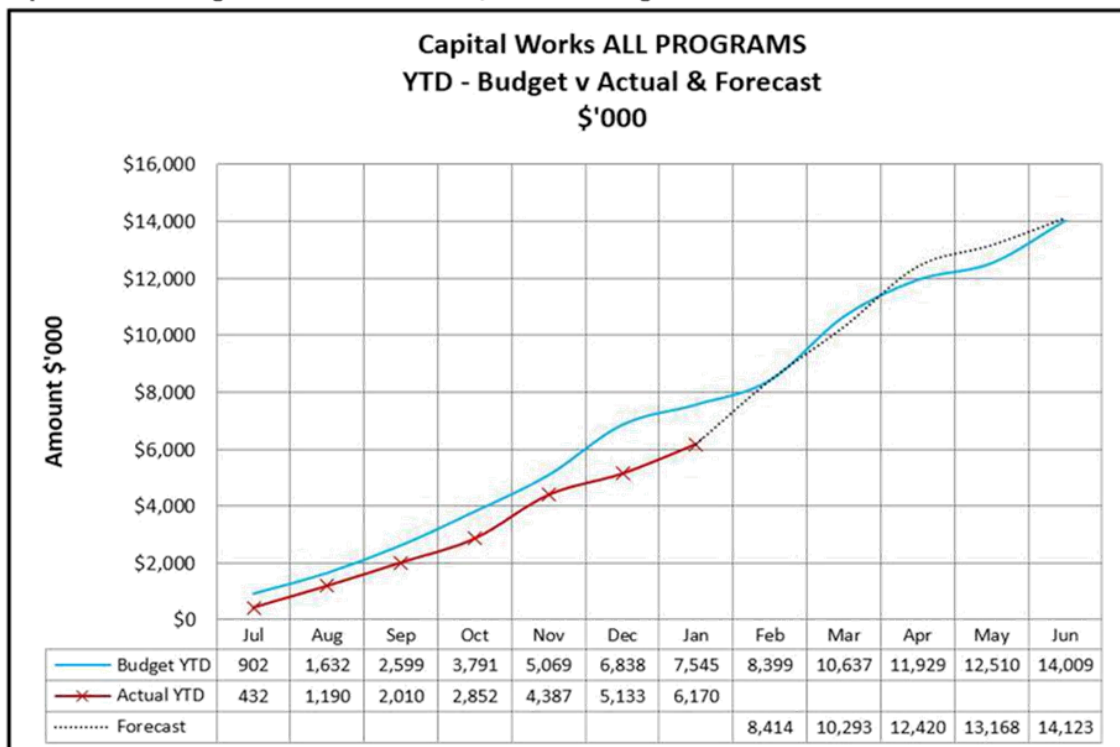
Collection of Rates & Charges Levied



Cash & Investments



Capital Works Budget v Actual v Forecast \$ YTD - All Programs



Exemptions under \$250,000

Contractor or Supplier	Value (ex GST)	Grounds for Exemption (Code Clause 9.2)	Description of the grounds from the Code for Tenders and Contracts	Description of the circumstances	Description of the commodities (i.e. works, goods and/or services) purchased	Requesting Officer	Approving Officer	Title	Date approved
Kelly Civil Contracting	\$86,400.00	9.2 (f)	There is another valid reason for an exemption to be applied having regard to all the relevant circumstances of the matter and/or the procurement principles set forth in Part 6 of the Council's Code for Tenders and Contracts and/or any other matter that the Council considers relevant.	Request for quotation process, which was carried out in accordance with procurement instructions, failed to result in a satisfactory outcome. Kelly Civil were the only other contractor to download documents	Culvert repair works at Mill Road Collinsvale (contract 072-5-2019)	Greg Hill	Ted Ross	DIW	06-Jan-20
Downer EDI Works / Kelly Civil Contracting	\$70,000.00	9.2 (a)	The relevant goods and/or services are required in order to address an immediate threat to life, damage to property or substantial adverse effect to the environment.	Works required to be completed and paid in full by 31 March 2020 to access funds from Community Recovery Fund	The works are for flood remediation and mitigation works essential to ensure the future damage to fix damage caused by 2018 floods and prevent future environmental harm or property damage	Dan Egodawatte	Ted Ross	DIW	08-Jan-20
GHD	\$25,300.00	9.2 (c)	The supplier sought to be retained has historical knowledge of the project associated with the relevant procurement.	GHD approached because of their previous work in the area on the Elwick Road / Brook Highway junction and local knowledge	Work to develop a high-level cost estimate and design for works to meet the 'Wilkinsons Point Traffic Assessment and Sustainable Transport Strategy' as part of the sale for Wilkinsons Point.	Frank Chen	Ted Ross	DIW	20-Jan-20

Contractor or Supplier	Value (ex GST)	Grounds for Exemption (Code Clause 9.2)	Description of the grounds from the Code for Tenders and Contracts	Description of the circumstances	Description of the commodities (i.e. works, goods and/or services) purchased	Requesting Officer	Approving Officer	Title	Date approved
Experian	\$5,335.66	9.2.(b) 9.2.(e)	Reasonable enquiries indicate that there may only be one supplier of the required goods and/or services in Australia. In the circumstances, compliance with clauses 7.3.2, 7.3.3, 7.3.4 or 7.3.5 would cause significant, unjustifiable or unreasonable cost or loss or significant and unreasonable business interruption to the activities of the Council (or significant risk of the same happening).	Experian provides their QAS address matching system with GCC use to verify address in Technology/One Property & Rating Names & Address register. Currently Technology/One only integrates to QAS for address verification, there are no alternatives	Software system - address matching - QAS	Arthur Baccus	Jenny Richardson	DCS	22-Jan-20
iAuditor	\$45,000.00	9.2. (b)	Reasonable enquiries indicate that there may only be one supplier of the required goods and/or services in Australia	Whilst there are other similar products on the market, they do not meet councils' requirements in the necessary way. This is because iAuditor is the only software package for inspections which is adaptable, guarantees no offshore storage of data and which has the ease of use required by Council's workforce.	Auditing software for Work Centre to enable mobility	Ben Thomsett	Ted Ross	DIW	23-Jan-20
Sustainable Engineering	\$70,000.00	9.2. (f)	There is another valid reason for exemption to	Sustainable Engineering are on the	Provision of design and planning for fire	Rob Whittle	Ted Ross	DIW	29-Jan-20

Contractor or Supplier	Value (ex GST)	Grounds for Exemption (Code Clause 9.2)	Description of the grounds from the Code for Tenders and Contracts	Description of the circumstances	Description of the commodities (i.e. works, goods and/or services) purchased	Requesting Officer	Approving Officer	Title	Date approved
			be applied having regard to; all the relevant circumstances of the matter; and/or the procurement principles set forth in Part 6 of the Council's Code for Tenders and Contracts; and/or any other matter that the Council considers relevant	multiple use register and are specialist consultants having developed the Fire Trail Construction and Maintenance Specification adopted by City of Hobart and GCC	trails within Wellington Park				
Island Entertainment	\$10,500.00	9.2 (c)	The supplier sought to be retained has historical knowledge of the project associated with the procurement	The contractor has been the Event Manager for the Taste of Moonah for the past 3 years. His historical knowledge and availability, plus the limited time the Major Events Officer has been in the position mean that he is the logical and justified contractor for this role.	Event management - Taste of Moonah Festival	Kirilly Crawford	David Ronaldson	DCCS	04-Feb-20

Exemptions Over \$250,000

Contractor or Supplier	Value (ex GST)	Estimated or actual value	Grounds for Exemption (under regulation 27 of the Local Government (General) Regulations 2015)	Description of the reason for not inviting public tenders or expressions of interest	Description of the commodities (i.e. works, goods and/or services) purchased	Requested by (Divisional Director)	Approving Authority (General Manager or full Council majority)	Date of report to General Manager or Council
Microsoft Corporation	\$560,000.00	Estimated	Local Government (General) Regulations section 27 (i) provides Council can, by a full majority, resolve to enter into a contract for goods and services if a satisfactory result would not be achieved by inviting tenders because of: • extenuating circumstances; or • the remoteness of the locality; or • the unavailability of competitive or reliable tenderers.	Microsoft is the sole licensee and no other products can be substituted. Microsoft products are then supported through Licenced Solutions Providers (LSPs). Council's LSP will be sourced through quotations in accordance with Council's Code for Tenders and Contracts.	Microsoft Suite renewal of licences for use in Council.	Director Corporate Services	Council	24/2/2020