

GLENORCHY CITY COUNCIL
ATTACHMENTS
MONDAY, 24 OCTOBER 2016



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GLENORCHY COMMUNITY PRECINCT PROGRAM TRANSITION

Community Precinct Committees

All petty cash being held by the former committees has been returned to GCC Finance.

GCC public liability coverage ceased on the 30th September 2016 (with exception to the Claremont Community Library) and former convenors were advised by letter that this would occur.

Greater Claremont has joined the Citizens for Glenorchy Inc. and will also continue to meet as a Neighbourhood Watch group.

A meeting room has been provided to them by the Claremont RSL, free of charge.

The key to the Claremont Hall has been returned to GCC Customer Service.

Greater Glenorchy has joined the Citizens for Glenorchy Inc.

They will continue to meet at the Glenorchy Paraquad office, free of charge.

Greater Moonah has joined the Citizens for Glenorchy Inc. and will also continue to meet as a Neighbourhood Watch Group.

They will continue to meet at the West Moonah Community House at a reduced rate.

Other

- All Precinct information on the GCC website has been removed and replaced with a message regarding the resolution of the August 1st Council Meeting.
- The permanent Precinct Calendar entry in the Glenorchy Gazette has been cancelled.
- Precinct information on 'messages on hold' has been removed.
- Precinct information and projects have been removed from the GCC Customer Service Knowledgebase.
- The precincts@gcc.tas.gov.au email address has been removed from the system.
- All Precinct files in ECM will be closed (after any files that are on the network drives are transferred).

A letter was sent to everyone on the former Precincts mailing lists advising of the outcome of the Council meeting. A contact detail of each group was included in the letter for people who wish to remain associated. This letter included a Glenorchy Matters Community Panel fact sheet and membership form. To date 12 registrations have been received.

A successful thank you event for all former precinct members and project volunteers was held on September 28th at the MAC, with approximately 100 people attending.

Claremont Craft Group

This group continues to meet under the auspice of the Claremont RSL.

Moonah Social Craft Group

This group have been provided with free use of a room at the Glenorchy RSL.

The key and swipe tag for the Moonah Community Centre has been returned to Customer Service.

Northern Suburbs Eating With Friends

This program will now operate under the auspice of Claremont Combined Neighbourhood Watch and will be renamed the Claremont Combined Neighbourhood Watch Eating With Friends Group.

The money (\$657.55) that was held by Council has been transferred to Claremont Combined Neighbourhood Watch.

Claremont ANZAC Flag Parade

This annual event will continue as a joint project of the Claremont RSL and Claremont College.

Claremont Australia Day Family Fun Event

This annual event may continue as a joint project of the Glenorchy Lions Club, Neighbourhood Watch Tasmania and possibly the Claremont Girl Guides.

Proposed Glenorchy Community Garden (Pitcairn Reserve – Council land)

Assistance provided to date by Council Officers from C & CS, Property and Parks & Reserves: (Estimated to be around 150-200 hours of involved GCC Officer's time)

- CEPTED Assessment
- Drawing up of draft plans
- Schedule/convene/attend working group meetings
- Administrative tasks associated with meetings
- Prepare Council Report and attend meeting
- Prepare reports to update Greater Glenorchy Precinct members
- Discussions with and correspondence to local MP's and GCC Aldermen

- Site visits with working group
- Research on community garden guidelines, processes and procedures
- Attendance at working party meetings

This project was proposed to be under the auspice of the Greater Glenorchy Community Precinct, who would have been the holders of the land lease.

The working party is not driving the project and thus there is a substantial amount of work left to be done (e.g. guidelines, policies, procedures, OH & S, community consultation to be developed and implemented) for this project to become established.

Funding for this project has been planned to be externally sought, with several MP's verbally offering support, with Council offering some support with the initial set up of the garden and providing several second hand gardens beds which were to be relocated from the Berriedale Centre.

Transition

Meetings were held on the 31st August and 6th October to discuss options. Richard Blackwell, Alderman Dunsby and David Ronaldson attended the meeting and advised the group to continue working on the guidelines, policies, procedures.

For this project to proceed another auspicing agency needs to be located and the working party needs to build its capacity.

Claremont Community Library

The Claremont Community Library has been operating since May 2002 in the front foyer section of a Council owned building, the Claremont Memorial Hall. Please see attached history of the library.

Current assistance provided by the Community Participation Officer:
(Estimated to equate to around 15-20 hours per year of officer time)

- Registration of volunteers
- Petty cash reconciliation and reimbursement
- Gazette entries
- Flyers/fact sheets
- Promotional letterbox drops
- Membership cards
- Equipment/stationery orders
- Submissions for equipment grants
- Other general administrative tasks to assist the Volunteer Coordinator
- Assist with end of year Christmas/volunteer thank you event

The library is run by a Volunteer Coordinator who has approximately 25 volunteers registered that help operate the library on a roster system. The majority of these volunteers had no connection with the former Community Precincts Program. It is estimated that these volunteers have put in around 120,000 volunteer hours during the life of the library. Volunteering at the library also provides socialisation for isolated members of the community.

The current membership of the library is around 500 and they have around 5,000 books (including large print books).

The opening hours are Tuesday to Saturday 10am – 1pm (15 hours per week). The library is visited by approximately 40-60 members each week (2,000 – 2,600 visits per year).

The library is financially self-sufficient operating with income received from membership and book sales. Books are donated to the library on a regular basis. Council provides the space at the Claremont Memorial Hall free of charge and the only cost to Council is minimal usage of electricity.

Council's Community Planning and Inclusion Program holds an operating account for the library (2349), which currently holds a balance of \$1023.30 (as at 5/10). The library holds a petty cash float of \$400.

The library is covered under Council's public liability insurance. In the 14 years of operation there has not been an incident at the library requiring a public liability claim.

This is by far the most important, biggest and longest running ongoing project of the former Community Precincts Program and provides a valuable service to the community.

The Library has a steering committee that meets on an informal basis 2 or 3 time per year.

It would be very costly for the library to relocate to another venue. If relocating, the venue would still need to be in the Claremont area, as this is where the need has been identified. The library is utilised by many Claremont residents who commute to the library by foot. Twenty of the volunteers also live in the Claremont area.

The Claremont Memorial Hall is hired out on a daily or hourly rate for the main hall (full day, over five hours - \$280.00 per booking, one to five hours - \$23.00 per hour, fundraising & charitable events - \$150.00). Currently there has been no cost estimate if the library were to be charged to remain permanently in the front foyer of the building and use the store room.

Council officers attended the Library early August and have done an audit on processes, procedures etc. The Library is operating smoothly and all processes and procedures are being adhered to. Most of the operation is manual as many of the volunteers are not computer literate or prefer to do things manually. There is a computer at the library (no

internet access) that is used for cataloguing of the books (done on an Excel spreadsheet) and also for document templates etc.

Community Participation Officer Comments

Bucaan Community House, Claremont Combined Neighbourhood Watch and the Glenorchy LINC have been approached to auspice the library. None of these organisations feel it is within the scope of their purpose of operation.

Council's Insurance Officer has advised that if the Library was to continue under the Council's auspice instead of the former Greater Claremont Community Precinct the impact on Council would be negligible. The Library will continue to remain under Council's public liability whilst a resolution is being investigated.

I see the Claremont Library operating under the same circumstances as the Glenorchy Volunteer Centre, where it is a service to the community run by volunteers in a council building and provided with support of an officer from the Community Planning and Inclusion Section.

History of the Claremont Community Library

Claremont residents requested that a library service be brought back into the Claremont area after the State Library pulled its service from there. This was identified in the Glenorchy City Council Community Plan under Community Health and Wellbeing.

The then Claremont Community Precinct transferred this onto their Action Plan in 2000 and it became part of their Working Project Plan in April 2001.

A working group was established and they first met in May 2001. Members of the working group were the late Myra Woolley OAM, Brian Johnson, Wilma McTye, Jan Southorn and Cindy Woolley (Glenorchy City Council). Also involved in the process were Alderman Christine Lucas, the late Alderman Jim Manson and at that time Alderman Adriana Taylor. A questionnaire was developed to determine the level of support from the broader community and feedback showed overwhelming support for the project. This group worked tirelessly through the planning and organisational stage and even when at times it all appeared a little hard their motivation never wavered. Myra's determination to have a library was very strong and she wasn't going to take no for an answer, she strived and strived until everything that was needed to have a Library in the area happened.

Council provided the free use of the Claremont Memorial Hall for a venue which enabled the Library to start off. Set up funding was provided from the Community Precincts Project budget and many donations of books were received. Students from Claremont High School painted the Library and the school donated some office supplies. Volunteers spent many hours sorting and cataloguing books, stacking shelves, collecting books, and preparing the Library in general.

An official opening was held on the 21st May 2002 and the Library was to be trialled for six months, opening 2 days a week from 10am – 1pm. By November 2002 there were approximately 110 members and 20 volunteers helping to run the library on a roster system. It was obvious the Library was a success so after the six months trial period it was agreed to continue the service. Given the success of the Library it later increased opening hours to Tuesday to Saturday 10am - 1pm

In 2003 the Library received \$1600 funding from Commonwealth Dept of Family & Community Service - Volunteer Small Equipment Grants which enabled them to buy much needed equipment. Further funding of \$750 was received from Tasmanian Government in 2005 for the purchase of new books. In 2012 further funding of \$2483 was received from Department Families, Housing, Community Services and Indigenous Affairs which was used for replacement chairs (used by the volunteers), 2 book trolleys a laminator and general Library equipment.

In 2012 the Library celebrated its 10th Anniversary with a morning tea hosted by the then Mayor of Glenorchy, Alderman Adriana Taylor.

Jan Southorn has been the coordinator of the Library since day one and she has tirelessly attended markets, stalls and garage sales in search of books to extend the collection and has held regular stalls to sell off books no longer required, the funds from these stalls going to purchase new books. Jan has done a fantastic job coordinating the Library and her unrelenting dedication to this is highly commended.

Most of the original 20 volunteers still give their time to the Library and some others have joined along the way.

Ordering of Goods & Services

Policy Manual Number: 20-2

Policy Manual

Council Minutes Ref: Council Meeting – 28th March 2011 (Item 13)
13th October 2008 (Item 9)
23 July 2007 (Item 14)
13th September 2004

File Ref: Policies – Corporate Services

Background

To adopt a policy with respect to monetary limits for goods or services ordered, supplementary to the requirements of the Local Government Act 1993 and the Local Government (General) Regulations 2005.

Council's purchasing policy shall be based on four specific principles:

- value for money;
- open and effective competition;
- compliance with ethical standards and codes of conduct;
- enhancing opportunities for local businesses.

Policy Statement

1. The tender and quotation procedures used by Council will be documented in Council's Contract and Tendering Manual.
2. All purchases of goods and services and disposals shall be made in the name of the Glenorchy City Council and shall be in accordance with the Local Government Act, relevant council policies, the Councils delegations register and the guidelines incorporated within the Contract and Tendering Manual.
3. Where a Common Use Contract (as defined in the Contract and Tendering Manual) exists, council officers shall use that contract for the supply of goods or services.
4. A register of current and expired contracts shall be maintained by the Council.
5. No public tender will be advertised or accepted without having been reviewed by the Tender Review Committee.
6. If a conforming tender other than the lowest overall cost tender is to be accepted, approval must be obtained from Council which reserves the right to accept a tender other than that for the lowest overall cost amount, or to reject all tenders, if it deems appropriate to do so.
7. No expressions of interest will be advertised without having been reviewed by the Tender Review Committee.

8. All quotes and tender documentation are to be retained on file for audit examination.
9. For existing contracts where the purchase of goods and services are governed by that contract, quotations are not required, however a purchase order is compulsory. The purchase order may cover a fixed period (12 months maximum).
10. Tender and Contract details will be documented in Council's annual report in accordance with the Local Government (General) Regulations 2005.
11. For purchases over \$600 (including GST), employees are required to use an official Council purchase order.
12. A variation to this policy requires written approval by the Department Manager where the purchase is less than \$20,000 (including GST). Variations for purchases exceeding \$20,000 (including GST) require written approval by the General Manager.
13. Only those officers with delegated authority may enter into a purchase agreement with a supplier.
14. All relevant documentation must be attached to the invoice and forwarded to Finance for filing.
15. All dollar amounts include GST.

Expenditure guidelines

16. The guidelines are applicable for purchases of individual goods/services and for purchases from an individual supplier for the period of the contract.
Goods or services which the Council intends to acquire are to be ordered within the following guidelines:

- (a) **\$110,000 (including GST) or more for goods and services, including individual plant or equipment items that Council intends to acquire for use by entering into a lease agreement.**

Public tenders shall be called.

Where it is deemed by the responsible officer and the manager that there is only one supplier and there are no other reliable, competitive suppliers available, Council is required to approve sole supplier status prior to the purchase.

- (b) **\$10,000 to \$109,999 (including GST)**

A minimum of three written quotes are to be obtained. It will be at the discretion of the responsible officer or manager if the good or service is to be offered to tender.

- (c) **\$3,000 to \$9,999 (including GST)**

A minimum of one written quote is to be obtained.

- (d) **Under \$3,000 (including GST)**

Verbal quotations may be obtained.

State Government Contracts

17. Subject to the approval by the Tender Review Committee, goods or services included in the Whole of Government Common Use Contracts listing may be purchased without going to tender as referred to in section 16(a) of this policy.

Definitions

“Responsible officer” is referring to a council officer with the authority to purchase goods and services on behalf of council. This authority derives from the relevant position description.

Review **28.03.2014**

<i>Status:</i> <i>Current</i>

POLICY DOCUMENT CONTROL SHEET

Policy Name: Ordering of Goods & Services

Policy Manual Number: 20-2

Department: Corporate Services and
Governance Performance and Reporting

Date Policy Approved by Council: 13th October 2008

Reviewed by (Name and Job Title of officer)	Nature of Amendment (List changes made to Policy)	Date Council Endorsed Amendment
P Verdouw Corporate Services		24 January 2000
David Hunn Manager Governance and Performance Corporate Services Finance		1st July 2002
T Mills/D Hunn Corporate Services and Governance Performance and Reporting	Minor Amendments and adoption of purchase card and purchase order procedures.	25 November 2002
T Townsend/S Mazengarb/K Wiggins Governance and Expenditure Corporate Services Finance	Amendments to quotation requirements and wording of the policy.	13 September 2004
T Townsend/S Dewhurst/ T Jones Governance and Expenditure Governance and Economic Development	Amendments to the background and wording of the policy. Inclusion of State Government Contracts and reference made to the Local Government (General) Regulations 2005.	23 July 2007
S.Bamford/T.Jones Works and Hydraulics Governance and Performance	Amendment to the value limit as allowed by the Local Government (General) Regulations 2005 for leased plant and equipment.	27 th October 2008
A Sartori/S Dewhurst Governance and Expenditure	Amendment to the limits to ensure consistency with the Local Government (General) Regulations 2005. Inclusion of sole supplier requirements.	28 th March 2011



**THE AUDIT PANEL CHARTER
OF
GLENORCHY CITY COUNCIL**

Glenorchy City Council

Title	Audit Panel Charter of Glenorchy City Council
Council Resolution	Item 14 (06 June 2016) as per Council Minutes
Responsible Directorate	Corporate Governance
Due for Review	At least every second year as per Clause 17.2 of the Audit Panel Charter
ECM	Audit Panel Charter
Version	1.0 Approved Item 9 (04 August 2014) as per Council Minutes
	1.1 Endorsed (as amended) Item 7 (20 April 2016) as per Audit Panel Minutes
	2.0 Approved Item 14 (06 June 2016) as per Council Minutes

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THE AUDIT PANEL CHARTER

The Audit Panel Charter of Glenorchy City Council is made under sections 85, 85A and 85B of the *Local Government Act 1993* (Tas) and the *Local Government (Audit Panels) Order 2014* (Tas) detailing:

- (a) the manner in which the Audit Panel is to perform its functions; and
- (b) the procedure of the Audit Panel in respect of its meetings.

PART 1 – PRELIMINARY

1.1 Short Title

The Audit Panel Charter of Glenorchy City Council may be cited as the Charter.

PART 2 – INTERPRETATION

2.1 Interpretation

In this Charter –

“**Act**” means the *Local Government Act 1993* (Tas);

“**Audit Panel**” means an audit panel that Glenorchy City Council is required to establish under section 85(1) of the Act;

“**Council**” means Glenorchy City Council established under section 18 of the Act;

“**Councillor**” means a person elected to Council and includes the Mayor, Deputy Mayor and Alderman;

“**Chairperson**” means the chairperson of the Audit Panel appointed by Council in accordance with the *Local Government (Audit Panels) Order 2014* (Tas);

“**Chief Financial Officer**” means the person, determined by the General Manager of Council by notice provided to the person, to be responsible to the General Manager in relation to the preparation of Council's financial statements;

“**financial statements**” means the annual financial statements required by section 84 of the Act and produced in accordance with the *Audit Act 2008* (Tas);

“**General Manager**” means the General Manager of Council appointed pursuant to section 61 of the Act;

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“independent person” means a person who is not a Councillor/Alderman or an employee of Council;

“Order” means the *Local Government (Audit Panels) Order 2014* (Tas);

“Part 7 plan” means a strategic plan, an annual plan, a long-term financial management plan or a long-term strategic asset management plan of Council prepared under Division 2 of Part 7 of the Act.

PART 3 – OBJECTIVE

- 3.1 The objective of the Audit Panel is to review Council’s performance under section 85A of the Act and report to Council its conclusions and recommendations.

PART 4 - FUNCTIONS OF THE AUDIT PANEL

- 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.

PART 5 – KEY AREAS FOR CONSIDERATION

- 5.1 In fulfilling its functions, the Audit Panel should consider the following key areas:
- (a) corporate governance;
 - (b) human resource management, including its policies, procedures and enterprise agreement;
 - (c) information and communication technology governance;
 - (d) management and governance of the use of data, information and knowledge; and
 - (e) internal and external reporting requirements.

PART 6 – RESPONSIBILITIES OF THE AUDIT PANEL MEMBERS

- 6.1 A member of the Audit Panel is expected to understand and comply with the legal requirements of the Act and the Order.
- 6.2 A member of the Audit Panel is expected to:
- (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.

PART 7 - MEMBERSHIP OF THE AUDIT PANEL

- 7.1 The Audit Panel of Council is to be constituted by five (5) members of whom three (3) must be independent persons.
- 7.2 Without limiting who may be members of the Audit Panel, the following persons are eligible to be members of the Audit Panel:
- (a) a Councillor, other than the Mayor, of Council; or
 - (b) a member of an Audit Panel of another Council.
- 7.3 A person who is an employee or the General Manager or the Mayor of Council is not entitled to be a member of the Audit Panel of Council.
- 7.4 Council is to seek expressions of interest for the appointment of Aldermanic members of the Audit Panel through a secret ballot process.

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- 7.5 Council is to seek expressions of interest for appointment of members of the Audit Panel, including through publicly advertising.
- 7.6 Council is to appoint the independent persons of its Audit Panel after a selection process conducted by Council.
- 7.7 In appointing an independent person as a member of the Audit Panel, Council –
- (a) is to ensure that the person possesses good business acumen and sound management and communication skills; and
 - (b) may take into account any other relevant knowledge, abilities and skills of the person including, but not limited to –
 - (i) knowledge and expertise in the areas of audit practices and financial management;
 - (ii) knowledge of, and experience in, relevant industries;
 - (iii) experience in, and good understanding of, relevant legal requirements; and
 - (iv) experience with governance processes including, but not limited to, risk management.
- 7.8 Council is to appoint two (2) Aldermanic proxies through a secret ballot process that are to be called upon when the elected Aldermanic members are unavailable to attend the Audit Panel meeting(s).

PART 8 - CHAIRPERSON OF THE AUDIT PANEL

- 8.1 The Chairperson of the Audit Panel may only be an independent person who is a member of the Audit Panel.
- 8.2 Council is to appoint one of the independent persons as Chairperson of the Audit Panel by secret ballot in a Council Meeting.
- 8.3 When the Chairperson is unavailable to attend a meeting of the Audit Panel, a Deputy Chairperson is to be selected from the remaining two (2) independent persons as voted on by the Audit Panel or as voted on by Council at the time of appointing the Chairperson.

PART 9 -TERM AND CONDITIONS OF APPOINTMENT OF THE AUDIT PANEL MEMBERS

- 9.1 A member of the Audit Panel holds office for a period of two (2) years as specified in the member's instrument of appointment.
- 9.2 A member of the Audit Panel, if eligible, may be re-appointed by Council.

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- 9.3 A member of the Audit Panel who is an independent person is entitled to be paid the remuneration and allowances as determined by Council.

PART 10 - NOTIFICATION OF APPOINTMENT OF MEMBERS OF AUDIT PANEL

- 10.1 The General Manager of Council is to notify the Director of Local Government of:
- (a) the appointment of all the members of Council's Audit Panel, and the term of each of those appointments, as soon as practicable after establishing the Audit Panel;
 - (b) the identity of the Chairperson and each independent person of the Audit Panel; and
 - (c) the appointment of each new member of the Audit Panel and the term of his or her appointment, as soon as practicable after making that appointment.

PART 11 - ANNUAL WORK PLAN

- 11.1 To assist the Audit Panel in performing its functions efficiently and effectively, the Audit Panel is to develop an annual work plan that includes, but is not limited to, a schedule of meetings and the known objectives for each meeting so scheduled.
- 11.2 The forward meeting schedule should include the dates, location and proposed agenda items for each meeting.

PART 12 - MEETINGS OF THE AUDIT PANEL

- 12.1 The Audit Panel is to hold not less than four (4) meetings in each financial year.
- 12.2 At a meeting of the Audit Panel, a quorum is constituted by three (3) members in attendance one of whom must be an independent member, and another an Alderman member of the Audit Panel.
- 12.3 The General Manager of Council is to attend, or to ensure that his or her delegate attends, each meeting of Council's Audit Panel as an ex-officio (non-voting) member.
- 12.4 The following Officers of Council are to attend, or to ensure that their respective delegates attend, each meeting of Council's Audit Panel as an ex-officio (non-voting) member:
- (a) Director, Corporate Governance and General Counsel; and
 - (b) Chief Financial Officer.
- 12.5 The Audit Panel may invite or allow a councillor of Council and/or an employee of Council and/or internal and/or, external auditor to attend one or more meetings of the Audit Panel.

- 12.6 Subsections 12.3, 12.4 and 12.5 do not apply in relation to a meeting of the Audit Panel if the Chairperson determines that the meeting is to be held in private.
- 12.7 Within the context of this Charter the Audit Panel may regulate its own meetings.
- 12.8 The relevant provisions of the *Local Government (Meeting Procedures) Regulations 2015* (Tas) are to apply to meetings of the Audit Panel.
- 12.9 The Chairperson is required to call a meeting if requested to do so by Council, or an Audit Panel member.

PART 13 – REPORTING

- 13.1 The Audit Panel is to report regularly to Council on its operations and activities during the year.
- 13.2 The Audit Panel is to provide a copy of its confirmed meeting minutes to Council as soon as practicable after each Audit Panel meeting.
- 13.3 With respect to communicating with Council:
- (a) Within ten (10) working days of an Audit Panel meeting, the Chairperson is to prepare a brief report of that meeting and circulate that report to Audit Panel members;
 - (b) The Chairperson will forward the report to the General Manager to include in the next available Council meeting agenda (closed section);
 - (c) The Chair (or other Audit Panel member, if unavailable) will attend that Council meeting to present the report and answer questions on the recent Audit Panel meeting; and
 - (d) After the next Audit Panel meeting, the secretariat will include the confirmed minutes of the previous Audit Panel meeting on the next available Council meeting agenda, together with the Chairperson's brief report of that meeting.
- 13.4 The Audit Panel may, at any time, report to Council any other matter it deems to be of sufficient importance to do so.
- 13.5 The Audit Panel, through the Chairperson, must report annually to Council on its overall operation and activities during the year.
- 13.6 The Audit Panel's annual report is to include but not limited to:
- (a) A summary of the work the Audit Panel performed to fully discharge its responsibilities during the preceding year; and
 - (b) An overall assessment of Council's legal, governance, financial, risk, control and compliance framework including details of any significant emerging risk impacting on Council.

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PART 14 - RECOMMENDATION OF THE AUDIT PANEL

- 14.1 On conducting a review under section 85A of the Act, the Audit Panel is to provide Council with a written report of its conclusions and recommendations, if any.

PART 15 - RESOURCES OF THE AUDIT PANEL

- 15.1 Council is to provide secretarial support to, and all necessary funding required by, the Audit Panel.
- 15.2 The secretariat is to ensure the agenda for each meeting and supporting papers are circulated, after approval from the Chairperson, at least four (4) days before the meeting.
- 15.3 The secretariat is to ensure the minutes of the meetings are prepared and maintained.
- 15.4 The minutes must be approved by the Chairperson and will be confirmed at the next meeting of the Audit Panel.
- 15.5 The secretariat will provide a copy of the Audit Panel's confirmed meeting minutes to Council as soon as practicable after each Audit Panel meeting.
- 15.6 The Audit Panel, through the General Manager, will obtain any information and/or document it needs from any employee of Council and/or external party when such information and/or document is required to carry out its functions. This is subject to the Audit Panel members' legal obligations to protect the obtained information and/or document.
- 15.7 The Audit Panel will obtain, at the cost of Council, external professional advice when it is required to carry out its functions.
- 15.8 The Audit Panel will discuss any matters with the internal and/or external auditor when required, subject to confidentiality considerations.
- 15.9 Council is to provide induction for the members of the Audit Panel to enable them to meet their responsibilities under this Charter.

PART 16 – CONFLICTS OF INTEREST

- 16.1 The Conflict of Interest provisions of Part 5 of the Act are to apply to members of the Audit Panel, Council and Council employees who provide advice or recommendations to the Audit Panel.
- 16.2 A member of the Audit Panel must declare to the Chairperson any potential or actual pecuniary or non-pecuniary interests that may affect the carrying out of the functions and responsibilities under the Act and the Order.
- 16.3 Such declaration of pecuniary or non-pecuniary interests will be recorded in the meeting minutes.
- 16.4 Independent persons are to consider past employment, consultancy arrangement and any related party issues in making these declarations.

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- 16.5 Where required by the Chairperson the member will be excused from the meeting or from the Audit Panel's consideration of the relevant agenda item(s).

Part 17 – REVIEW OF THE AUDIT PANEL AND THE CHARTER

17.1 Performance Review of the Audit Panel

- (a) The Chairperson of the Audit Panel, in consultation with Council, will initiate a review of the performance of the Audit Panel at least once every two (2) years.
- (b) The review will be conducted on a self-assessment basis (unless otherwise determined by Council) with appropriate input sought from the Audit Panel, the General Manager, the internal and external auditors, management and any other relevant stakeholders, as determined by Council.

17.2 Review of the Charter

- (a) At least every second year the Audit Panel will review the Charter to ensure its provisions comply with the Act and the Order.
- (b) Any changes to the Charter will be recommended by the Audit Panel and approved by Council.

Approved by Glenorchy City Council at its Meeting dated 6 June 2016

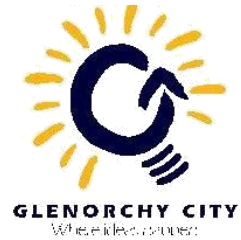
Signed on behalf of Glenorchy City Council


Signature


Title


Full Name


Date



2013-2023



WASTE MANAGEMENT STRATEGY

'To increase capacity to recover and recycle waste, improve sustainability and reduce impacts on the environment and landfill sites while establishing a means to address future demands'.

**COUNCIL IS COMMITTED TO
PROVIDING LONG-TERM
INFRASTRUCTURE FOR
WASTE, COST EFFECTIVE AND
EQUITABLE WASTE SERVICES
AND LEADING BY EXAMPLE**



Glenorchy City Council Waste Management Strategy | Version One | 13 October 2016

This report has been prepared by Mike Ritchie and Associates (trading as MRA Consulting Group (MRA)) for Glenorchy City Council in accordance with the terms and conditions of appointment. MRA (ABN 13 143 273 812) cannot accept any responsibility for any use of or reliance on the contents of this report by any third party.

The Jackson Street Landfill life maybe subject to change due to the varying volumes of waste which may reduce the landfill life – on this basis Council reserves the rights to amend the strategy accordingly.

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The Waste Management Strategy document is available in alternative formats.

ACRONYMS

BAU	Business as Usual
C+I	Commercial and Industrial (waste)
C+D	Construction and Demolition (waste)
CCWMG	Cradle Coast Waste Management Group
EMPCA	Environment Management and Pollution Control Act
EPHC	Environment Protection and Heritage Council
EPA	Environmental Protection Authority
EPPs	Environmental Protection Policies
EPR	Extended Producer Responsibility
FOGO	Food Organics and Garden Organics
GCC	Glenorchy City Council
GHG	Greenhouse Gas
GVM	Gross Vehicle Weight
HCC	Hobart City Council
JSWMC	Jackson Street Waste Management Centre
LGA	Local Government Association
LGAT	Local Government Association Tasmania
MRF	Materials Recovery Facility
MRA	Mike Ritchie & Associates
MUDs	Multi Unit Dwellings
NGER	National Greenhouse and Energy Reporting (NGER) Act
NLI	National Litter Index
NPCC	National Packaging Covenant Council
NTWMG	Northern Tasmanian Waste Management Group
SUDs	Single Unit Dwellings
SME	Small to Medium Enterprises
STCA	Southern Tasmanian Councils Authority
SWSA	Southern Waste Strategy Authority
SEWPaC	The Department of Sustainability, Environment, Water, Population and Community
WMG	Waste Management Groups



**MOVING TO A LOW WASTE
SOCIETY WILL REQUIRE A
COOPERATIVE EFFORT FROM
INDUSTRY, COMMUNITY GROUPS,
SCHOOLS, HOUSEHOLDS AND
INDIVIDUALS**





Waste affects everyone. We all create waste, and in turn we are all responsible for managing it appropriately. The way we behave at home, at work or at the shops has a real impact on the amount of waste we produce. We need to value products and care about how they are made and used, and how we deal with them when they are no longer needed. Poor waste management has a negative impact on our local environment.

Glenorchy City has a steady increase in population annually, and with growing tourism and industry sectors, waste generation is also projected to incline. Council must ensure that we provide the appropriate infrastructure, services and information, to ensure long-term sustainable waste management for their community.

We are pleased to present the Glenorchy City Council's Waste Management Strategy. The development of such an important document represents the culmination of extensive planning and Council consultation.

The Strategy sets targets both short and long term strategies and actions for the Glenorchy municipality over the next decade.

Moving to a low waste society will require a cooperative effort from industry, community groups, schools, households and individuals. Ongoing engagement will be critical to changing the way we think about waste and this Strategy lays the foundation for assisting change through all of these sectors.

Council is committed to providing long-term infrastructure for waste, cost effective and equitable waste services and leading by example.

The actions outlined in this Strategy respond to the challenges for waste management now and plan for the life of the Strategy. However, Council will continue to listen to the needs of the community, observe changes in waste management practices and adapt these actions where required.

We would like to thank all of the Glenorchy residents in helping us to get to where we are today. Glenorchy has one of the lowest waste generation rates in Southern Tasmania, and this achievement is a direct result of your hard work. We hope that this interest, support and participation will continue as we work to create a lasting environment for future generations.

Alderman Kristie Johnson
Mayor
Glenorchy City Council

Peter Brooks
General Manager
Glenorchy City Council

MAYOR AND GENERAL MANAGER FORWARD

WASTE AFFECTS EVERYONE.
WE ALL CREATE WASTE,
AND IN TURN WE ARE ALL
RESPONSIBLE FOR MANAGING
IT APPROPRIATELY





Figure 1 Map of Glenorchy City Council

BACKGROUND

The City of Glenorchy is a Local Government Area of Tasmania nestled between Mount Wellington and the Derwent River. Glenorchy is both a district and a suburb within the district and covers the northern area of greater Hobart (Figure 1). Glenorchy City is Tasmania's fourth largest city and home to 45,471 residents (ABS 2012).

Glenorchy City Council (GCC) has used the 1999-2013 Waste Management Plan to guide its waste management decisions in the region up until today. It is now time for Council to once

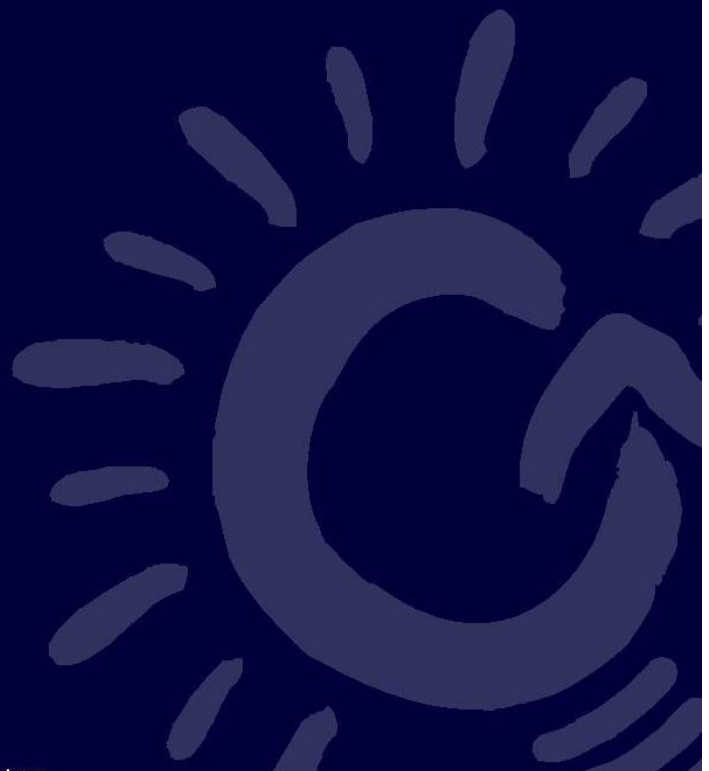
again review its waste management practices, develop a comprehensive understanding of the current state of waste in the Glenorchy municipality, and identify potential issues facing Council in the coming years.

The following Waste Management Strategy, developed by Glenorchy City Council using Mike Ritchie and Associates (MRA) Consulting is a targeted and responsive Waste Strategy for Glenorchy and identifies Council's current practices, future requirements and actions for change.

INTRODUCTION

2013 - 2023 Glenorchy City Council Waste Management Strategy | 1

PROVIDE THE COMMUNITY
WITH AN ACCEPTABLE
WASTE MANAGEMENT
SERVICE THAT WORKS TO
DIVERT MATERIALS FROM
LANDFILL AND IS COST
EFFECTIVE AND EQUITABLE





VISION

The vision of this Strategy is:

‘To increase capacity to recover and recycle waste, improve sustainability and reduce impacts on the environment and landfill sites while establishing a means to address future demands’.

TARGETS

In order to measure resource recovery progress, it is important that Glenorchy City Council set targets which it can strive to achieve. Waste diversion targets chosen by Council for Municipal Solid Waste (MSW), Commercial and Industrial (C&I) waste and Construction and Demolition (C&D) waste are demonstrated below in Table 1.

Table 1 Recommended waste diversion targets for Glenorchy City Council

Waste type	Suggested Target
MSW	65% by 2023
C&I	50% by 2023
C&D	50% by 2023

Council, the industry and the community will need to work together over the next 10 years to ensure that these targets are met.

OBJECTIVES

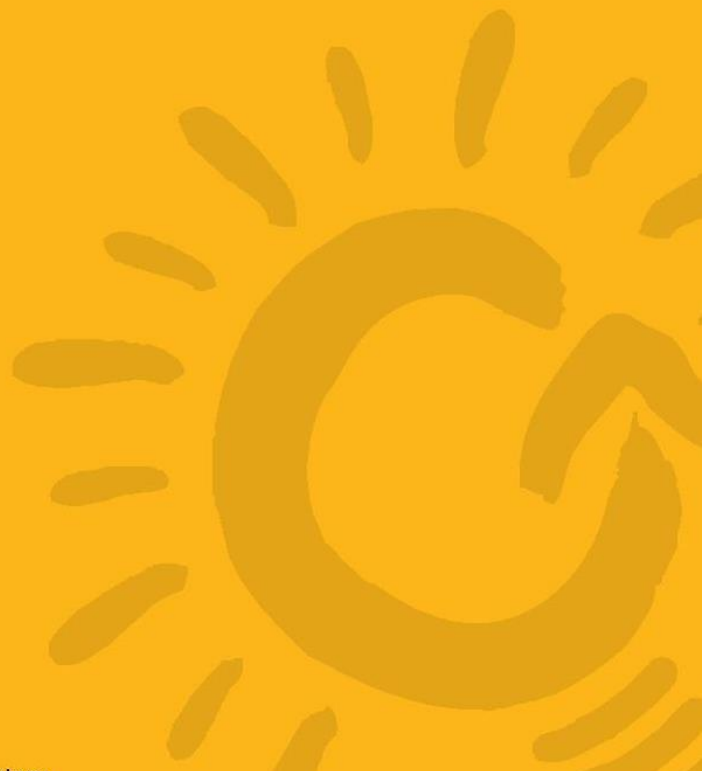
The objectives of this Strategy are to:

- Progress towards waste reduction targets by increasing the recovery and use of materials in the three major waste streams;
- Reduce waste to the Council’s waste management facilities;
- Plan for sustainable management of the community’s waste and assets, and increase the useful life of Council’s existing landfill;
- Reduce greenhouse gas emissions from waste management operations;
- Provide the community with an acceptable waste management service that works to divert materials from landfill and is cost effective and equitable;
- Improve data collection of solid waste disposal and recycling volumes to inform management decisions;
- Be accountable and transparent in the management of the City’s waste;
- Educate the community on solid waste minimisation and resource recovery to motivate behavioural change;
- Identify any remaining gaps in waste minimisation education, management and practice, enabling planning for further improvements in future years; and
- Inform and develop future Glenorchy City Council waste initiatives.

VISION, TARGETS AND OBJECTIVES

2013 - 2023 Glenorchy City Council Waste Management Strategy | 3

**THE COMMONWEALTH
GOVERNMENT HAS LIMITED
CONSTITUTIONAL POWERS TO
ENGAGE DIRECTLY IN DOMESTIC
WASTE MANAGEMENT ISSUES**





The Commonwealth Government has limited constitutional powers to engage directly in domestic waste management issues. This responsibility rests mainly with state, territory and local governments. **Table 2** below outlines the government framework that relates to the Glenorchy City Council.

Table 2 Tasmanian waste framework

Level of Government	Legislation & Regulations	Policies, Strategies, Guidelines and Associations
National	• National Waste Policy 2010 • Carbon Pricing Mechanism (CPM) • National Greenhouse and Energy Reporting (NGER) Act 2007 • The National Greenhouse and Energy Reporting (Measurement) Determination Act 2008	• Extended Producer Responsibility (EPR) Schemes
State	• Environmental Management and Pollution Control Act 1994 • Environmental Management and Pollution Control (Waste Management) Regulations 2010	• Tasmanian Waste and Resource Management Strategy 2009 • Landfill Sustainability Guide 2004 • Controlling Waste Initiative - A Six-Point Action Plan 2004 • Approved Management Method for Clinical and Related Waste 2007 • Approved Management Method for Biosolids Reuse 2006
Local	• Local Government Act 1993 • Glenorchy City Council Waste Management By-Laws • Glenorchy City Council Waste Services Policy	• Southern Tasmanian Councils Authority (STCA) • Southern Waste Strategy Authority (SWSA) and Waste Management Strategy Local Government Association Tasmania (LGAT)

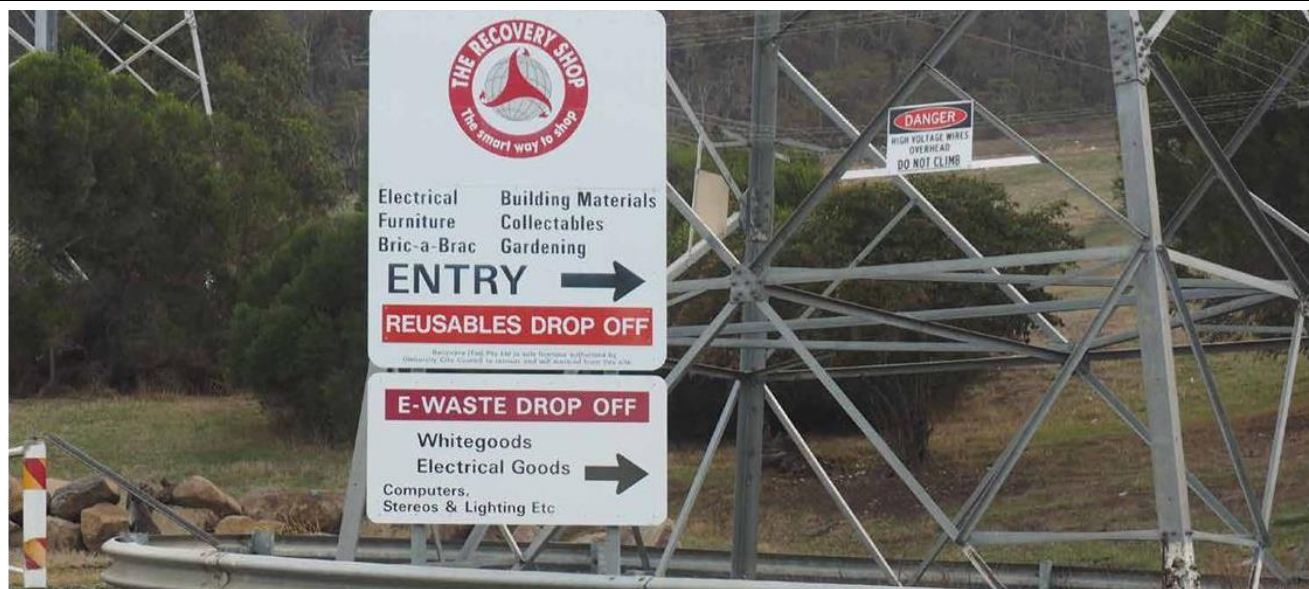
Source: EPA TAS (2013) and ESC (2011)

WASTE FRAMEWORK

2013-2022 Glenorchy City Council Waste Management Strategy | 5

NATIONALLY WASTE GENERATION
HAS GROWN AT AN AVERAGE 8%
PER ANNUM OVER THE PAST 10
YEARS DRIVEN BY POPULATION
GROWTH AND INCREASING PER
CAPITA CONSUMPTION





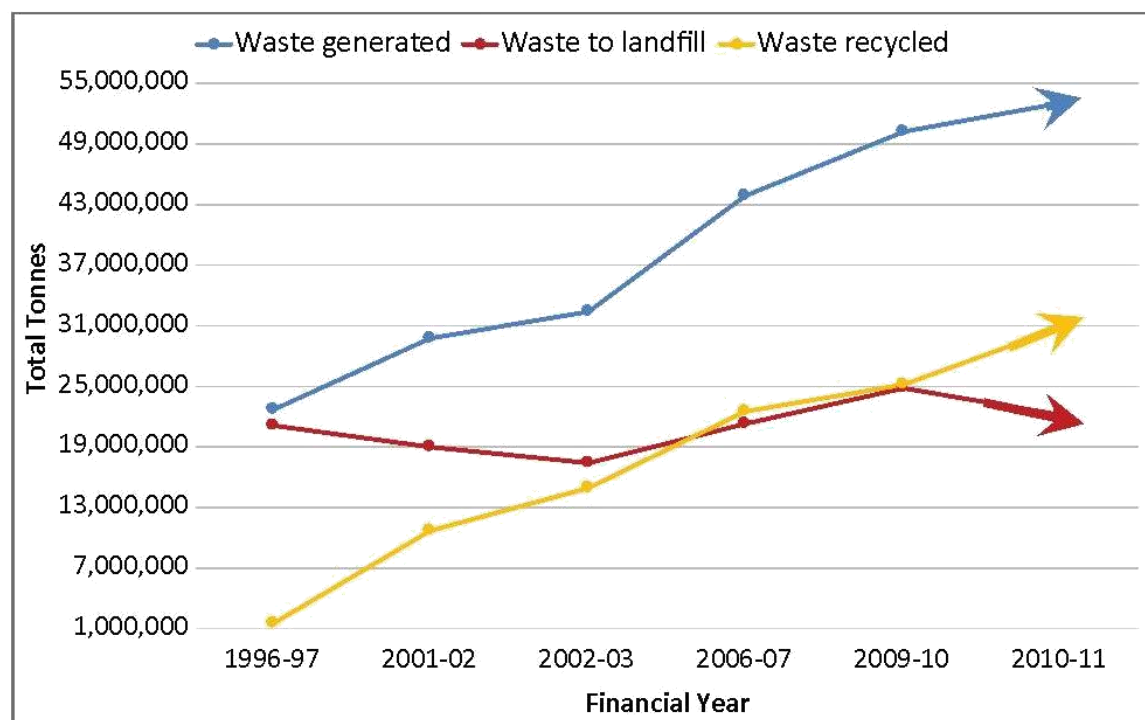
In the last two decades there have been major changes to the way we manage waste and recycling. The Australian waste and recycling sector is now valued \$10.4 billion.

In February 2016, Australia's population reached 24 million people. The amount of waste we produce increases with population growth and income levels. Waste is growing at rate of 7.8% /year (Figure 2).

Australians now generate approximately 50 million tonnes of waste each year, averaging over 2 tonnes per person.

Approximately 50 per cent is currently recycled. It is therefore critical that we improve recycling and waste infrastructure, particularly if we hope to achieve our recycling targets.

Figure 2 Total waste generation, disposal, recycling and energy recovery in Australia 1996 - 2011



WASTE STATISTICS

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Nationally waste generation has grown at an average 8% per annum over the past 10 years driven by population growth and increasing per capita consumption.

These expanding volumes of waste will increase the demand for new recycling and landfill infrastructure, and put pressure on governments to adopt more innovative approaches to waste management.

There is significant variation in recycling and disposal rates between states (**Figure 3**). This variation is a result of many factors including the presence or absence of appropriate infrastructure, the viability of markets, transport distances, education, social and cultural factors, price drivers and policy settings.

Figure 4 shows the target diversion rates for each state. Waste targets range from no target to 100% diversion, however the model target range is 65-80% for each waste stream.

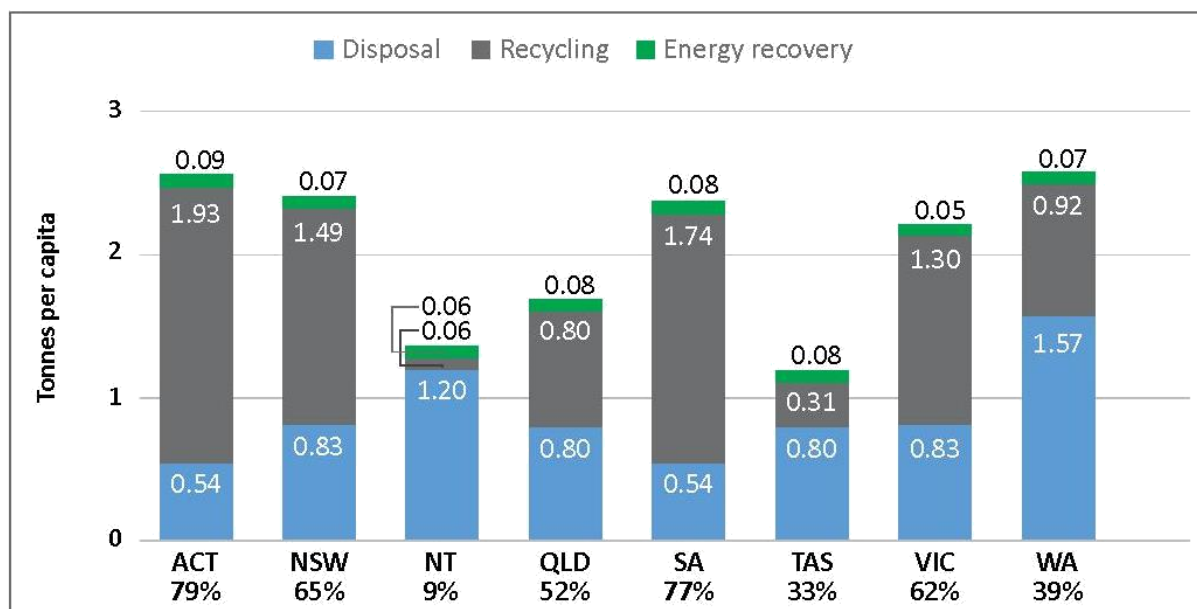
Tasmania does not currently have any targets (though they are in development) and is behind the other Australian states on the resource recovery spectrum.

Figure 5 demonstrates that the average amount of municipal solid waste (MSW) generated per person in the City of Glenorchy is only 250 kg/person/year. Just after Kingborough municipality, this is the lowest quantity of MSW generated in the Southern Tasmanian region.

This is attributed to the fact that Glenorchy provides residents with a 140 litre bin collected fortnightly, thus making residents practice better waste minimisation habits. Similarly, Kingborough provide their residents with an 80L bin collected weekly (essentially only 10 litres more per week).

Figure 6 shows the recycling rates for the Southern Tasmanian Councils. Glenorchy has a reasonably high recycling rate at 34% (2014/15 data), however it is still less than similar areas in other states (such as rural NSW). (NRA, stands for Non Regulated Area).

Figure 3 Per capita disposal, recycling and energy recovery by jurisdiction in Australia 2008-09

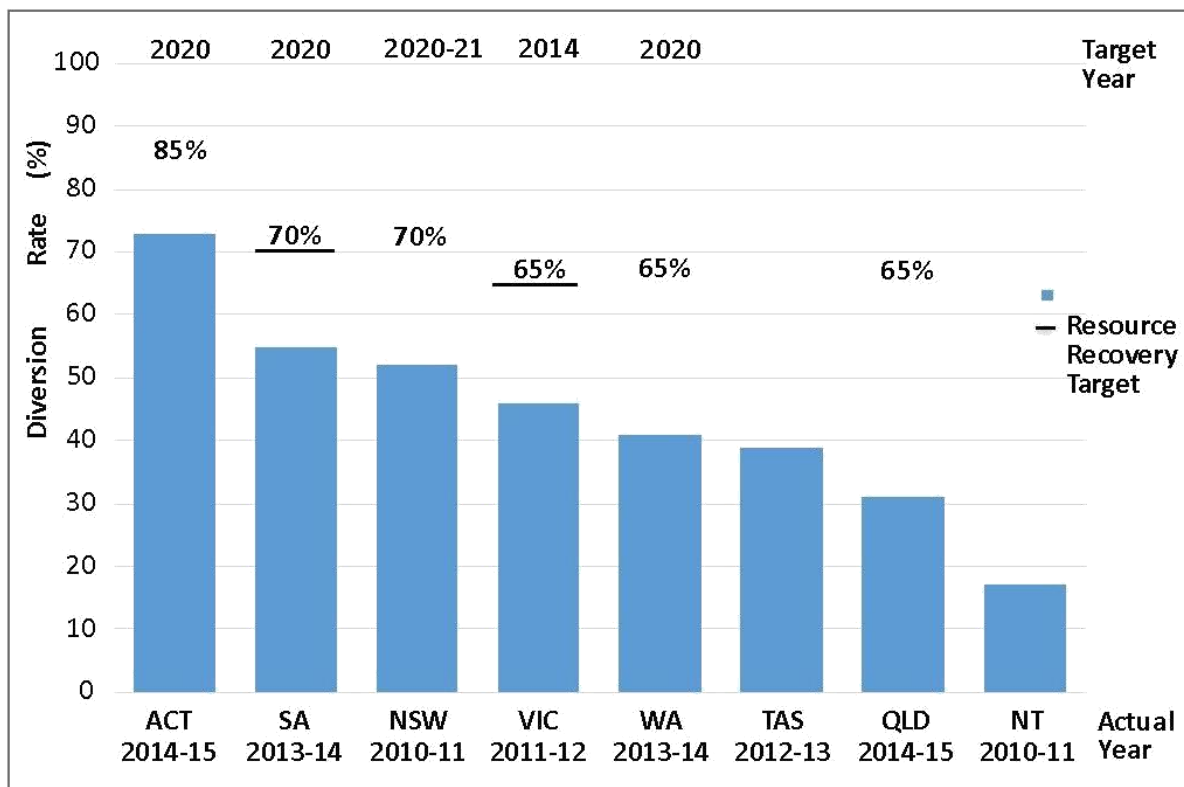


Source: NATIONAL WASTE REPORTING 2013 - Waste Generation and Resource Recovery in Australia data workbook

WASTE STATISTICS

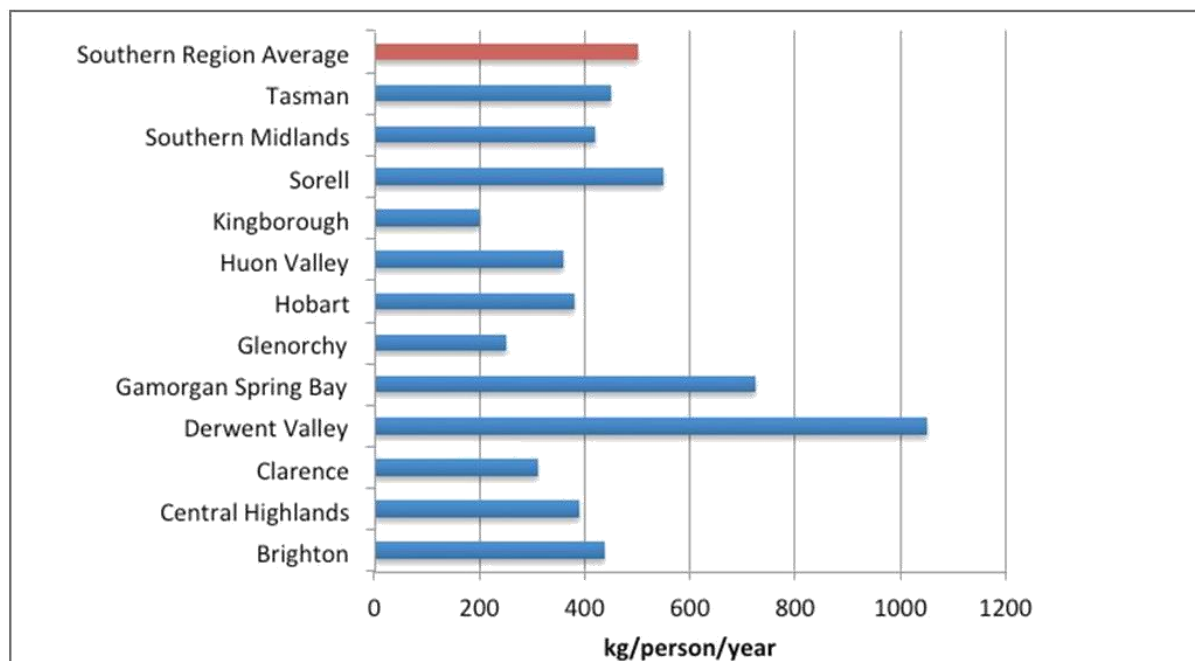
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Figure 4 State targets for C&I, C&D and MSW



Sources: EPHC (2010), WA Waste Authority (2013) and NSW EPA

Figure 5 Average MSW generation per person in the Southern Tasmanian Councils 2009-10

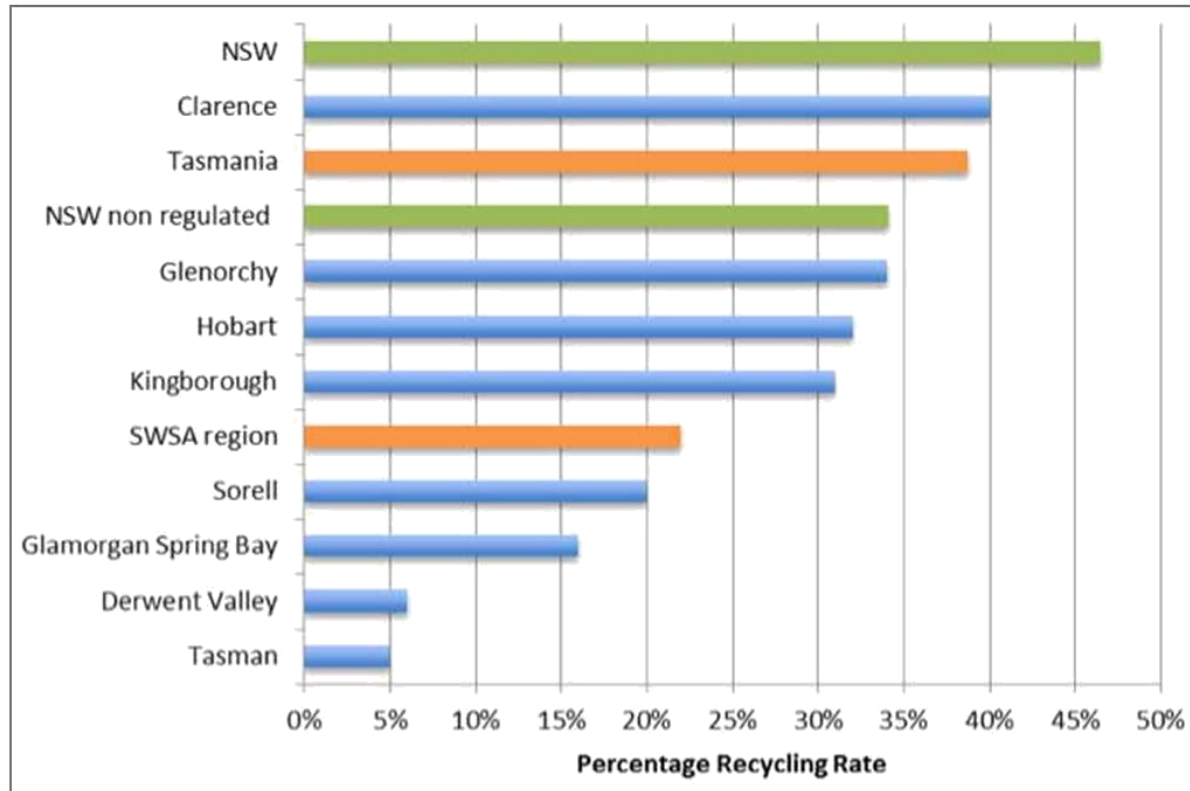


Source: SWSA (2012a)

WASTE STATISTICS

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Figure 6 Southern Tasmanian kerbside recycling rates 2014/15



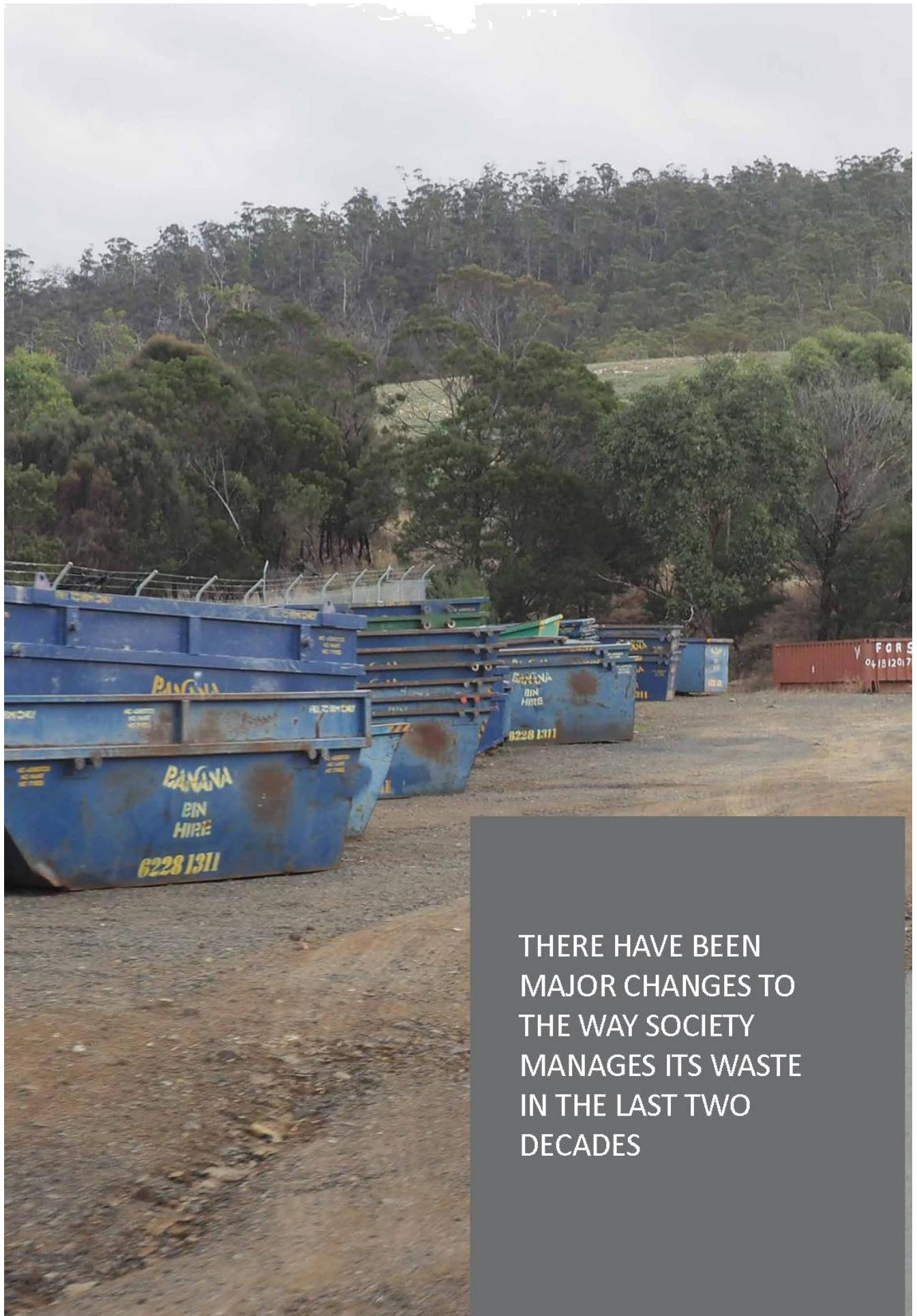
Source: SWSA (2012a and other industry data)

Notes: The NSW non-regulated area includes rural areas and provincial towns and cities where the landfill levy does not apply.

Expanding volumes of waste will increase the demand for new recycling and landfill infrastructure, and put pressure on governments to adopt more innovative approaches to waste management

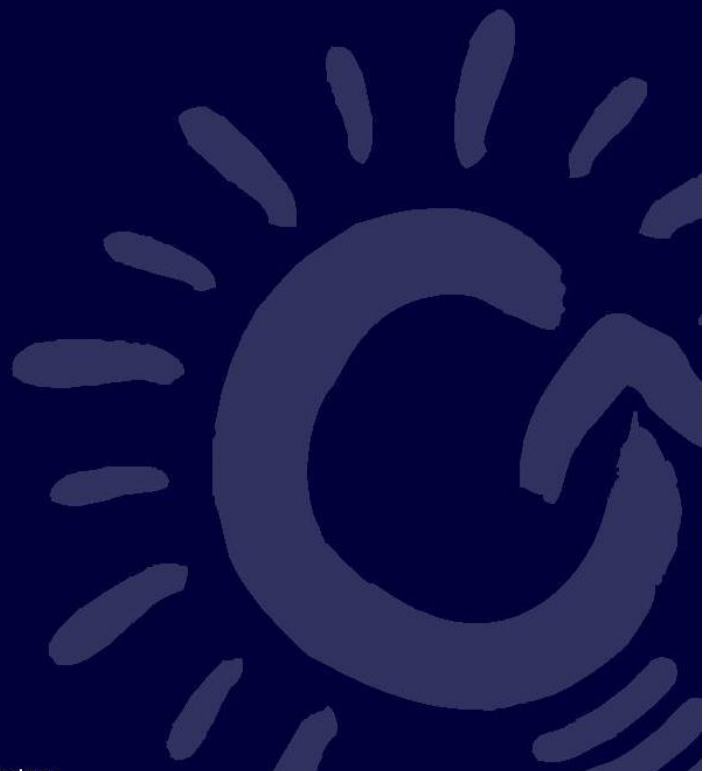
WASTE STATISTICS

10 | P a g e 2022 Glenorchy City Council Waste Management Strategy



THERE HAVE BEEN
MAJOR CHANGES TO
THE WAY SOCIETY
MANAGES ITS WASTE
IN THE LAST TWO
DECADES

THE LANDFILL IS EMITTING
AROUND 14,000 TONNES
OF CARBON DIOXIDE. THIS
IS LESS THAN THE CURRENT
GOVERNMENT THRESHOLD





CURRENT POSITION

Glenorchy City Council owns and operates the Jackson Street Waste Management Centre (JSWMC) including a Category B Landfill that receives a wide range of waste materials, such as domestic, vegetation, construction and demolition, clean fill and approved controlled wastes. The landfill also operates a tollbooth/ weighbridge.

The Jackson Street WMC provides the following services and initiatives:

- Free public recycling drop off facility;
- Household hazardous collection facility for oil, batteries, gas cylinders and paint cans;
- Tyre collection and recycling;
- Green waste/garden organics collection and mulching;
- White goods/metal recycling collection area;
- Concrete disposal area where the materials are crushed and used on site;
- Resource recovery operation, where a contractor salvages materials from the light vehicle tip face and operates a tip-shop;
- Special burial for asbestos, and some EPA approved controlled wastes;
- A landfill Gas Extraction Plant in partnership with AGL Energy. The plant extracts methane gas (CH₄) through a series of interconnected pipes that extend into the decaying waste heap.

The gas is then combusted to generate electricity. This gas-to-power generation facility is expected to save approximately 55,753 tonnes of greenhouse gas emissions per year.

A carbon emission assessment undertaken for the landfill estimates that the landfill is emitting around 14,000 tonnes of carbon dioxide (CO₂). This is less than the current government threshold and has been omitted from the Carbon Tax (Pitt & Sherry, 2012).

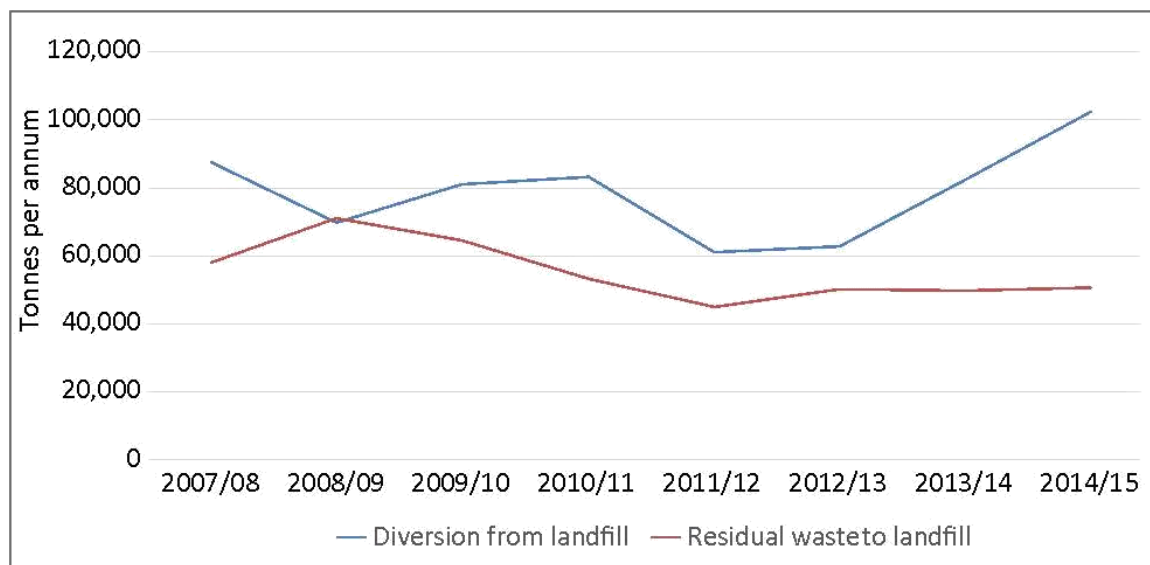
Figure 7 (on the next page) shows the Jackson Street landfill on average receives approximately 50,000 tonnes of waste that is landfilled and approximately 100,000 tonnes of waste that is recovered or used on site like garden organics, concrete, clean fill. This makes it one of the largest landfills in Tasmania next to the Remount Road Landfill in Launceston and Copping Landfill in Copping (EPHC, 2010).

Figure 8 (on the next page) shows the total quantities of landfilled and recovered materials for the 2014/15 period. Most of the recovered material is made up of clean fill at 64%, 2% of material, such as garden organics, is composted and another 1% is recovered. These materials include concrete, tyres and metals.

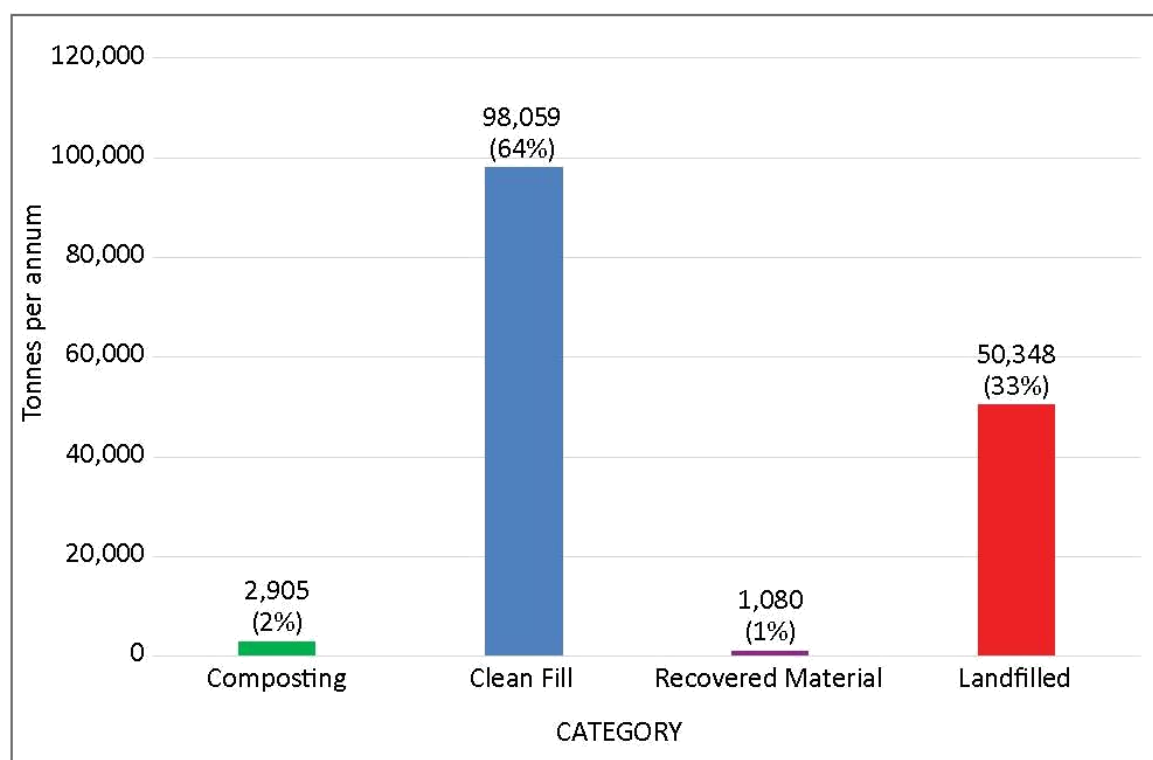
It is estimated that at current filling rates the Jackson street landfill has around 7 years of life (or void space) left.

INFRASTRUCTURE AND GOVERNANCE

2012-2022 Glenorchy City Council Waste Management Strategy | 12

Figure 7 Total material landfilled and recovered at the Jackson Street WMC between 2001/2002 to 2014/15

Source: GCC (2013b)

Figure 8 Composition of total material landfilled and recovered at the Jackson Street WMC in 2014/15

Source: GCC (2016c)

INFRASTRUCTURE AND GOVERNANCE

FUTURE CONSIDERATIONS

Jackson Street landfill has limited void space left. Glenorchy City Council therefore needs to implement actions to increase resource recovery and plan for the region's future waste infrastructure requirements.

The Southern Tasmanian region is currently serviced by five landfills; the Hamilton, New Norfolk, Hobart, Glenorchy and Copping landfills. The Hamilton and New Norfolk landfills are considerably smaller than the other three landfills, and as such have been excluded from the options discussed below.

Based on current filling rates, Hobart City Council's McRobies Gully landfill currently is set to reach the end of its lifetime during 2017, however HCC's has applied to extend the life of the landfill to further years, whereas Copping facility is predicted to have up to two hundred years' worth of void space. Over the next ten years, it is predicted that the Southern Tasmanian waste disposal sector will go from being an overly competitive market to Copping being the only remaining landfill facility of a significant size.

Five future waste management and infrastructure options were modelled for Glenorchy:

1. Business as usual (BAU): Glenorchy City Council continues to operate independently of Copping and Hobart Landfills;
2. Glenorchy City Council joins a Regional Authority by investing money or void space or both;
3. Establish a new entity with a Regional Authority;
4. Casual contractual agreement with a Regional Authority based on a cost per tonne (\$/t); and
5. Fixed long term contractual agreement with a Regional Authority based on a cost per tonne (\$/t).

The results of this modeling showed that:

- Entering into a short-term commercial arrangement with a Regional Authority

immediately (option 4) would provide a saving against the real cost (including asset replacement costs).

- Joining a Regional Authority (option 2) or entering into a long term commercial arrangement with the Authority (option 5) in the near future will be key to ensuring a long term management option for the region's waste as it is a cost effective solution.
- The Jackson Street landfill void space should be preserved as long as possible to:
 1. Retain a competitive market option for Glenorchy;
 2. Provide an emergency backup to the Regional Authority; and
 3. Ensure Glenorchy has a backup to provide MSW disposal for its residents.
- Any long-term relationship with the Regional Authority should involve the construction of a new transfer station at Jackson Street or Derwent Park.

ACTIONS

Strategy Objective

"Provide sustainable and lasting infrastructure for future waste management needs".

Actions

Enter in to a short-term commercial arrangement with a Regional Authority.

- Decide on a long-term method for the management of waste in the region, i.e. join the Regional Authority.
- Monitor gas collections and emissions profile at the Jackson Street landfill.
- Review pricing structure at the Jackson's Street Waste Management Centre to drive further resource recovery and provide a price signal to the C&I and C&D sectors.
- Plan to build a new transfer station facility at the Derwent Park Waste Transfer Station site or Jackson Street WMC once an agreement with a Regional Authority has been made.

INFRASTRUCTURE AND GOVERNANCE

2012 - 2022 Glenorchy City Council Waste Management Strategy | 15

- Review the landfill operations to ensure that excess cover is not being used and artificially accelerating the consumption of the void. 28.9% is a very high quantity of material to be used as daily and final cover. Normal landfill practice puts this at 10% Municipal Solid Waste (MSW)

CURRENT POSITION

Council provides a kerbside garbage and recycling collection service to all residences and some participating commercial properties.

Single unit dwellings (SUDs) are provided with a green-lidded 140L garbage bin and yellow-lidded 140L recycling bin, both collected fortnightly. Households can request a larger garbage bin at an increased cost, Council has upgraded their standard recycling bin size to 240 L at no additional charge and will gradually in the next 5 years replace existing recycling bins, the upgrade options have been removed of any conditions in the last 2 years since the draft strategy was presented to Council in April 2013 and after it was adopted by Council in April 2014.

Multi-unit dwellings (MUDs) are provided with a shared red-lidded 240L garbage bin and yellow-lidded 240L recycling bin both collected weekly.

Bins are shared to reduce bin congestion on the street in these densely populated areas. Residents in MUDs do not have the option to get a larger bin or more frequent collections.

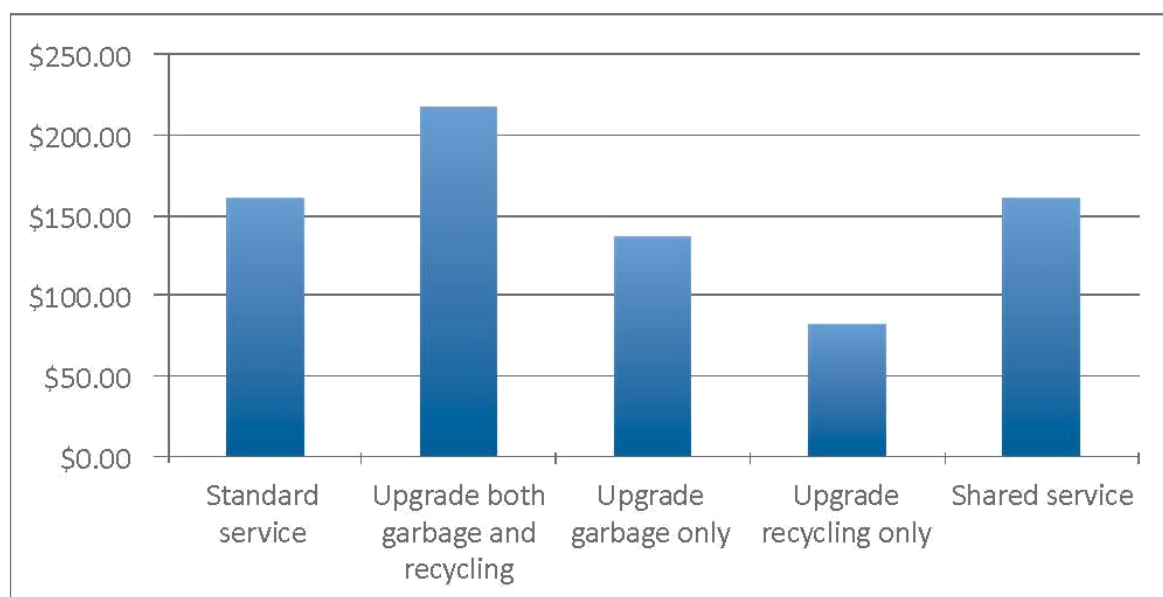
Certain commercial premises and businesses may be eligible for a Council kerbside waste and recycling service by an application basis.

Waste management fees for the residential service are outlined in **Figure 9**. Items able to be recycled through the kerbside service include glass bottles and jars, aluminium and steel cans, liquid paperboard, newspaper and cardboard and rigid plastics number 1-7.

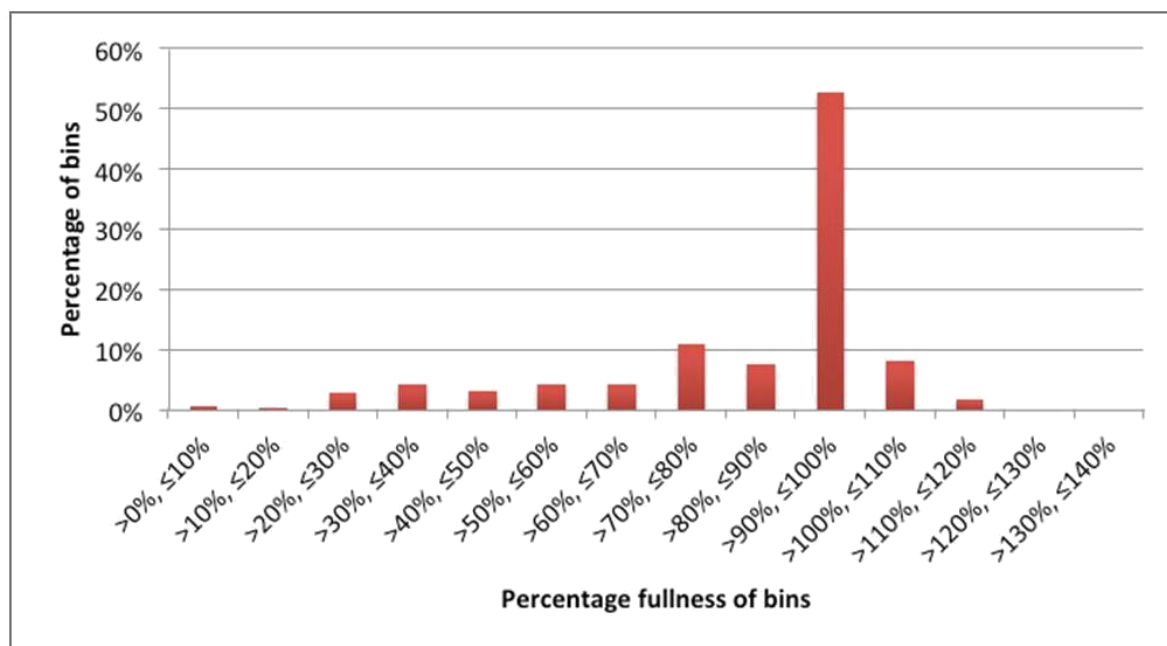
Collected domestic and commercial garbage is taken for disposal at the Jackson Street Waste Management Centre and the recycling is taken to the Derwent Park MRF to be sorted and then sent for reprocessing.

Council does not currently provide a garden organics service. Between 2008-2010 Council trialled collecting garden organics bundles once every 2 months, but due to very low participation (2.5%) this service was discontinued. Council is currently investigating the provision of green waste bins.

Figure 9 Waste management fees for residential kerbside waste service options



INFRASTRUCTURE AND GOVERNANCE

Figure 10 Percentage fullness of the garbage bin in GCC

In 2014/15 the garbage and recycling service was provided to approximately 20,672 households (this includes standard and shared service properties – garbage/recycling) as well as 424 commercial properties for garbage and 117 for recycling.

Glenorchy City Council collects around 7,900 tonnes of garbage and 4,000 tonnes of recyclables annually at the kerbside from Glenorchy households.

FUTURE CONSIDERATIONS

Garbage

Due to the small size and less frequent collections of the garbage bin, Glenorchy has one of the lowest waste generation rates in Australia at less than 250kg per person per year in 2009-10. The Tasmanian average is close to 650kg per person per year.

A recent bin audit undertaken by MRA in 2013 found that although the garbage bins are smaller, on collection day 52.6% of

households fill their bin between 90-100% and only a few households (9.8%) are actually exceeding the capacity of their bin (**Figure 10**). A recent survey (2012) undertaken by GCC showed that 78% of residents would not pay an extra \$32 for a larger garbage bin.

9% of the garbage bin is made up of potentially recyclable materials and it is predicted another 50% is made up of compostable materials. If these were diverted, the garbage bin weight and fullness could be further reduced.

A number of future options were modelled for the garbage collection service (**Table 4**). The results found that the current business as usual (BAU) option is the cheapest over a year and twenty year scenario as it would not cost any extra in bin replacement or transport. Based on this and the fact that not many residents overfill their garbage bin, it is expensive to upgrade to weekly collections or larger bins, and few are willing to pay the cost of a larger bin, it would be unnecessary to change from the current scenario.

INFRASTRUCTURE AND GOVERNANCE

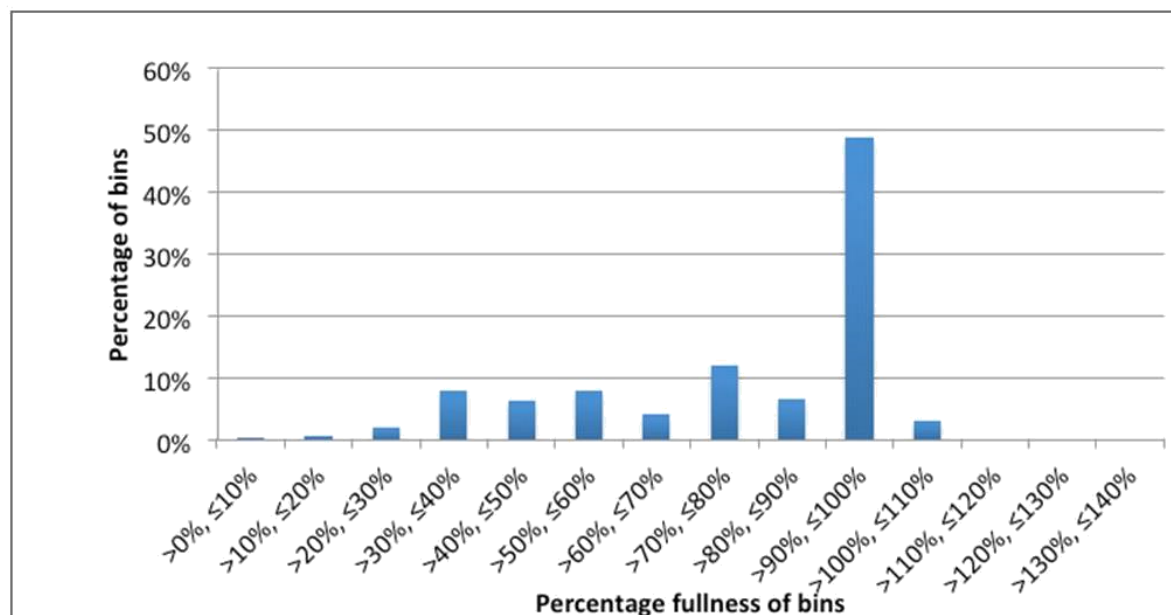
Table 4 Kerbside garbage collection options

Scenario	140L bin (% of households)	240L bin (% of households)	Collection frequency	Total collection & equipment Costs 1 year: 2013 (m\$)	NVP cost 20 years: 2013-2033 (m\$)
Garbage Option 1 (BAU)	100%	0%	Fortnightly	\$0.39	\$3.19
Garbage Option 2 (100% 140L weekly)	100%	0%	Weekly	\$0.79	\$6.39
Garbage Option 3 (75% 140L, 25% 240L fortnightly)	75%	25%	Fortnightly	\$0.65	\$3.52
Garbage Option 4 (50% 140L, 50% 240L fortnightly)	50%	50%	Fortnightly	\$0.90	\$3.85
Garbage Option 5 (25% 140L, 75% 240L fortnightly)	25%	75%	Fortnightly	\$1.15	\$4.18
Garbage Option 6 (100% 240L fortnightly)	0%	100%	Fortnightly	\$1.40	\$4.51

RECYCLING

Glenorchy City's recycling rate was about 35% in 2009-10. This is about 10% less than the NSW and Victorian averages which are about 44% and 45% respectively.

The MRA bin audit showed that on collection day 48.8% of households recycling bins were between 90-100% full and only 3% of the recycling bins audited were overfull (**Figure 10**).

Figure 10 Percentage fullness of the recycling bin in GCC

INFRASTRUCTURE AND GOVERNANCE

Although only few households overfill their recycling bins, providing further capacity for recycling can often be beneficial for a number of reasons:

1. 9% of the garbage bin is made up of recyclable materials. Combined with an education and/or enforcement program, more recyclables could be diverted to the recycling bin.
2. A bin fullness study undertaken by MRA for the NSW EPA, Sulo, Sutherland Shire Council and Rockdale City Council, found that a large majority of households compact their recyclables in their bin once they reach the 100% mark. So although the bin might not look overfull, it is reasonable to assume that the recyclables in the bin may be heavily compacted. This would indicate that more space could be beneficial.

3. The bin fullness study also found that some households will generate more recycling when they self select for a larger bin. It is presumed that these are larger households.

However current waste management fees and charges make it difficult for residents to opt for a larger recycling bin (**Table 5**). Furthermore the results of the feedback survey undertaken by Council showed that 75% of residents would not pay an extra \$11 for a larger bin.

Council needs to ensure that recycling bin size can be increased on a relatively easy basis, and that it is less expensive than upgrading to a larger garbage bin. This will assist in driving residential resource recovery.

Table 5 Kerbside recycling collection options

Scenario	140L bin (% of households)	240L bin (% of households)	Collection frequency	Total collection & equipment Costs 1 year: 2013 (m\$)	NVP cost 20 years: 2013-2033 (m\$)
Recycling Option 1 (BAU)	100%	0%	Fortnightly	\$0.62	\$5.06
Recycling Option 2 (100% 140L weekly)	100%	0%	Weekly	\$1.25	\$10.12
Recycling Option 3 (75% 140L, 25% 240L fortnightly)	75%	25%	Fortnightly	\$0.87	\$5.39
Recycling Option 4 (50% 140L, 50% 240L fortnightly)	50%	50%	Fortnightly	\$1.12	\$5.72
Recycling Option 5 (25% 140L, 75% 240L fortnightly)	25%	75%	Fortnightly	\$1.38	\$6.05
Recycling Option 6 (100% 240L fortnightly)	0%	100%	Fortnightly	\$1.63	\$6.38

INFRASTRUCTURE AND GOVERNANCE

ACTIONS

Strategy Objective: “Provide the community with an acceptable waste management service that works to divert materials from landfill”

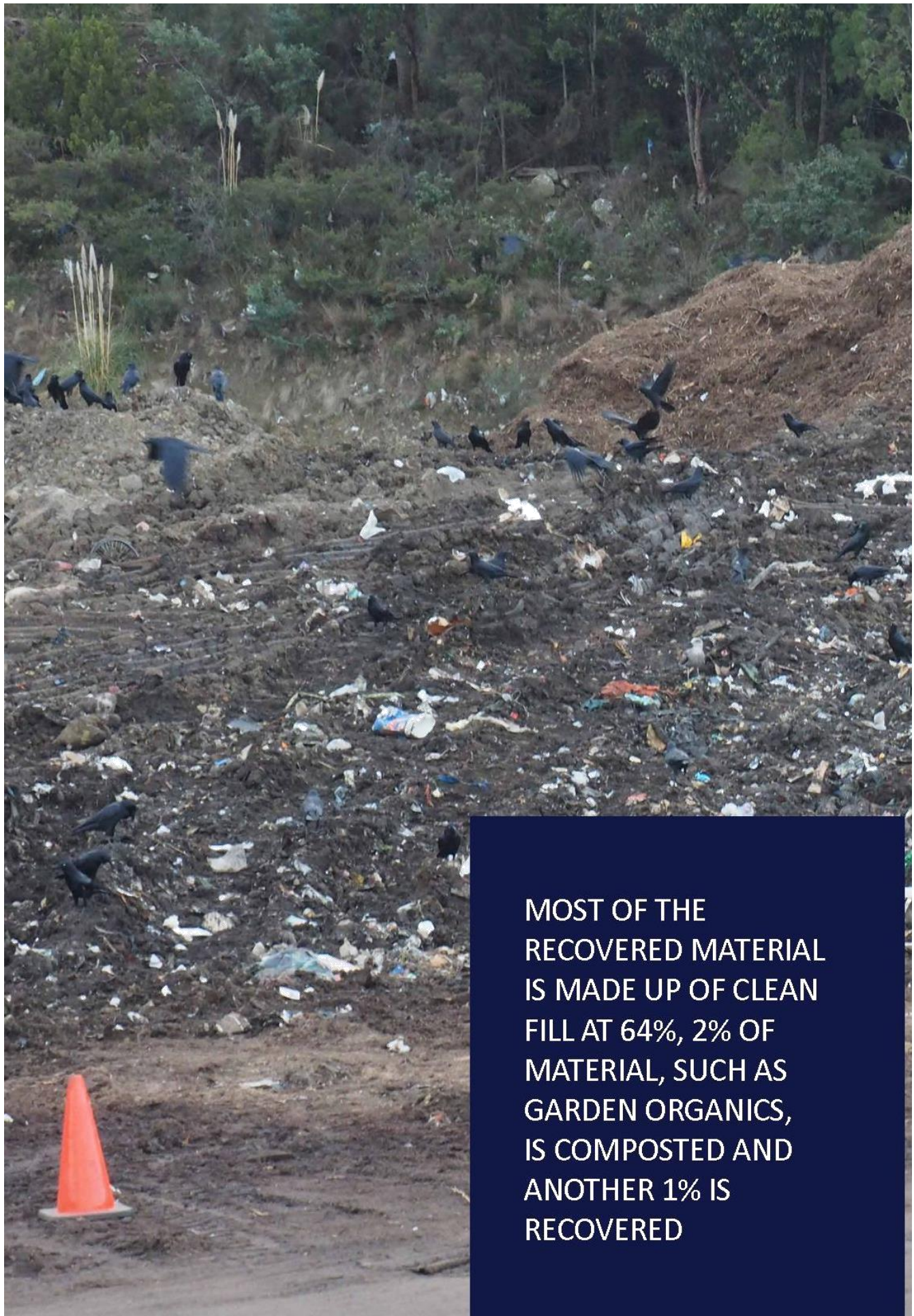
Actions

- Use the results of the 2016 compliant kerbside domestic bin audit to determine a more accurate understanding of waste.
- Since the draft strategy was presented to Council in April 2013 and after it was adopted by Council in April 2014, Council has upgraded their standard recycling bin size to 240 L at no additional charge and will gradually in the next 5 years replace existing recycling bins.
- Continue process to upgrade all 140L recycling bins to 240L recycling bins as they are maintained.
- Set commercial recycling service fees so that it is more economical to recycle than to dispose of garbage at landfill. This will encourage businesses to improve their recycling rates.
- Investigate options for a composting bin for domestic food organics and garden organics.
- Investigate suitable composting systems for collected food organics and garden organics.
- Work with surrounding councils and Regional Authority to develop a regional waste management plan utilising all appropriate regional infrastructure and planning the future of the Jackson Street Waste Management Centre.

Provide the community with an acceptable waste management service that works to divert materials from landfill

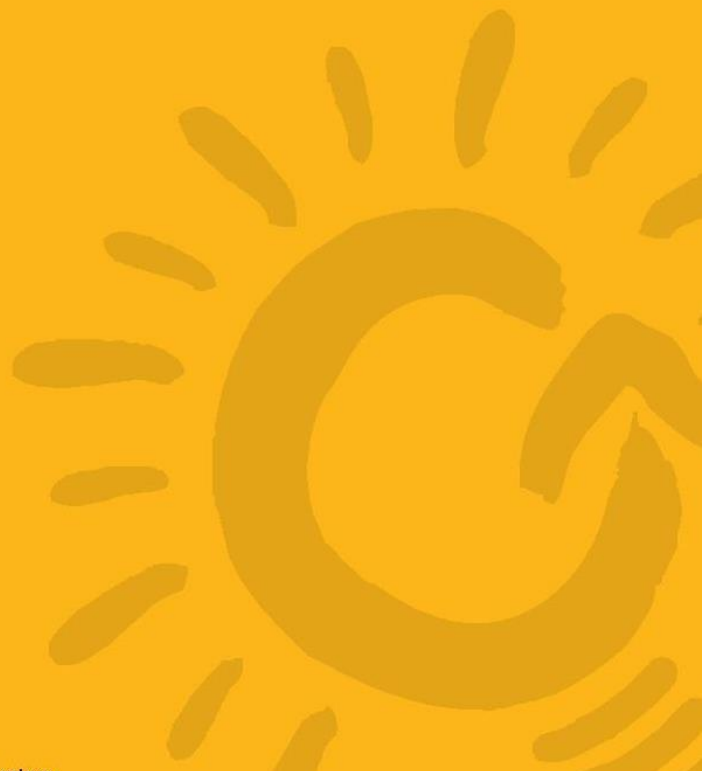
INFRASTRUCTURE AND GOVERNANCE

20.1.2013 - 2022 Glenorchy City Council Waste Management Strategy



MOST OF THE
RECOVERED MATERIAL
IS MADE UP OF CLEAN
FILL AT 64%, 2% OF
MATERIAL, SUCH AS
GARDEN ORGANICS,
IS COMPOSTED AND
ANOTHER 1% IS
RECOVERED

**REDUCING WASTE CAN OFFER
SIGNIFICANT COST SAVINGS TO
BUSINESSES, HELPING TO MAKE
COMPANIES MORE COMMERCIALY
VIALE AND SUPPORTING THE
LOCAL ECONOMY**





CURRENT

Glenorchy City Council currently provides an optional Commercial & Industrial (C&I) waste and recycling service. Other contractors, such as Veolia, Toxfree and Thorpe Waste also provide a service. However of the 14,980 tonnes of C&I material disposed of at the Jackson Street WMC every year, 13,513 tonnes (or 90.2%) are still mixed C&I wastes most likely from small to medium enterprises (SME's) and factories.

FUTURE CONSIDERATIONS

The C&I sector remains largely disengaged from Councils in Southern Tasmania on waste and recycling issues and records show that waste from this sector has been increasing in recent years.

Reducing waste can offer significant cost savings to businesses, helping to make companies more commercially viable and supporting the local economy. The Southern Waste Strategy Authority (SWSA), of which Glenorchy was a member of, and the newly established STCA regional waste group plans to establish a cooperative approach with business and industry to achieve waste minimisation and recovery in this sector.

Although Council is not legislated to provide waste management services to the C&I sector, with limited time left in the Jackson Street landfill, it would be in Council's interest to further encourage commercial resource recovery.

The landfill gate fee is the key instrument of public policy and the main driver of recycling for the C&I sector who are extremely sensitive to price signals.

Education is also important. In 2009, Albury City Council in NSW introduced a \$2 levy on all waste entering their landfill. This paid for a large-scale education program to encourage resource recovery, called the Halve Waste Campaign. As part of this program, waste experts were engaged to visit over 800 businesses in the Albury region and offer them a free waste audit. Over 300 participated. The campaign has already decreased waste to landfill by 15% in the last three years.

ACTIONS

Strategy Objective

"Assist the Commercial and Industrial sector to decrease waste generation and increase diversion"

Actions

- Work with surrounding Councils and the regional waste body to gain a better understanding of the C&I waste stream.
- Increase the gate fee for mixed wastes from the commercial sector. The C&I sector is very responsive to price signals.
- Consider a ban on all unprocessed organics to landfill.
- Provide free waste audits to premises to assist them with increased diversion (MRA Halve Waste model).
- Negotiate with kerbside commercial recycling service.

COMMERCIAL & INDUSTRIAL WASTE

2012 - 2022 Glenorchy City Council Waste Management Strategy | 22

ASSIST THE CONSTRUCTION
AND DEMOLITION SECTOR TO
DECREASE WASTE GENERATION
AND INCREASE DIVERSION





CURRENT

Approximately 30,565 tonnes of Construction & Demolition (C&D) waste is deposited at the Jackson Street WMC annually. This is 28.9% of all the landfill's total waste.

The majority of this (26,497 tonnes or 86.7%) is clean fill, which can be used as cover material. However with such a large quantity it is still a significant contributor to reduced landfill space.

This stream is also made up of 2,593 tonnes of brick and concrete, most of which is collected for recycling, the rest is combination of mixed waste, vegetation, asbestos, timber and metal.

FUTURE CONSIDERATIONS

The Tasmanian construction industry has been steadily growing over the past decade, and quantities of C&D waste are increasing. There is now considerable potential for increased recovery of C&D waste in Southern Tasmania. A Regional Waste Group plans to undertake further investigation to determine the volume and composition of C&D waste in southern Tasmania, and identify the feasibility of recovery and processing, and the size and location of potential markets for recovered material.

The sector is characterised by predominantly small reprocessing companies (<100,000 tonnes per annum - tpa) and small building contractors. The largest reprocessing facility is a private operation run by Hazel Bros Group in Kingston, which handles around 180,000 tpa of predominantly aggregate material.

Some of these facilities are more expensive than landfill, and like the C&I sector, C&D industries are very receptive to price signals. An increase in the gate fee at the Jackson Street landfill will drive these materials to be tipped at cheaper landfills or make reprocessing facilities a more viable option. Furthermore a decreased price for recoverable materials may increase the diversion potential of loads tipped at the Jackson Street WMC.

With limited landfill space it is important that Council support regional programs (because SWSA has wound up and STCA regional waste group is starting from July 2016), provide appropriate pricing structures and deliver education on the importance of source separation.

ACTIONS

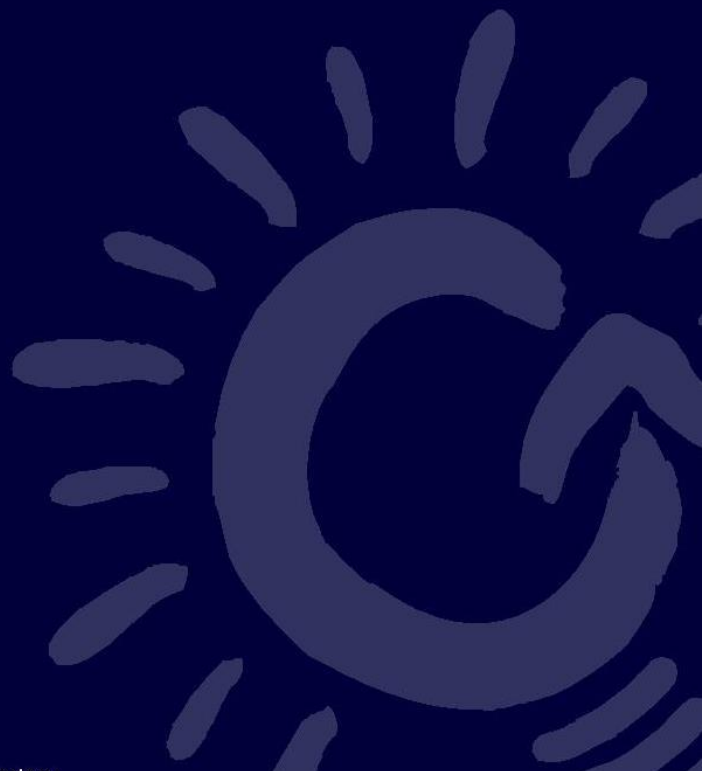
Strategy Objective "Assist the Construction and Demolition sector to decrease waste generation and increase diversion".

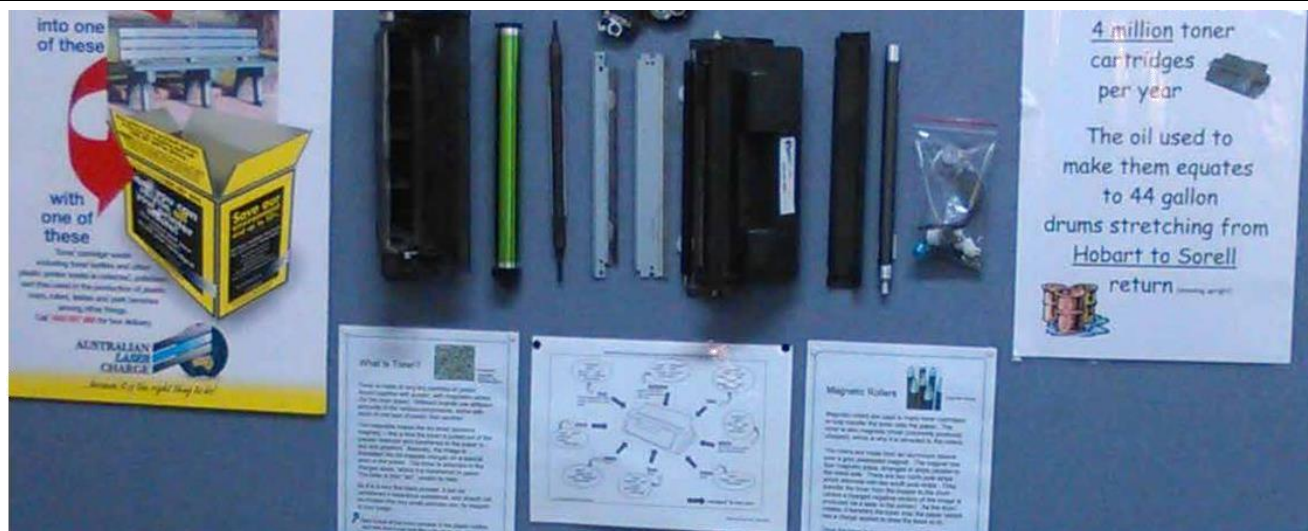
Actions

- Increase the gate fee for mixed C&D wastes, to divert these materials to alternative landfills and encourage recoverable C&D wastes to be disposed of at the JSWMC.
- Review the landfill operations to ensure that excess cover is not being used and artificially accelerating the consumption of the void.
- Provide free waste audits to premises to assist them with increased diversion (MRA Halve Waste model).

CONSTRUCTION & DEMOLITION WASTE

ENSURE THAT THE COMMUNITY
ARE INFORMED AND HAVE
THE RIGHT TOOLS TO MAKE
APPROPRIATE WASTE
MANAGEMENT CHOICES





CURRENT

Council undertakes a number of small-scale waste programs. These include:

- Waste and recycling information on their website
- Distribution of an annual waste & recycling service's guide (calendar) to all residents
- A comprehensive A-Z recycling guide provided on the GCC website
- Business waste and recycling information and the clean business awards
- Public place waste/recycle bin service for Council's community events.
- School waste/recycle/litter education programs

Glenorchy City Council is also involved in regional waste education initiatives of the former SWSA and newly formed STCA regional waste group.

FUTURE CONSIDERATIONS

Waste education has traditionally involved providing printed recycling information to the public. We now know that to improve effectiveness, education programs should engage people through a range of different mediums and in different sectors.

In 2009, the Albury City Council Halve Waste program funded a \$2 per tonne levy on waste being deposited at the landfill to cover the cost of an education program. It funded the

council to run newspaper and television advertisements, press releases, compost workshops, business audits, waste exchange, schools education and competitions and an illegal dumping program. A similar model could be applied in Glenorchy.

ACTIONS

Strategy Objective

"Ensure that the community are informed and have the right tools to make appropriate waste management choices"

Actions

- Consider a \$2 per tonne landfill levy to cover an education program to reduce tonnes to landfill.
- Work with the other Councils in the region to develop cross regional education programs through the new Regional Authority.
- Provide an education program with any roll out of a new kerbside service.
- Continue current education programs such as annually updating the recycling calendar, website updates, the provision of subsidised home composting bins, schools education, business education and assisting community organisations.
- Provide education to the C&I and C&D sectors to assist them to source separate and reduce waste.

WASTE EDUCATION

MAINTAIN SOUND DATA
COLLECTION PRACTICES THAT
PROVIDE ACCURATE DATA TO
BASE WASTE MANAGEMENT
DECISIONS AROUND





CURRENT

Glenorchy City Council currently keeps detailed data on waste entering the landfill and also conducts regular kerbside audits. An initial audit was undertaken in 2012, with a more recent audit undertaken again in 2015/16, however the results from this audit are still to be published. Glenorchy currently do not collect any data on littering or illegal dumping.

FUTURE CONSIDERATIONS

Australian councils have realised the value of maintaining robust and up to date waste data. In fact, the STCA regional waste group has developed strategies to improve data collection in the region over the next 10 years. Actions include:

- Conduct regular waste and recyclables audits across the region;
- Ensure waste management contractors provide regular reports to councils on the volume and type of recyclables collected from kerbside services; and
- Establish a regional database on the amount of waste landfilled, recyclables collected and materials diverted at council facilities.

It is important that Glenorchy work with the STCA to ensure data collection methods are consistent with what is being used on regional, state and national levels.

ACTIONS

Strategy Objective

“Maintain sound data collection practices that provide accurate data to base waste management decisions around”

Actions

- Work with the STCA to ensure that the data they are collecting meets state and national standards and continue to develop methods of collecting and maintaining the region’s waste data.
- Undertake Kerbside waste audits every 3 years.
- Consider undertaking a landfill audit to obtain more detail information on C&I and C&D wastes.

DATA COLLECTION

REDUCE ILLEGAL DUMPING
AND LITTER IN THE REGION . . .
WITH A MIX OF EDUCATION AND
ENFORCEMENT CAMPAIGNS





CURRENT

Glenorchy City Council has run many small-scale litter and illegal dumping programs and Council is recommending to have an ongoing formalised program. There is currently little data on the amount or types of litter in the Glenorchy region.

FUTURE CONSIDERATIONS

Across Australia, littering and illegal dumping of waste are generally targeted by a mix of education and enforcement campaigns undertaken by councils, regional WMGs and state authorities, while councils are also primarily responsible for the management of the waste. Councils may facilitate their local law enforcement officers to be able to enforce littering infringements.

Robust data-collection systems need to be in place to understand the nature, extent and cause of the illegal dumping and litter problems so as to effectively manage these problems. This will help to design targeted programs. There are many grants and funding opportunities available for litter and illegal dumping programs.

The National Litter Index (NLI) is a research project carried out by Keep Australia Beautiful (KAB) (with funding from the Australian Government) involving twice-yearly litter counts in each state. When designing data collection programs, it is important that they are inline with the collection methodologies used nationally, by the state and KAB.

ACTIONS

Strategy Objective

“Reduce illegal dumping and litter in the region”

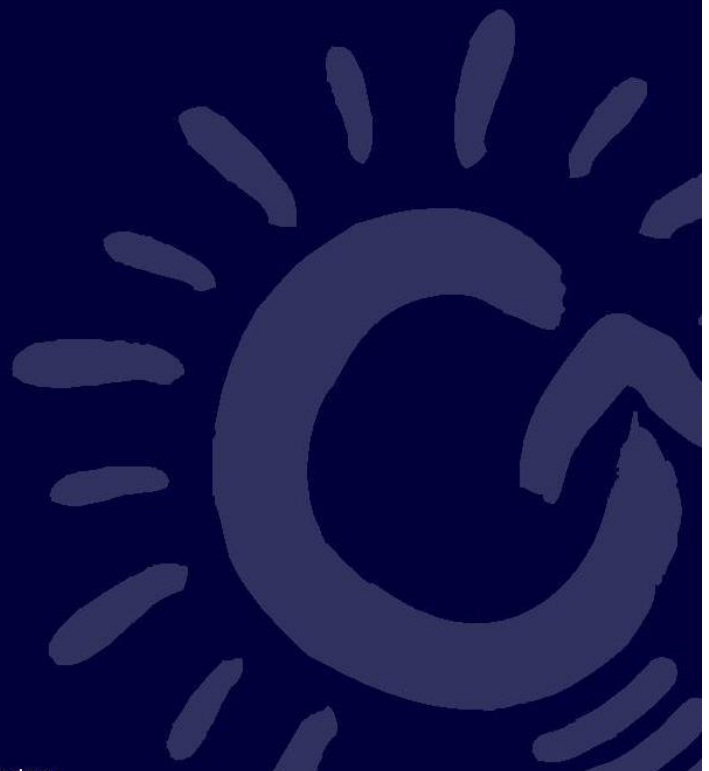
Actions

- Undertake an investigation into illegal dumping in the municipality to determine whether or not it is an issue.
- Undertake a litter survey in the region to determine whether or not litter is an issue.
- Set up an internal reporting database for incidents of illegal dumping.
- Investigate grant opportunities to fund illegal dumping and litter programs.
- Once the extent of the problem has been identified, implement targeted illegal dumping and litter programs.

LITTER & ILLEGAL DUMPING

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ENSURE THAT ALL POLICY
AND PLANNING DECISIONS
ARE LEAD BY EXAMPLE





All levels of governments need to lead by example. Council commits to undertaking a review of all internal recycling and waste minimisation practices to ensure that the Council is “walking the talk” of recycling and waste reduction. While small tonnages are involved it will assist in creating a momentum toward further reform.

Council also commits to implementing the objectives of this strategy in all of their activities, including Council events and via an environmental purchasing policy.

ACTIONS

Strategy Objective

“Ensure that all policy and planning decisions are lead by example”

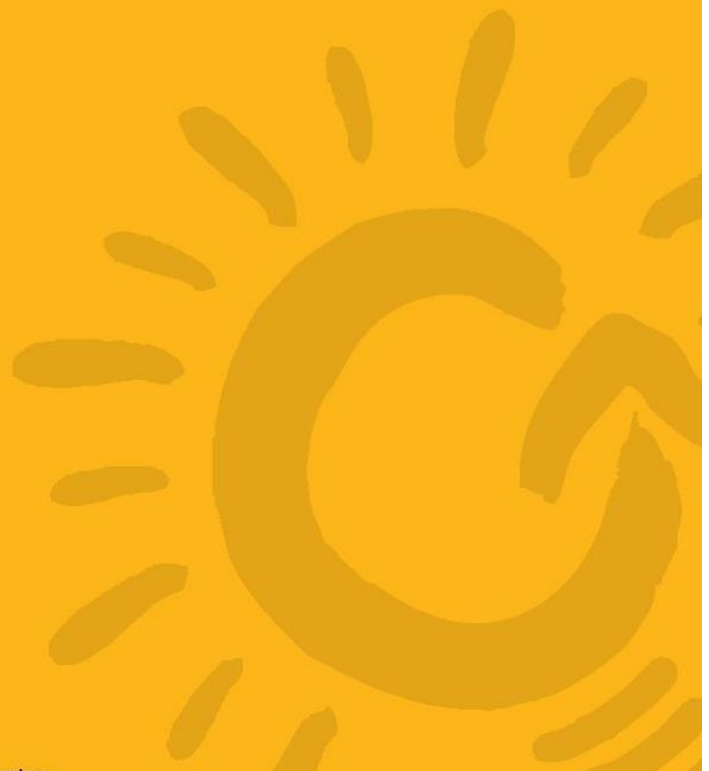
Actions

- Ensure all Council activities (including events) follow the objectives outlined in this strategy.
- Ensure Council implements an internal “green” purchasing policy and recycling program.
- Investigate the provision of recycling at all Council facilities.
- Undertake a 5-year review of this strategy and strategic actions.

INTERNAL COUNCIL OPERATIONS

2012 - 2022 Glenorchy City Council Waste Management Strategy | 33

**PROVIDE THE COMMUNITY
WITH AN ACCEPTABLE WASTE
MANAGEMENT SERVICE THAT
WORKS TO DIVERT MATERIALS
FROM LANDFILL**





The strategies and actions as outlined in this Waste Management Strategy are provided in the table below (**Table 6**). Glenorchy City Council will review this plan again in 2018 and revise the actions to ensure that the suggested diversion targets will be met in 2023.

Table 6 Recommended waste management strategies for GCC to 2032.

Strategy	Action	Priority	Timeframe
Infrastructure and Governance			
Provide sustainable and lasting infrastructure for future waste management needs	Enter in to a short-term commercial arrangement with a Regional Authority.	High	By 2017
	Decide on a long-term method for the management of waste in the Regional Authority.	High	By 2017
	Monitor gas collections and emissions profile at the Jackson Street landfill.	Med	Annually
	Review pricing structure at landfill to drive further resource recovery and provide a price signal to the C&I and C&D waste sectors.	High	Ongoing
	Plan to build a new transfer station facility at the Derwent Park Waste Transfer Station site or Jackson Street WMC once a deal as been struck with a regional facility.	Med	By 2017
	Review landfill operations to ensure that excess cover material is not being used (and therefore decreasing the lifespan of the landfill).	Med	Ongoing
	Work with surrounding councils and Regional Authority to develop a regional waste management plan	High	By 2018

ACTION INPLEMENTATION PLAN

2012 - 2023 Glenorchy City Council Waste Management Strategy | 25

Strategy	Action	Priority	Timeframe
Kerbside Waste Services			
Provide the community with an acceptable waste management service that works to divert materials from landfill	Undertake a compliant kerbside domestic bin audit to determine a more accurate understanding of waste streams.	High	Every 2 years
	Retain 140L fortnightly garage service.	High	Ongoing
	Continue process to upgrade all 140L recycling bins to 240L recycling bins as they are maintained.	Med	By 2020
	Price commercial recycling service so that it is cheaper than garbage to encourage businesses to recycle.	Low	Ongoing
	Investigate options for a third kerbside bin for domestic food organics and garden organics.	Med	By 2018
	Investigate suitable composting systems for collected food organics and garden organics.	Med	By 2018
	Introduce a third kerbside bin for domestic food organics and garden organics.	Med	By 2020
Commercial and Industrial Waste			
Assist the Commercial and Industrial sector to decrease waste generation and increase diversion	Review landfill prices to create a price signal to the C&I sector and promote further resource recovery.	High	Ongoing
	Provide education to the C&I sector to help them to divert waste materials.	Med	By 2018
	Promote local companies who offer recycling to the C&I sector.	Med	By 2018
	Provide free waste audits to premises to assist them with increased diversion.	Med	By 2017
	Reduce the cost of the kerbside commercial collection service.	Med	By 2016

ACTION IMPLEMENTATION PLAN

30 June 2013 - 2022 Glenorchy City Council Waste Management Strategy

Strategy	Action	Priority	Timeframe
Construction and Demolition Waste			
Assist the Construction and Demolition sector to decrease waste generation and increase diversion	Review landfill prices to create a price signal to the C&D sector and promote further resource recovery.	Med	Ongoing
	Make it mandatory to provide a waste minimisation and resource recovery plan with applications for planning permits.	Low	By 2018
	Promote those companies who offer recycling for building materials to the C&D sector.	Med	By 2018
	Design an education program for the building industry to teach them to source separate on site.	Med	By 2017
	Ensure that all C&D materials generated from Council operations, such as roadworks, are managed appropriately and recycled where possible.	High	Annually
	Provide free waste audits to the C&D sector to assist them with increased diversion.	Med	By 2017
Waste Education			
Ensure that the community are informed and have the right tools to make appropriate waste management choices	Consider a \$2 per tonne landfill levy to cover an education program to reduce tonnes to landfill.	Med	By 2017
	Provide an education program with any roll out of a new kerbside service.	Med	As occurs
	Update the website annually with the latest waste management information.	Low	Annually
	Provide community with annual waste and recycling calendar.	Med	Annually
	Continue to provide home compost bins to the community at a reduced price and complement with composting education.	Low	As needed
	Provide schools education on resource recovery.	Med	Ongoing
	Provide education to business on resource recovery.	Med	Ongoing
	Assist community organisations to provide recycling at events.	Low	Ongoing
	Work with the SWSA and STCA regional waste group to participate and support regional waste education campaigns.	Med	Ongoing

ACTION IMPLEMENTATION PLAN

2012 - 2022 Glenorchy City Council Waste Management Strategy | 37

Strategy	Action	Priority	Timeframe
Data Collection			
Maintain sound data collection practices that provide accurate data to base waste management decisions around	Undertake 3 yearly domestic waste bin audits including composition and bin fullness.	High	Every 3 years
	Work with Council's kerbside collection contractors to obtain sound data on contamination rates of recyclables and total materials recovered.	Med	Annually
	Undertake a landfill audit at the Jackson Street landfill to obtain more detailed information on the types of C&I and C&D materials entering the facility.	High	By 2017
Litter and Illegal Dumping			
Reduce illegal dumping and litter in the region	Undertake an investigation into illegal dumping in the municipality to determine whether or not it is an issue.	High	By 2017
	Undertake a litter survey in the region to determine whether or not litter is an issue.	High	By 2017
	Set up an internal reporting database for incidents of illegal dumping.	High	By 2017
	Investigate grant opportunities to fund illegal dumping and litter programs.	Low	By 2018
	Once the extent of the problem has been identified implement targeted illegal dumping and litter programs.	Low	By 2018
Internal Council Operations			
Ensure that all policy and planning decisions lead by example	Ensure all Council activities (including events) follow the objectives outlined in this strategy.	Low	Annually
	Ensure Council implements an internal green purchasing policy and recycling program.	Low	By 2017
	Investigate the provision of recycling at all Council facilities.	Low	By 2016
	Undertake a 5-year review of this strategy and strategic actions.	Low	By 2018

ACTION IMPLEMENTATION PLAN

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WE WORK TO
CREATE A LASTING
ENVIRONMENT FOR
FUTURE GENERATIONS

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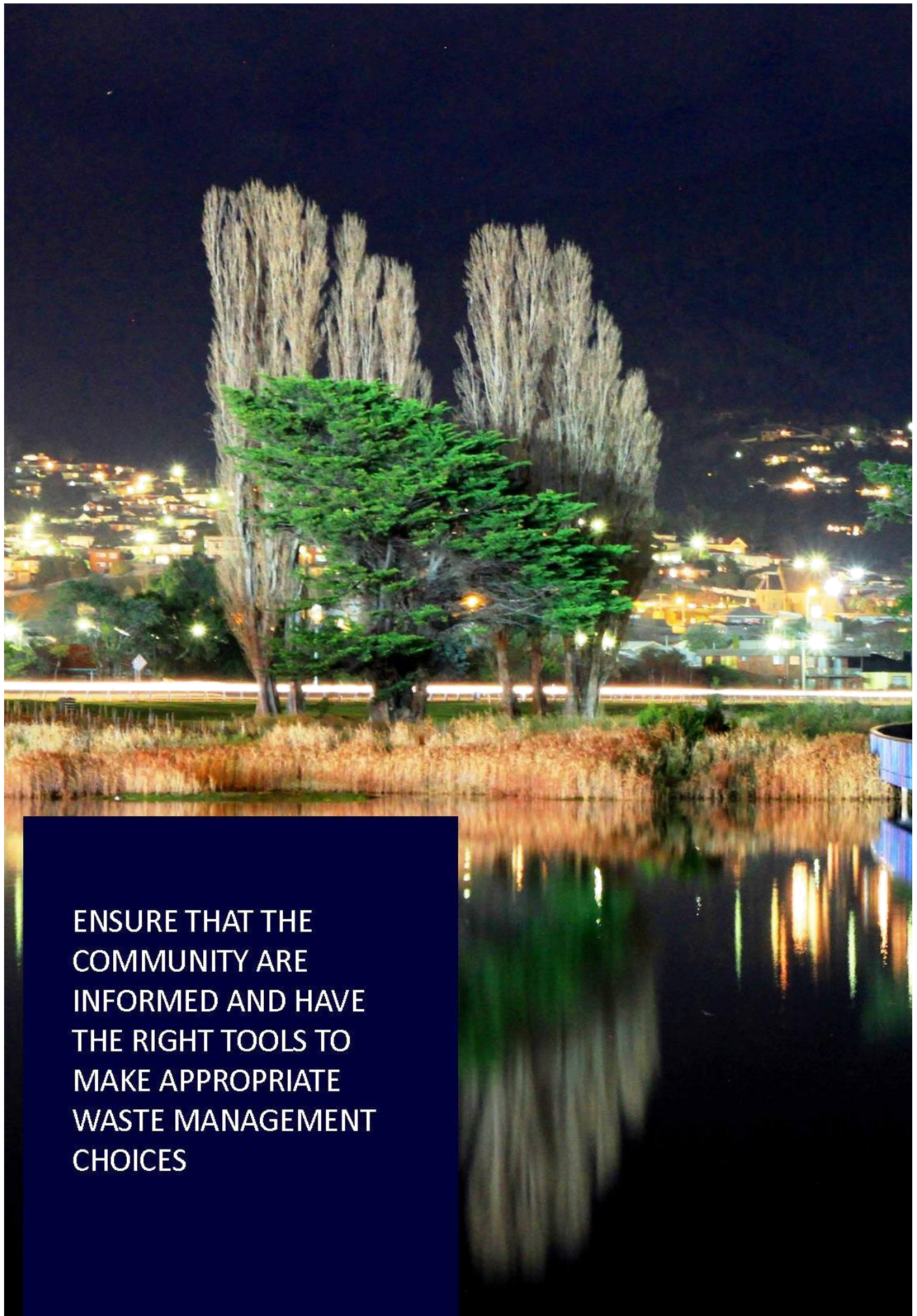
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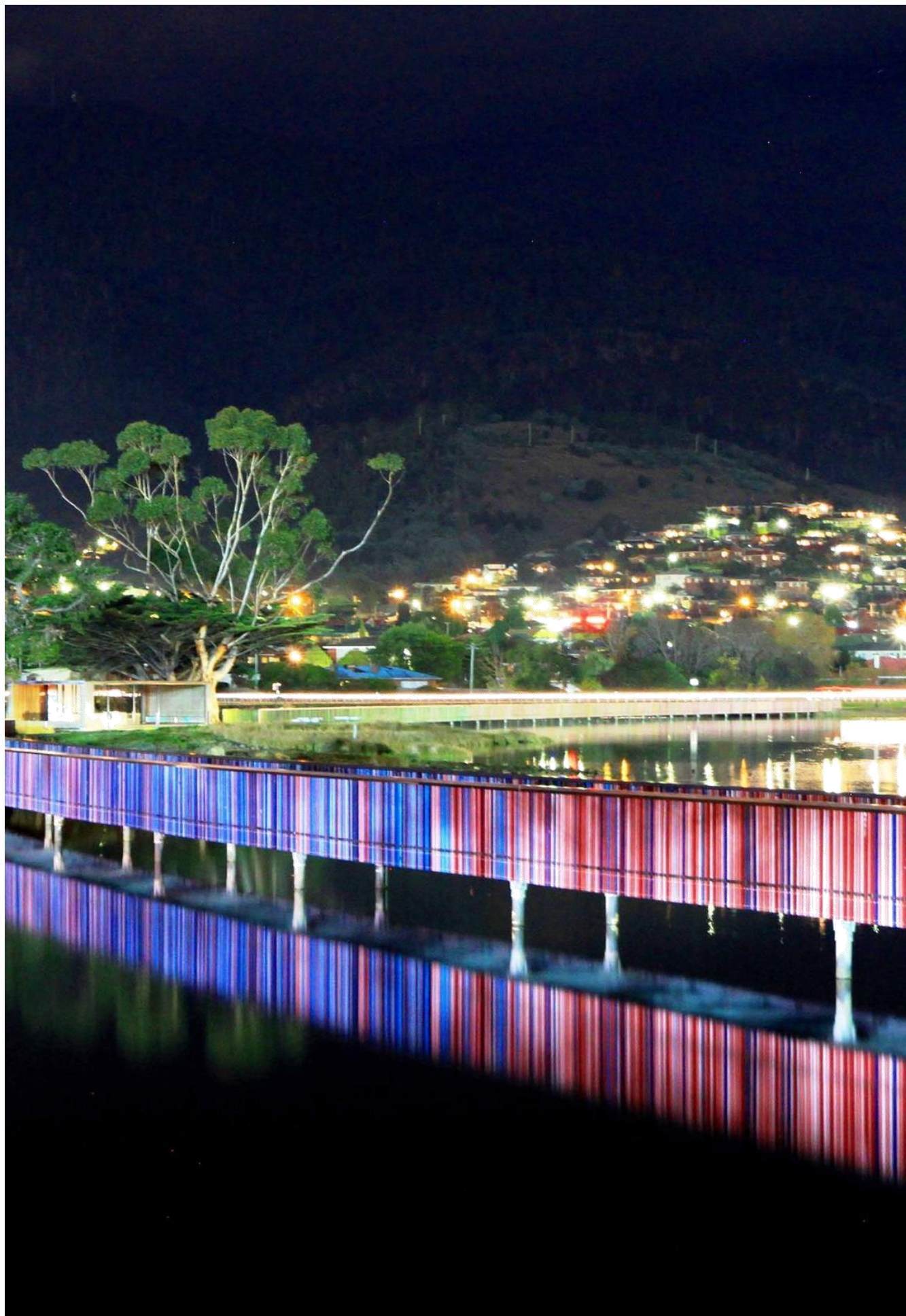
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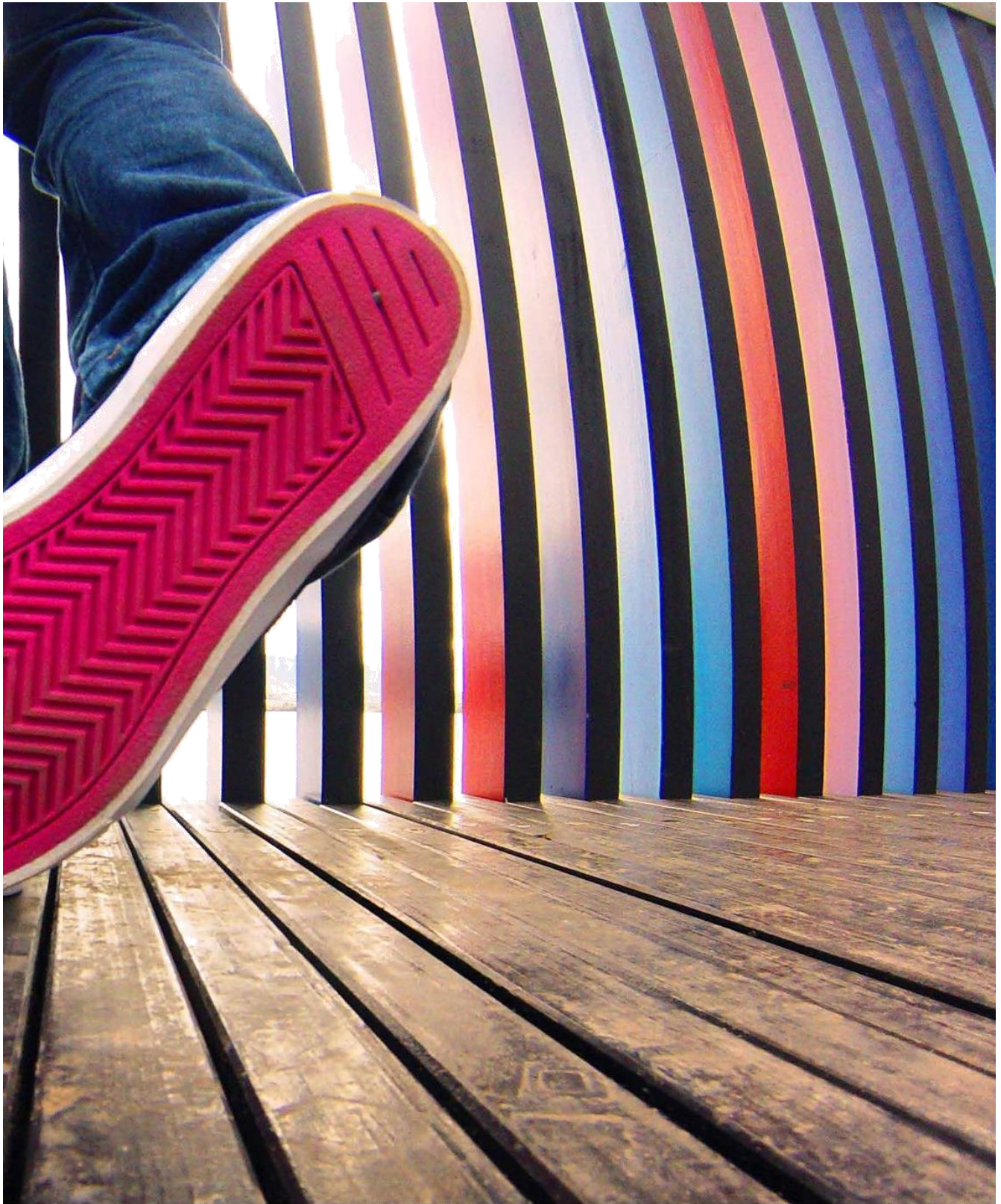


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ENSURE THAT THE
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2016-25

Glenorchy City Council Strategic Plan



PROPOSED FOR CONSULTATION

This document is available
from Council in other formats.

Cover photo: GCC imagery

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Introduction

Welcome to the Glenorchy City Council Strategic Plan 2016-25.

The Strategic Plan identifies the community goals, objectives and strategies that Council is going to follow to give effect to the community's vision for Glenorchy over the next 10 years.

The strategies in the Strategic Plan will be actioned through Council's Annual Plan, which Council prepares annually to guide its operations.

The Strategic Plan is based on the community vision in the City of Glenorchy Community Plan 2015-2040 which was adopted by Council on 19th January 2015 after an unprecedented community consultation process.

The community contributed nearly 2000 comments and 7,500 ideas about the future of the City through 69 different consultation activities.

The Community Plan sets out the Glenorchy community's vision, goals and priorities for the City over the period to 2040.

The Community Plan has been central to the development of this Strategic Plan by the Aldermen and Council staff.

Council has a number of different roles in bringing the community's vision into reality – from Manager/Leader to Partner to Advocate to Facilitator to Supporter.

On 28th September 2015, Council adopted a strategic planning framework, based on the five community goals in the Community Plan:

- Building Image and Pride
- Making Lives Better
- Open for Business
- Valuing our Environment; and
- Leading our Community

The framework also states a range of objectives for each community goal.

The Strategic Plan is for a 10 year period under the Local Government Act, and must be reviewed at least every 4 years.

Council's efforts over this time will be focussed on our City's vision:

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

Your Council



Front row (from left): Alderman Matt Stevenson, Alderman Harry Quick (Deputy Mayor), Alderman Kristie Johnston (Mayor), Mr Peter Brooks (General Manager), Alderman David Pearce OAM

Back row (from left): Alderman Jan Dunsby, Alderman Haydyn Neilsen OAM, Alderman Jenny Branch-Allen, Alderman Stuart Slade, Alderman Christine Lucas, Aldermen Steven King

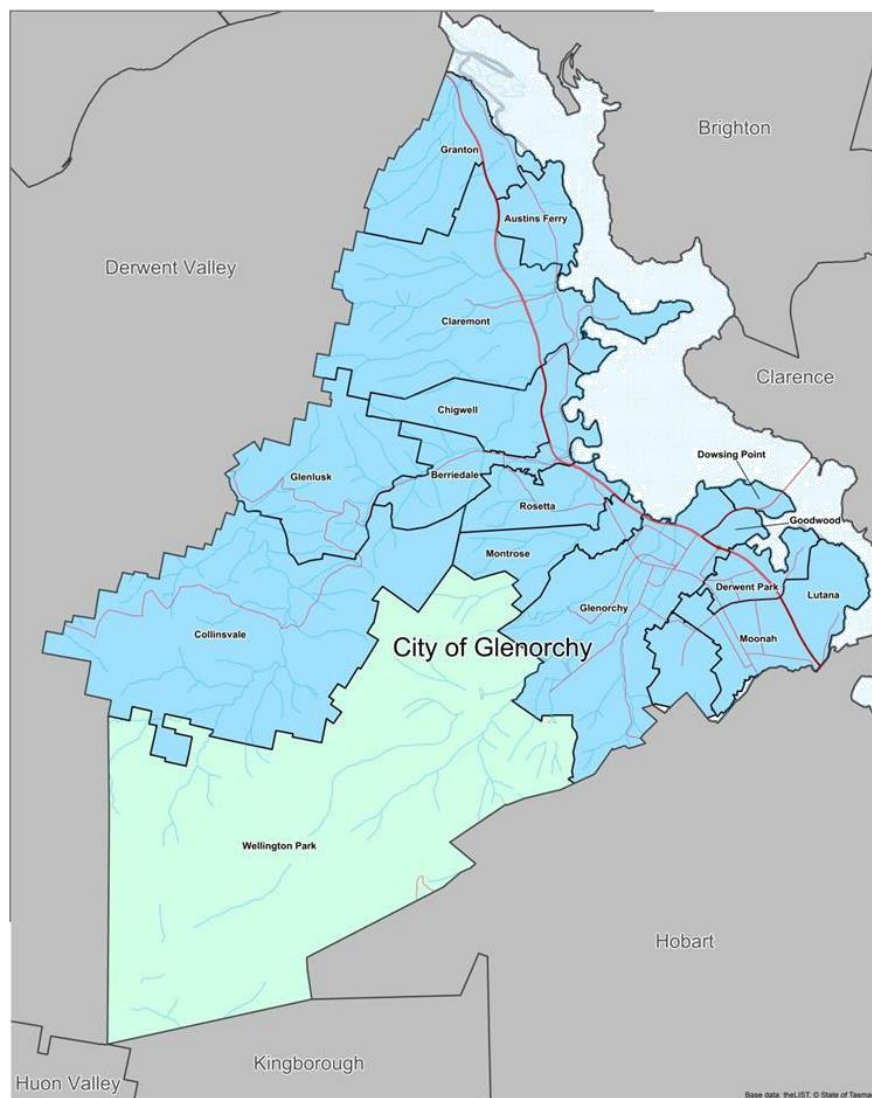
Council Structure



About Glenorchy

The City of Glenorchy, Tasmania's fourth largest City, lies on the western shore of the River Derwent in Southern Tasmania.

Glenorchy is located next to Tasmania's capital city, Hobart and is part of the Greater Hobart metropolitan area.



Population

Glenorchy has a population of 45,827¹.

Glenorchy is home to a proud and diverse community.

History

Glenorchy is believed to have been named by Governor Lachlan Macquarie after his wife's home in Scotland. The name means 'glen of tumbling waters'.

Originally home to the Mouheneener Aboriginal people, early European exploration from the 1790's onwards very quickly led to European settlement of Glenorchy, with Tasmania's first private land grants made along New Town Rivulet around Moonah in 1804.

The City developed over the next century as an agricultural district. Many of Glenorchy's place names are those of old farming properties.

Glenorchy was proclaimed a municipality in 1864.

Glenorchy developed into an industrial area, beginning with the establishment of the Electrolytic Zinc Company (now Nyrstar) at Risdon in 1917 followed shortly afterwards by the Cadbury chocolate factory (now

Mondelez International) at Claremont in the early 1920s.

Glenorchy was proclaimed a City on 24th October 1964.

Economy

Glenorchy has a strong, private sector economy with a mix of traditional industries, innovative high-tech enterprises and dynamic small businesses.

The City is the industrial centre of Tasmania. Major industries such as Nyrstar, Mondelez International, Incat and Blundstone are located in the City along with a defence and maritime industry precinct and the Tasmanian Technopark.

Glenorchy's retail precincts of Glenorchy, Moonah and Claremont are important in the metropolitan region.

The Derwent Park showroom precinct also plays an important part in the regional economy.

Tourism

The City is home to the Museum of Old and New Art (MONA), which is the largest private art gallery in the Southern Hemisphere. With over 330,000 visitors per year, it is Tasmania's second-most visited attraction.

¹ Australian Bureau of Statistics, Estimated Residential Population, 2015

The Glenorchy Art and Sculpture Park (GASP!) is bringing new life to the nearby Elwick Bay foreshore.

Infrastructure

Glenorchy is host to and benefits from a range of regionally-critical infrastructure.

Important transport linkages are provided by the Brooker Highway, along with Tasmania's highest frequency public transport corridor along Main Road and the Inter-city cycleway as well as significant infrastructure such as the former North-South rail corridor.

Other important infrastructure includes high voltage electricity transmission lines and injection points; trunk water supply and high pressure gas pipelines.

Culture and Recreation

Glenorchy contains a range of regional cultural and recreation facilities such as the Derwent Entertainment Centre, the Moonah Arts Centre, the Royal Agricultural Showgrounds, the

Tattersalls Park Racecourse, the KGV Sports and Community Hub and the Glenorchy Mountain Bike Park.

The iconic North-South Mountain Bike Track in Wellington Park has been the recent recipient of a national award.

Geography

The City has an area of 121km². About one third of the City lies within Wellington Park - a natural reserve set up to protect Mount Wellington and its surrounds.

Glenorchy's treed skyline is an important part of Greater Hobart's landscape.

Glenorchy has about 30km frontage to the River Derwent including many bays.

Compared to urban Greater Hobart as a whole, Glenorchy has a large area of flat land ideal for industrial or residential use.

Council's Strategic Planning Processes

Council's strategic planning processes involve a series of plans which help Council to put the community's vision into action.



Vision, Mission and Values

Our Vision

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

Our Mission

Our mission is to deliver the community's vision, goals and priorities from the City of Glenorchy Community Plan 2015-2040.

Our Values

People:	We believe that each person is equal and has a positive contribution to make. The rights and opinions of all are heard, valued and respected.
Diversity:	We value differences that enrich our community and the positive contributions everyone can make in improving the quality of community life.
Progress:	We value innovation, flexibility and imagination in building a better and sustainable community.
Prosperity:	We commit ourselves to achieving social and economic prosperity for all.
Environment:	We work together to improve our City so we can enjoy a safe and healthy environment and a good quality of life. We respect our heritage and have pride in our City.

"a proud city"

*"a city of arts; of
opportunity; of
partnerships ..."*

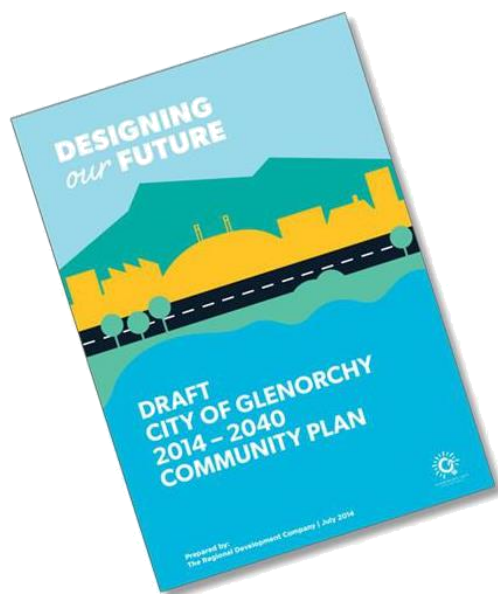
*"a city that makes
exciting things
happen"*

City of Glenorchy Community Plan

The Strategic Plan is based on the community vision in the City of Glenorchy Community Plan 2015-2040.

The Community Plan was adopted by Council on 19th January 2015 after an unprecedented community consultation process.

The Community Plan sets out the Glenorchy community's vision, goals and priorities for the City over the period to 2040.



The community gave us nearly 2000 comments and 7,500 ideas about the future of the City during 69 different consultation activities and events in the making of the Plan.

The Community Plan has been central to developing the draft Strategic Plan and has been heavily used by the Aldermen and Council staff in this process.

Council will need to play different roles in bringing the community's vision into reality – from Manager/Leader to Partner to Advocate to Facilitator to Supporter.

The core message of the Community Plan is set out in its Summary section:

It is 2040 ...

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

This is the Glenorchy of the future, created by over 7,500 ideas and thoughts of the people and communities of Glenorchy today.

Today, locals love:

- *The community feel and inclusion*
- *Multiculturalism*
- *Convenience in location, great shopping and affordability*
- *Emerging arts and culture*
- *MONA, GASP, Derwent Entertainment Centre, Moonah Arts Centre*

- Parks, playgrounds, walking and bike tracks and sporting venues
- Events
- Open spaces, the environment and natural accessible beauty, the River Derwent, Wellington Park, Tolosa Park, Myrtle Forest, the hills and parks.

The community wants to keep these strengths and build on them for the future.

The future of Glenorchy will be created through:

Building Image and Pride

We will show our pride as a city and others will see it.

Making Lives Better

We continue to be a safe, inclusive, active and vibrant community. We will focus on developing a hub of multiculturalism, arts and culture.

Valuing Our Environment

We will value and enhance our natural and built environment. Our central business district (CBD) areas of Glenorchy, Moonah and Claremont will be revitalised, with a strong emphasis on great design, open spaces and public art.

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.

Leading Our Community

We are a progressive, positive community with strong council leadership, striving to make Our Community's Vision a reality.

Community Priorities

The Community's top five priorities for the future are:

- *Becoming the hub for arts and culture in Tasmania and forging a national and international reputation as a leading destination for arts tourism*
- *Creating a strong economy; creating more local jobs; encouraging investment; revitalising our CBD areas*
- *Supporting and celebrating our diversity*
- *Providing a safe city with quality open space and community and recreation facilities and services for all age groups*
- *Building city pride, appearance and reputation*

Strategic Planning Framework

The Strategic Planning Framework adopted by Council on 28th September 2015 uses the five community goals from the Community Plan:

- Building Image and Pride
- Making Lives Better
- Open for Business
- Valuing our Environment; and
- Leading our Community

In adopting the Framework, Council aims to build image and pride in the City of Glenorchy by acting to make lives better, be open for business, value our environment and lead our community.

The Framework also sets out a range of objectives for each community goal.

The Strategic Planning Framework is set out below:

Community Goal	Objective	
Making Lives Better	• Know our communities and what they value. • Support our communities to pursue and achieve their goals. • Facilitate and/or deliver services to our communities.	
Open for Business	• Stimulate a prosperous economy. • Identify and support priority growth sectors.	
Valuing our Environment	• Create a liveable and desirable City. • Manage our natural environments now and for the future.	
Leading Our Community	• Govern in the best interests of our communities. • Prioritise resources to achieve our communities' goals. • Build strong relationships to deliver our communities' goals.	

Building Image and Pride

Position Glenorchy as a welcoming community and the place to be.

Strategic Plan Objectives & Strategies

In order to build image and pride in the City of Glenorchy, a series of objectives and strategies has been developed for each of the remaining four community goals.

These are:

Making Lives Better

Objective	Strategy
1.1 Know our communities and what they value.	1.1.1 Guide decision making through continued community engagement based on our Community Plan. 1.1.2 Encourage diversity in our community by facilitating opportunities and connections.
1.2 Support our communities to pursue and achieve their goals.	1.2.1 Encourage and support communities to express and achieve their aspirations. 1.2.2 Build relationships and networks that create opportunities for our communities.
1.3 Facilitate and/or deliver services to our communities.	1.3.1 Directly deliver defined service levels to our communities. 1.3.2 Identify and engage in partnerships that can more effectively deliver defined service levels to our communities.

Open for Business

Objective	Strategy
2.1 Stimulate a prosperous economy.	2.1.1 Foster an environment that encourages investment and jobs. 2.1.2 Build relationships with government and the private sector that create job opportunities for our communities.
2.2 Identify and support priority growth sectors.	2.2.1 Target growth sectors based on our understanding of the City's competitive advantages.

Valuing our Environment

Objective	Strategy
3.1 Create a liveable and desirable City.	3.1.1 Revitalise our CBD areas through infrastructure improvements. 3.1.2 Enhance our parks and public spaces with public art and contemporary design. 3.1.3 Manage the City's transport network to promote sustainability, accessibility, choice, safety and amenity. 3.1.4 Deliver new and existing services to improve the City's liveability.
3.2 Manage our natural environments now and for the future.	3.2.1 Identify and protect areas of high natural values. 3.2.2 Encourage access to and appreciation of natural areas. 3.2.3 Enhance, protect and celebrate the Derwent Foreshore.

Leading our Community

Objective	Strategy
4.1 Govern in the best interests of our community.	4.1.1 Manage Council for maximum efficiency, accountability and transparency. 4.1.2 Manage the City's assets soundly for the long term benefit of the Community. 4.1.3 Maximise regulatory compliance in Council and the community through our systems and processes.
4.2 Prioritise resources to achieve our communities' goals.	4.2.1 Deploy the Council's resources effectively to deliver value. 4.2.2 Ensure that we have a skilled, capable and safety-focused workforce.
4.3 Build strong relationships to deliver our communities' goals.	4.3.1 Foster productive relationships with other levels of government, other councils and peak bodies to achieve community outcomes.

Measuring Performance

Council will use the following strategic performance measures to help it track how it is going in meeting its strategic objectives.

The aim of the measures is to help Council to check how it is going in making the community's vision, goals and priorities from the City of Glenorchy Community Plan 2015-2040 happen.

The number of measures is small. This is on purpose because we want to measure the main things that matter and not to get bogged down in fine detail.

We will be looking at the measures over time to see whether the things that are important to the Glenorchy community are getting better or worse.

Council does not have total control about this because other things can affect the measures like a downturn in the economy or what other levels of government might do.

However, we hope that by watching how the measures change over time, we will know where Council needs to put its efforts to make life better in Glenorchy.

The measures are grouped around the five community goals in the Community Plan:

- Making Lives Better
- Open for Business
- Valuing our Environment
- Leading our Community

Community Goal	Strategic Performance Measure
Building image and pride	Net promoter score - Proportion of those surveyed who would recommend Glenorchy to others as a place to live. Source: Community Survey
Making lives better	Index of overall standard of living in the City – health & safety, belonging, connection to health Source: Census data
	Australian early development index – readiness for learning across 5 domains Source: National early development census
Open for business	Gross regional product Source: i.d. Economic Profile
	Local employment Source: i.d. Economic Profile
Valuing our environment	Quality of built and social environment Source: BankWest Quality of Life index
	Community engagement in the natural environment. Source: Community Survey
Leading our community	Satisfaction with Council leadership. (Community perception of residents surveyed who perceive that Council is "headed in the right direction"). Source: Community Survey

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Glenorchy City Council

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COMMUNITY ENGAGEMENT PLAN

Proposed Glenorchy City Council Strategic Plan 2016-25

October 2016

Community Engagement Plan - Proposed Glenorchy City Council Strategic Plan 2016 - 2025

Background

The proposed Glenorchy City Council Strategic Plan 2016-2025 is an important community strategy which will shape Council's future priorities and resource allocation decisions.

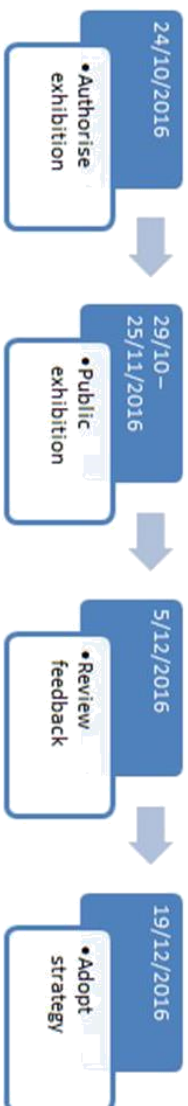
Feedback is required from the community and relevant agencies and bodies under s. 66 of the Local Government Act 1993.

Given the importance of this document in implementing the Community Plan's vision, goals and priorities, Council will exceed the minimum consultation requirements of the Act.

The proposed consultation period is from 29 October 2016 until 25 November 2016.

The community of Glenorchy and other relevant stakeholders will be invited to comment on the proposed Strategic Plan.

Following the consultation period, all comments will be compiled by Council officers and reported to Aldermen at a Council workshop. After that, any changes required will be made to the proposed Strategic Plan. A Council report will then be prepared recommending that Council adopt the new Strategic Plan.



Stakeholder	Technique	Key Messages	Date	By whom?	Status
Aldermen	Council Workshop	Familiarisation with proposed Strategic Plan before Council meeting to authorise consultation.	10/10/2016	CSED	Completed
	Council meeting	Authorise consultation	24/10/2016	CSED	
	Council workshop	Review feedback from consultation and consider potential changes.	5/12/2016	CSED	
	Council meeting	Approve strategic plan.	19/12/2016	CSED	
General Community	Advertisement in The Saturday Mercury	Submissions invited on Proposed Strategic Plan. Give consultation dates and options for contributing.	29/10/2016	CSED	
	Website: News item, copy of proposed Strategic Plan and comment form.	Submissions invited on Proposed Strategic Plan. Brief background on the Strategic Plan – link to community plan, what the Plan is and how it works. Give consultation dates and options for contributing.	28/10/2016 – 25/11/2016	CSED, IM	

Stakeholder	Technique	Key Messages	Date	By whom?	Status
	Article in the Glenorchy Gazette	Submissions invited on Proposed Strategic Plan. Brief background on the Strategic Plan – link to community plan, what the Plan is and how it works. Give consultation dates and options for contributing.	November edition. Deadline: 25/10/2016	CSED to draft, CPI to dispatch	
General Community	Display in Council foyer Copies of the proposed Strategic Plan and comment forms available at the GCC Customer Service Centre.	Submissions invited on Proposed Strategic Plan. Brief background on the Strategic Plan – link to community plan, what the Plan is and how it works. Give consultation dates and options for contributing.	31/10/2016 – 25/11/2016	CSED, Customer Service	
Community Panel	Email letter with link to online copy of proposed Strategic Plan and comment form. Hard copy letter with details on accessing copy of proposed Strategic Plan and comment form.	Submissions invited on Proposed Strategic Plan. Brief background on the Strategic Plan – link to community plan, what the Plan is and how it works. Give consultation dates and options for contributing.	31/10/2016	CSED to draft, CPI to dispatch	

Stakeholder	Technique	Key Messages	Date	By whom?	Status
Authorities and Bodies (adjacent Councils, State Government Departments, Destination Southern Tasmania, STCA, LGAT, Maritime Network)	Emailletter with link to online copy of proposed Strategic Plan and comment form	Submissions invited on Proposed Strategic Plan. Key document guiding Council's operations. Brief background on the Strategic Plan – link to community plan, what the Plan is and how it works. Give consultation dates and options for contributing.	31/10/2016	CSED to draft, CPI to dispatch	
Service Providers GAIN YANG LINKAGES	Emailletter with link to online copy of proposed Strategic Plan and comment form	Submissions invited on Proposed Strategic Plan. Key document guiding Council's operations. Brief background on the Strategic Plan – link to community plan, what the Plan is and how it works. Give consultation dates and options for contributing.	31/10/2016	CSED to draft, CPI to dispatch	

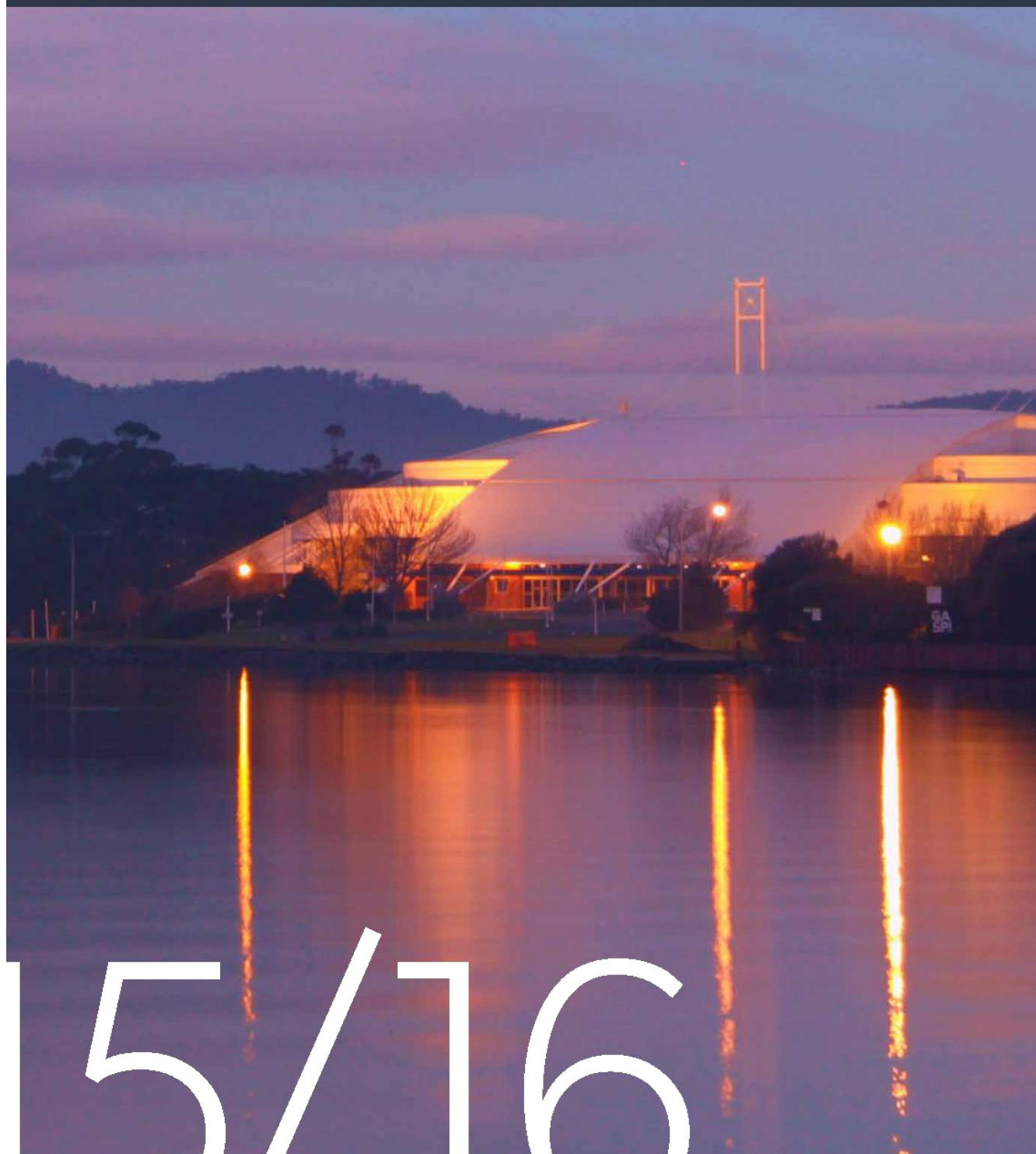
Stakeholder	Technique	Key Messages	Date	By whom?	Status
Service Providers Migrant Resource Centre Glenorchy LINC	Emailletter with link to online copy of proposed Strategic Plan and comment form	Submissions invited on Proposed Strategic Plan. Key document guiding Council's operations. Brief background on the Strategic Plan – link to community plan, what the Plan is and how it works. Give consultation dates and options for contributing.	31/10/2016	CSED to draft, CPI to dispatch	
Special Committees of Council Glenorchy Youth Task Force Access Committee Safer Communities Committee Sport and Recreation Committee Cultural Diversity Advisory Committee Arts and Cultural Advisory Committee	Email: Invitation to convenors to circulate to membership and contribute; with link to online copy of proposed Strategic Plan and comment form	Submissions invited on Proposed Strategic Plan. Key document guiding Council's operations. Brief background on the Strategic Plan – link to community plan, what the Plan is and how it works. Give consultation dates and options for contributing.	31/10/2016	CSED to draft, CPI to dispatch	

Stakeholder	Technique	Key Messages	Date	By whom?	Status
Aboriginal Community Karadi Aboriginal Corporation	Emailletter with link to online copy of proposed Strategic Plan and comment form	Submissions invited on Proposed Strategic Plan. Key document guiding Council's operations. Brief background on the Strategic Plan – link to community plan, what the Plan is and how it works. Give consultation dates and options for contributing.	31/10/2016	CSED to draft, CPI to dispatch	
Business Community (Key businesses & those on the Safer Communities business breakfast mailing list)	Emailletter with link to online copy of proposed Strategic Plan and comment form	Submissions invited on Proposed Strategic Plan. Key document guiding Council's operations. Brief background on the Strategic Plan – link to community plan, what the Plan is and how it works. Give consultation dates and options for contributing.	31/10/2016	CSED to draft, CPI to dispatch	

Stakeholder	Technique	Key Messages	Date	By whom?	Status
MGBA	Emailletter with link to online copy of proposed Strategic Plan and comment form	Submissions invited on Proposed Strategic Plan. Key document guiding Council's operations. Brief background on the Strategic Plan – link to community plan, what the Plan is and how it works. Give consultation dates and options for contributing.	31/10/2016	CSED	
Council Staff	All staff Email: Attach copy of proposed Strategic Plan and comment form	Submissions invited on Proposed Strategic Plan. Key document guiding Council's operations. Brief background on the Strategic Plan – link to community plan, what the Plan is and how it works. Give consultation dates and options for contributing.	31/10/2016	CSED	

Stakeholder	Technique	Key Messages	Date	By whom?	Status
Council Staff	Attendance at staff meetings upon request from relevant Director/Manager	Submissions invited on Proposed Strategic Plan. Key document guiding Council's operations. Brief background on the Strategic Plan – link to community plan, what the Plan is and how it works. Give consultation dates and options for contributing.	31/10/2016 – 25/11/2016	CSED	

Glenorchy City Council Annual Report





Vision

Our vision is to ensure Glenorchy is the best place in Tasmania to live, work and play; both now and into the future.

We want a city where we all care for each other and act together to improve our lifestyle and environment through a strong sense of community.

Mission

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

Values

People

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

Diversity

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

Progress

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

Prosperity

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

Environment

We work together to improve our City so we can enjoy a safe and healthy environment and a good quality of life. We respect our heritage and have pride in our City.

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Part 1 *About Council*



5/16

ABOUT COUNCIL



Mayor's Message

- such divisions and poor relationships adversely impact on governance arrangements and are not conducive to good decision making; and
- all efforts to overcome the divisions within the Council have failed

The terms of reference for the Board of Inquiry are broad and cover the arrangements and practices since the October 2014 election in relation to:

- Section 28 of the *Local Government Act 1993* ('the Act') – compliance by elected members of Council with their functions under the Act;
- Section 27 of the Act – compliance by the Mayor with her functions under the Act;
- Sections 62 and 63 of the Act – compliance by the General Manager with his functions and powers under the Act; and
- Compliance with any other sections of the Act relevant to governance arrangements and practices within the Council.

The Board of Inquiry is to further examine the governance structures

and processes adopted by the Council during that period. The Board is also to inquire into any claims of non-compliance or breaches of the Act and associated regulations, or any other legislation, since October 2014, brought to its attention during its deliberations.

Members of the public, aldermen and staff were provided the opportunity to make submissions.

Whilst it was hoped that the Board of Inquiry would complete its investigations and provide a report to the Minister by mid February 2016, legal action taken in the Supreme Court against the Board of Inquiry by Ald Branch-Allen (and later joined by Ald Slade, King, Lucas and Pearce) delayed the investigation considerably. The delays have been further compounded by the failure of some parties to provide information to the Board in the timeframes requested.

The consequence of the delay has meant that Council staff have had to continue to provide "business as usual" services as the investigation continues, and in the midst of a sometimes tense

The 2015-16 financial year has proven to be a particularly challenging one for Glenorchy City Council and the community it represents. The Minister for Local Government, Peter Gutwein, established on 14 October 2015 a Board of Inquiry into the Glenorchy City Council. The Minister established the Board of Inquiry because he was satisfied that:

- following considerable and ongoing public concern and investigations by the Director of Local Government, significant divisions continue to exist within the Glenorchy City Council as well as between elected members and senior staff;



ABOUT COUNCIL

political environment. I wish to acknowledge the stressful and uncertain environment in which they have worked and thank them for the way in which they have professionally continued to deliver services to our community.

It is important that the community have faith and confidence in their elected representatives and the governance arrangements and practices of Council. The Board of Inquiry process will allow the issues to be identified and provide recommendations on how to address them in the best interests of the community. I thank the community for their patience, support and understanding whilst we undergo this important process.

Glenorchy was again successful in the Annual Keep Australia Beautiful awards, being named Tasmania's sustainable city for the second consecutive year and winning a number of other awards.

This is fitting recognition for the ongoing work many community groups, individuals, and Council do in our community.

In a positive for Council's finances as well as the environment, Glenorchy's energy-efficient street lighting project has realised some significant saving including almost halving energy usage and costs, and significantly reducing our carbon footprint. Importantly, these savings and environmental benefits will continue on into the future.

I also wish to acknowledge the contributions of the Community Precincts. The Community Precinct members have contributed significantly to the health and wellbeing of our community over many years and proved to be an invaluable mechanism for community consultation.

Whilst a recent decision of Council has terminated the Community Precinct Program I have no doubt that they will leave a lasting and positive legacy of community engagement and participation. I extend my deepest gratitude to those involved for the countless hours of volunteer time they have provided, the activities they have facilitated, and their honest and valued feedback to Council.

At the request of the Minister for Local Government, Peter Gutwein, Glenorchy has commenced a study with other Councils on the potential for amalgamation, and while we are open to considering what may be viable options, our position remains that any proposal must clearly and demonstrably be in the best interests of the City and the community of Glenorchy before we progress beyond an initial investigation.

Finally, I would like to extend my personal thanks to the community for the support they have offered me. I give my assurance that I shall continue in the role of Mayor and to focus on my commitment to delivering the transparency and accountability our community deserves and needs and a City which we can all take pride in.

Kristie Johnston
Mayor



General Manager's Report

I am pleased to present a detailed report covering the Glenorchy City Council's key achievements over the past year, as well as the financial statements for the financial year ending 30 June 2016.

The year in review was one of considerable challenge for Glenorchy City Council following the establishment of the Board of Inquiry into the Council by the Minister for Planning and Local Government, Peter Gutwein MP in October 2015.

Despite this challenge, Council did not deviate from its main goal of proudly delivering a continuing high standard of service to our community, visitors and businesses in the City of Glenorchy.

This Annual Report details the performance against the four directions set out in the Council's Interim Strategic Plan 2013-18 and the actions taken towards achieving Council's vision of being the best place in Tasmania to live, work and play, both now and into the future. The report also provides details of Council's financial achievements for the 2015-16 year and its compliance with legislative requirements.

Financial Sustainability

In October 2014, Council made a decision to build a financially strong organisation in order to provide sustainable services to our community and the City of Glenorchy. Council's goal was to be in a surplus position by end of the 2016-17 financial year, through the removal of its operating deficit of \$4.892 million. I am pleased to advise that Council has achieved this surplus position, and has done so one year prior to its target date. Council's financial statements are very strong and demonstrate a healthy cash flow position.

Achievements

As General Manager, I am proud to report Council's achievements for the last financial year.

Council successfully completed the federally funded Derwent Park Stormwater Harvesting and Industrial Reuse Project which will collect and treat stormwater that previously resulted in significant flooding of sections of the Brooker Highway during periods of heavy rainfall. This innovative, environmentally sustainable project is unique in Tasmania and one of the largest of its kind in Australia. The project will replace the equivalent of 190 Olympic-sized swimming pools of quality water currently being used for industrial and irrigation purposes with treated stormwater. The project was recognised with a win in the Keep Australia Beautiful awards in 2014, and in 2015 was highly commended in the national Keep Australia Beautiful Environmental Sustainable category. Glenorchy has been named Tasmania's Sustainable City for two consecutive years.

Council was also a winner of the Young Legends category in the 2015 Keep Australia Beautiful awards for its achievement supporting a range of sustainability programs and projects for young people of our community. Initiatives recognised included the Benjafield Child Care Centre, Waste Management Schools Program, Rosetta Primary School, Glenorchy Youth Task Force and Seriously Smashed program. These awards provide a clear indication of the value of the excellent collaborative work of Council employees and community members, as well as Council's important investment in the younger members of our community.



The newly opened Moonah Arts Centre and the Derwent Entertainment Centre continue to be the heart of arts, culture and music in the City of Glenorchy. Importantly, their contribution extends beyond the boundaries of our City, attracting world-class events to Tasmania with audiences comprised of people from throughout the State. Glenorchy hosted 115 live ticketed events during the 2015-16 financial year with shows and performances including Cirque du Soleil, Cats and Tom Jones as well as numerous performances by local artists and theatre companies, and many more.

On the sporting front, Council is eagerly planning the grand opening of the King George V Sports and Community Facility Project before the end of 2016. This major project provides exciting new community and sporting facilities for our community and the City of Glenorchy.

Glenorchy City Council is achieving valuable savings and enhanced community safety as a result of the installation of energy efficient LED street lighting over the past 12 months. The initiative has almost halved Glenorchy's electricity usage for street lighting from approximately 2,200 MW hours per year to 1,300 MW hours, with a similar reduction in associated energy costs and carbon footprint. In 2013-14 Council spent more than \$1.06 million on street lighting. In 2015-16 the cost was \$624,000, a

difference of more than \$430,000 and the savings will be ongoing.

In a joint project with the Hobart City Council, partly funded by a Commonwealth grant, some 2,800 older technology street lights were replaced on residential streets in Glenorchy. Council also upgraded floodlights at Abbotsfield Sport Ground.

Council has also progressed its initiative for the revitalisation of Main Road Glenorchy, between Terry Street and Barry Street, with the release of concept designs. The draft concept designs and associated video show how the street and surrounding spaces might look and feel, with 'before and after' pictures showing proposals including road layouts, paving, seating, bike racks and planting. The aim of the revitalisation is to create a vibrant city centre, reflecting Glenorchy's distinct character and to provide a place that is inviting for investors and customers, and is a great place to do business. The community will be invited to give feedback directly and via the Council website.

The community feedback and comments will assist the urban design team and Council with review and revision of the draft concept designs and plans before they are finalised in December 2016.

Governance

I am pleased to report that as well as delivering these successful projects for our community and City, Council's achievements

included the further development and improvement of our governance structure, processes and procedures.

In the past financial year, Council commenced a review of its forward strategy to develop a 10-year Strategic Plan 2016-2025 which will flow from Council's Community Plan 2015-2040 by incorporating the community's goals into our strategy for the future. The draft Strategic Plan will be open for public consultation in late 2016.

As part of its strategy, Council also revised its 10-year Long-Term Financial Plan and four-year rolling Annual Plan to ensure that this key suite of documents required under State legislation are in line with the external and internal changes in our environment, society and organisation. The newly revised 10-year Long Term Financial Plan and four-year Annual Plan were adopted by Council on 20 June 2016.

Establishing an effective budget for the coming financial year is one of the important processes for every organisation, especially for local governments. This is particularly true for Tasmanian councils in the face of cutbacks in funding from the State and Commonwealth Governments and issues surrounding the payment of dividends by TasWater. These factors certainly made the preparation of the 2016-17 budget extremely challenging. However, Council achieved its goal in setting a budget following on

ABOUT COUNCIL

from a very successful public forum that provided an opportunity for community input in this important process. This was a rewarding process and enabled Council to develop a responsible budget that took account of the community's needs and expectations.

An organisation cannot succeed without dedicated, hard working, and experienced staff. Glenorchy City Council is fortunate in this regard and it is the duty of the Council as an employer to look after the safety, wellbeing and entitlements of its staff. As part of its developing Human Resources Strategy, Council commenced a review of its Enterprise Agreement. Following a successful process which included extensive consultation and collaboration with the Australian Services Union, as well as employee bargaining representatives, Council achieved an outstanding industrial result with the new Enterprise Agreement receiving overwhelming support from Council's staff.

Safety continues to be the priority at Glenorchy. As part of its developing Work Health and Safety Strategy, Council conducted a number of Envisage workshops attended by more than 80 employees covering issues such as identity, financial planning and superannuation, employment options for mature-age workers, health, relationships, and retirement options and opportunities. This innovative program developed by Council and its consultants Segeco, is now an ongoing component of Council's human resources strategy. It received support and approval from the Commonwealth Department of Employment and has since been rolled out to other organisations.

A key component of Council's SafetyCircle program which operates throughout the organisation is Council's continued focus on creating a positive work health and safety environment and enhanced culture in the workplace. This has already resulted in positive changes with Council recording no lost time injuries for a record number of months. This represents a significant and historic improvement.

As part of the development of our Governance Strategy, Council successfully conducted a number of workshops with Aldermen to develop its Corporate Risk Register. This was adopted by Council on 25 January 2016. In consultation with Aldermen, the community also witnessed a significant development in the review of the Council's policies and procedures. As part of good governance and open communication and transparency, Council began making audio recordings of all of its open Council meetings. The recordings are available to the public on Council's website immediately following each Council meeting.

Council continues to be an innovative organisation and is applying modern 21st century technology in the development of its Information Communication Technology Strategy. Council is currently working with a local Glenorchy company to move its information and communications systems into the cloud environment. Council is recognised as a leader among Tasmanian councils in this area.

I am pleased to report that despite the external challenges faced by Council, its employees and the community in the past financial year, including the establishment

of the Board of Inquiry, changes to the *Local Government Act*, the *Building Act* and Glenorchy's Interim Planning Scheme, as well as the issues surrounding the payment of Taswater dividends, Council's management, employees and operations achieved very successful outcomes for the City.

In closing, I would like to thank each and all of the Council's employees for their hard work, commitment, dedication and passion for our community in achieving this successful outcome in this challenging but rewarding year. I would like to record my thanks to our elected members, the Mayor, the Deputy Mayor and the Aldermen, for their continued efforts and passion for our community and City of Glenorchy.

On behalf of our staff, I would also like to extend my thanks to our community for the support, patience and positive feedback you provided as part of the Community Forum associated with the development of the 2016-17 budget as well as the overall positive comments conveyed during the year.

I am confident that with the strong Community Plan, Asset Management Plan, 10-year Long Term Financial Plan, our good governance structure, Corporate Risk Register, Waste Management Strategy and skilled, experienced and highly driven management team and employees, the Glenorchy City Council will continue to serve our community and the City of Glenorchy and will continue to promote a positive culture in our organisation and in all that we do for many years to come.

Peter Brooks
General Manager

ABOUT COUNCIL

Aldermen

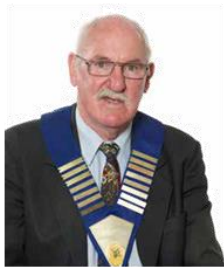


Alderman Kristie Johnston (Mayor)

First elected 2011
Elected Mayor 2014

Council Representations as at 30 June 2016

- Glenorchy Planning Authority (Chair)
- Safer Communities Committee (Chair)
- Wilkinson Point/Elwick Bay Master Plan Steering Committee (Chair)
- Southern Tasmanian Councils Authority (Think South)
- TasWater Owner Representative
- Local Government Association of Tasmania
- Destination Southern Tasmania Board
- Hobart-Glenorchy MOU Committee
- Glenorchy Youth Taskforce
- City of Glenorchy Australia Day Award Committee



Alderman Harry Quick (Deputy Mayor)

First Elected 2014
Elected Deputy Mayor 2014

Council Representations as at 30 June 2016

- Glenorchy Planning Authority
- Goodwood Community Centre Management Committee
- Glenorchy Youth Task Force
- Cycling South



Alderman Jenny Branch-Allen

First Elected 2007
Re-elected 2014

Council Representations as at 30 June 2016

- Community Road Safety Committee (part year) (Chair)
- Glenorchy Lawn Bowls Facility Strategy Working Group (Chair)
- Glenorchy LEARN Leadership Group (Chair)
- Glenorchy Arts and Cultural Advisory Committee (Chair)
- Glenorchy Planning Authority
- City of Glenorchy Australia Day Award Nominations Committee
- General Manager's Performance Review Committee
- Audit Panel
- Glenorchy to Hobart Public Transit Corridor Steering Committee
- Integrated Care Centre Working Group (part year)

ABOUT COUNCIL

**Alderman Jan Dunsby**

First elected 2014

Council Representations as at 30 June 2016

- Glenorchy City Council Access Committee
- Glenorchy City Concert Brass Committee
- Safer Communities Committee
- West Moonah Community House
- General Manager's Performance Review Committee
- Community Road Safety Partnership Program (Proxy)
- Glenorchy Planning Authority (Proxy)
- Rail Corridor Working Party (Proxy)

**Alderman Steven King**

First elected 2008

Re-elected 2014

Council Representations as at 30 June 2016

- Emergency Management Committee (Chair)
- Glenorchy Recreation Ground Master Plan Working Group (Chair)
- Tolosa Park Master Plan Steering Committee (Chair)
- Carols by Candlelight Committee (Joint Chair)
- Hobart-Glenorchy MOU Committee
- Glenorchy Planning Authority (Proxy)
- Audit Panel (Proxy)
- Moonah Sports Centre – National Fitness Southern Recreation Association Committee (Council representative)

**Alderman Christine Lucas**

First elected 1994 – current

Council Representations as at 30 June 2016

- Glenorchy CBD Revitalisation Committee (Chair)
- Moonah Taste of the World Festival Committee (Chair)
- General Manager's Performance Review Committee
- Glenorchy Arts and Cultural Advisory Committee
- Glenorchy Suicide Prevention Network
- Audit Panel
- Greater Hobart Coming Out Proud Program Community Liaison Committee
- Glenorchy Planning Authority (Proxy)
- Glenorchy City Concert Brass Committee (Proxy)

ABOUT COUNCIL

**Alderman Haydyn Nielsen OAM**

First Elected 2002
Elected Deputy Mayor 2011–2014
Re-elected 2014

Council Representations as at 30 June 2016

- Glenorchy Tracks, Trails and Cycleways Committee (Chair)
- MONA GASP Fun Run and Walk (Chair and Race Director)
- Sport and Recreation Advisory Committee
- Cycling South
- Wellington Park Management Trust
- Glenorchy Planning Authority (Proxy)

**Alderman David Pearce OAM**

First Elected 1999
Re-elected 2005
Re-elected 2009
Re-elected 2014

Council Representations as at 30 June 2016

- Community Plan Steering Committee (Chair)
- Glenorchy Parking Strategy Reference Group (Chair)
- Council Carols by Candlelight Committee (Joint Chair)
- Glenorchy Planning Authority
- Glenorchy Access Advisory Committee
- Glenorchy Safer Communities Committee
- Glenorchy Youth Task Force
- Moonah Community Sports Centre Management Committee (Proxy)



Alderman Stuart Slade

First elected	1991
Elected Deputy Mayor	1996–2005
Elected Mayor	2011–2014
Re-elected	2014

Council Representations as at 30 June 2016

- Berriedale Bay Master Plan Committee (Chair)
- General Manager's Performance Review Committee (Chair)
- City of Glenorchy Australia Day Award Nominations Committee (Chair)
- Glenorchy Cultural Diversity Committee (Chair)
- Wilkinson Point/Elwick Bay Master Plan Steering Committee
- Glenorchy Planning Authority (Proxy)



Alderman Matt Stevenson

First elected	2010
Re-elected	2014

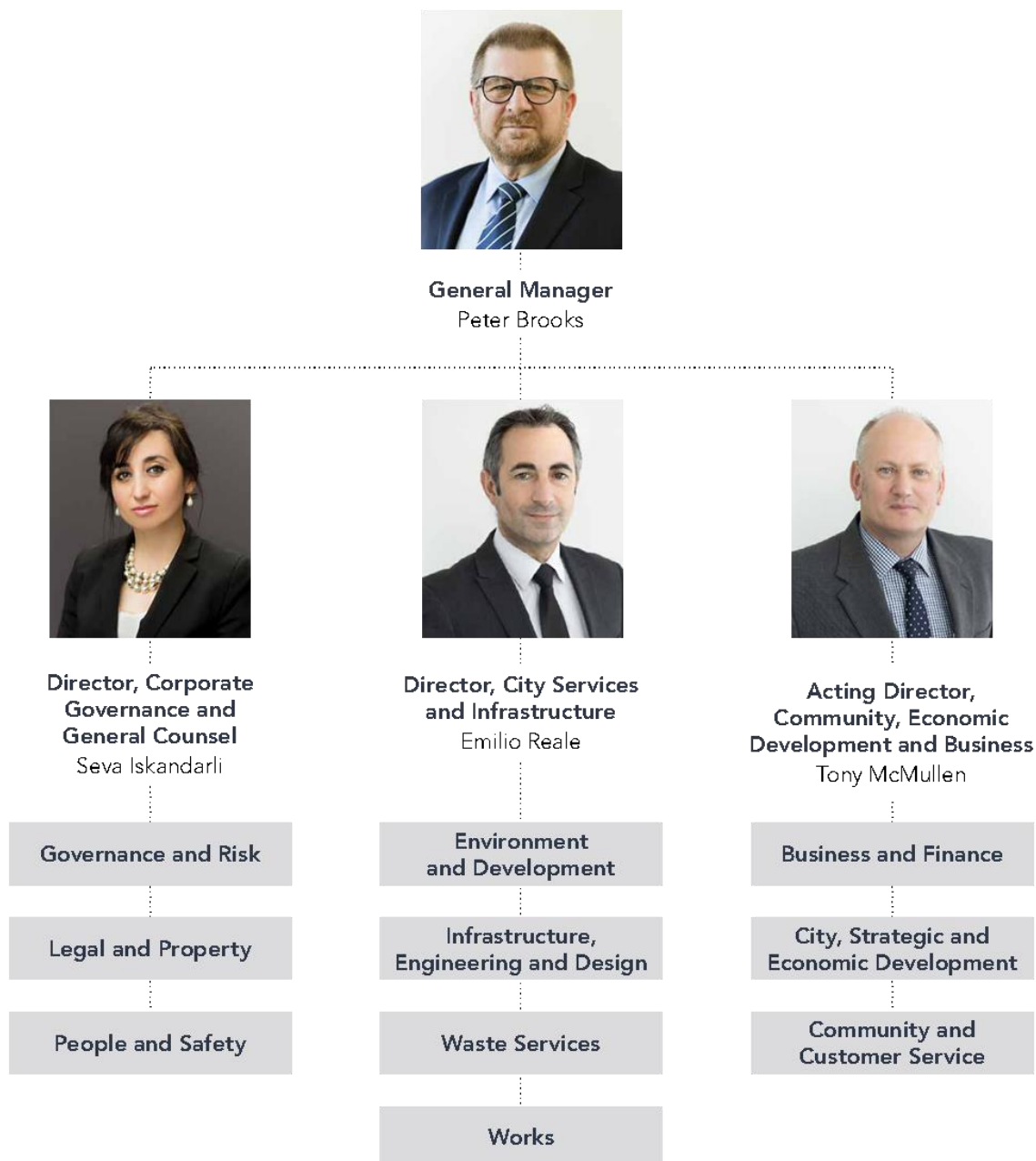
Council Representations as at 30 June 2016

- Glenorchy Planning Authority
- Glenorchy Tracks, Trails and Cycleways Committee
- Sport and Recreation Advisory Committee
- Wilkinson Point/Elwick Bay Master Plan Steering Committee
- Audit Panel (Proxy)
- Glenorchy City Concert Brass Committee (Proxy)

ABOUT COUNCIL

Organisational Structure

Council's management team is comprised of the General Manager, three Directors and ten Managers. The General Manager, with the assistance of the management team, is responsible for implementation of the strategies, policies, plans, projects, programs and decisions of the elected Aldermen and the day to day management of the Council.



Part 2

Council's Performance



5/16

COUNCIL'S PERFORMANCE

Council's Strategic Framework

The Glenorchy City Council Interim Strategic Plan 2013-18 was adopted by Council in April 2013. The Strategic Plan sets the framework which determines the actions that Council takes towards achieving its vision of being the best place in Tasmania to live, work and play, both now and into the future. Its pillars are the following four intents, which shape Council's future direction:

1. Making lives better
2. Open for business
3. Valuing our environment
4. Leading our community

Underpinning each intent are a number of objectives, against which strategies are identified setting out how Council intends to achieve them. Council's Annual Plan 2015-16 to 2018-19 identifies 123 actions that Council will take to deliver outcomes in respect of each strategy.

This section of Council's Annual Report provides a summary of Council's Annual Plan, demonstrates Council's performance against the goals and objectives that it set itself for the 2015-16 financial year, and reports on the key outcomes that have been achieved for each strategy.

Making Lives Better – As a Council, we exist to make a positive difference in the lives of the people in our community

OBJECTIVE 1.1

 Complete  Ongoing

Building understanding and engagement of the issues, needs and expectations of communities

Strategy

1.1.1 Identify and profile the Glenorchy community

Actions

Continue implementation of Council's Positive Ageing Strategy 

Key outcomes

Council continues to implement its Positive Ageing Strategy, which aims to ensure that older residents of Glenorchy are actively engaged in community life. During the course of the year, Council ran Seniors Week events at the Moonah Arts Centre and held Positive Ageing Talks at the Glenorchy Golden Years Club and Aveo Derwent Waters retirement community in Claremont. A review of the current plan will commence early in the new financial year.

Strategy

1.1.3 Improve community consultation and participation processes

Actions

Utilise the community engagement process implemented for the new Community Plan to review Council's community engagement process including the operation of Precinct Committees and new methods such as social media. Review Council's community engagement strategy and develop a community engagement manual 

Utilise the Glenorchy Matters Community Panel as a mechanism for representative community input to inform Council decisions 

Key outcomes

Following the adoption of the City of Glenorchy Community Plan 2015-2040 in January 2015, Council has continued to review its strategies to determine how it can most productively engage with community. Council has developed a project plan for the development of a community engagement manual and aims to implement it in the second half of 2016. Council is also developing a draft Community Engagement Framework.

COUNCIL'S PERFORMANCE

OBJECTIVE 1.2
 Complete
  Ongoing
Support our different communities to enable them to pursue opportunities**Strategy****1.2.1 Facilitate and enable the delivery of accessible information so our communities can pursue opportunities****Actions**
 Redevelop Council's website
 
Key outcomes

2015-16 has seen exciting progress on the redevelopment of Council's website, with a project manager appointed and consultants to engage to assist with content development. Once active, the new website will be an invaluable tool for residents of Glenorchy and the wider community to engage with Council and access a range of Council services and information in a user-friendly format. The project remains on track for completion in mid-2017.

Strategy**1.2.2 Facilitate the delivery of services that build community capacities and capabilities****Actions**
 Develop and implement a whole of community response to building a learning community in Glenorchy
 

 Continue to support the operation of the Glenorchy Arts and Culture Advisory Committee
 

 Plan, promote and present an annual program of exhibitions, workshops, concerts and events at the Moonah Arts Centre (MAC) in accordance with the MAC Business Plan
 

 Implement the Children and Families Strategy
 

 Continue to consult and engage with young people and other specific population groups through mechanisms including the Young Women's Multicultural Group, the Glenorchy Youth Task Force, Cultural Diversity Advisory Committee and the Access Advisory Committee
 

 Promote volunteerism through mechanisms such as the Annual Volunteer Awards
 

 Implement the Healthy Communities Plan
 

 Implement the Lawn Bowls Facilities Plan
 

 Operate Council's Child Care Centres in accordance with the Education and Care Services National Law and Regulations
 
Key outcomes

During 2016, the Glenorchy LEARN committee was re-formed and has been holding bi-monthly meetings. It is currently reviewing the environmental changes since it last convened in 2014. LEARN has supported the establishment and is a partner of the State funded Glenorchy Work Readiness Project with the Tasmanian Chamber of Commerce and Industry.

The Moonah Arts Centre, opened in March 2015, continues to be a resounding success with almost 53,000 visitors in the first 15 months of its operation. The 2016 annual program of events has commenced and is being actively promoted. The Centre is a significant cultural hub and has grown into a facility in which the Glenorchy community can take great pride.

The Glenorchy Arts and Culture Advisory Committee (GACAC) continues to meet every second month and provided expert input into the selection process for the 2016 exhibition and performance program at the Moonah Arts Centre. GACAC was also actively involved in the Arts Heroes of Glenorchy project and works actively to develop new and exciting arts projects.

COUNCIL'S PERFORMANCE

Key outcomes cont.

Council's Family Violence Working Group was established in February 2016 in partnership with a number of community based organisations. The working group aims to directly promote awareness of family violence and support the introduction of bystander training across the community.

A Children's Art exhibition and awards ceremony for local residents supporting children's health and well being and learning was held at the Moonah Arts Centre.

The annual "Hear Our Voices Multicultural Womens' Gathering" forum was held at the Hopkins Street Centre in March. The forum provided a safe space for women to raise issues including those relating to family violence, sexual and reproductive health and other settlement issues.

The 23rd annual Glenorchy Volunteer Awards was held in May 2016, with over 80 volunteers and two volunteer groups recognised. Council has also continued to support the Glenorchy Community Volunteer Program which operates out of the Glenorchy Volunteer Centre at Berriedale.

Implementation of Council's Healthy Communities Plan is underway with State government funding secured and an action plan for a rollout of actions over the coming years developed. Council has received funding from the Local Government Association of Tasmania to engage a consultant to identify gaps in the plan and how to address them and has also established a Health and Wellbeing Network. Council continues to support the 'Glenorchy on the Go' programs, including Ambassadors and healthy eating and lifestyle sessions and programs which encourage and support healthy lifestyle changes. Council continues to facilitate the Sport and Recreation Advisory Committee and the Tracks, Trails and Cycleways special committees.

Council continues to hold meetings and negotiations with stakeholders to establish new regional lawn bowls centre at the Glenorchy Bowls Centre, Berriedale (a conceptual design is currently being developed) and also continues to develop sports ground and playground strategies for the municipality.

The Berriedale and Benjafield Child Care Centres continue to operate in compliance with the national quality Standard for Early Childhood Education and Care. Both centres have a 'Meeting' rating in all quality areas and an 'Exceeding' rating in Quality Area 5 (Relationships with Children). Berriedale also has an 'Exceeding' rating in Quality Area 2 (Children's Health and Safety). The organisational structure of the centres was recently reviewed and a new structure implemented. Council is also reviewing and updating all of its Child Care Connections Policies and Quality Improvement Plans with substantial progress made.

Strategy

 Complete  Ongoing

1.2.3 Identify and facilitate linkages with Council and other service providers to create opportunities for our communities**Actions**

In consultation with the Glenorchy Arts and Culture Advisory Committee and the community, plan, develop and implement a range of arts and cultural events, activities and projects including the Symphony under the Stars and Carols by Candlelight	
Foster and support community cultural events and projects which celebrate Glenorchy's cultural diversity and build identity, inclusion and City pride, including the Moonah Taste of the World Festival	
Deliver the externally funded KGV Sports and Community Precinct Project	
Deliver the externally-funded Goodwood Community Centre upgrade	
Implement Council's Youth Strategy	
Partner with other stakeholders to support initiatives which address social disadvantage such as problem gambling, mental health and alcohol and other drugs	
Continue to convene inter-agency groups to address gaps in services including Youth Action Network Glenorchy (YANG), Glenorchy Action Interagency Network (GAIN) and Linkages	
Implement the Council's Community Safety Framework and Action Plan	

COUNCIL'S PERFORMANCE

Key outcomes

The Glenorchy Carols by Candlelight Committee delivered another hugely successful Carols By Candlelight in December with a large number in attendance. In February, the Symphony Under the Stars returned to Tolosa Park (having been cancelled due to bad weather in 2015) and was also a great success with over 6,000 people being treated to an outstanding performance by soprano Amelia Farrugia, supported by the Tasmanian Symphony Orchestra.

The annual Moonah Taste of the World Festival was held in March at Benjafield Park with a crowd of approximately 8,500 enjoying a celebration of food, culture and entertainment. The festival featured 30 food stalls, 20 activity providers and over 150 performers on two stages.

2015-16 saw substantial progress towards completion of the KGV Sports and Community precinct with the first of the tenants (the Glenorchy District Football Club) moving-in in June. Once complete, KGV will be a state of the art regional sports facility. It has been delivered in partnership with State and Federal governments, with final completion expected in October 2016.

The upgrade of the Goodwood Community Centre was completed in June 2016. Funded by the State Government with Council delivering project support and in-kind services, the upgrade delivered a new extension to the centre including a multi-use room, kitchenette, office, store room and bathroom.

A number of initiatives were undertaken under Council's Youth Strategy and all key milestones in its implementation plan were met. Activities undertaken included the annual "Gig in the Gardens" event in December, the "Happyness Cycle" event in November 2015 (one of only 9 in Australia) and the "Make Your Mark" project working with local High School students and artists to promote discussion around death and dying (in partnership with the Tasmanian Museum and Art Gallery and the Moonah Arts Centre). Council staff delivered a youth leadership program with multicultural male students at New Town High School and held a number of drug and alcohol awareness sessions for parents of young people aged 12 to 20. In December, Council won the Keep Australia Beautiful national "Young Legends Award" for work done by the Glenorchy Youth Task Force, Berriedale and Benjafield Child Care Centres and students of Rosetta Primary School.

Council continued its work with the Suicide Prevention Network, and now partners with the Phoenix Centre (through the Migrant Resource Centre Southern Tasmania) which has taken over coordination of the network. Council also undertook a number of other initiatives including participation in R U OK? Day and Mental Health Week and held a Children and Families information evening and expo at the Royal Hobart Show.

Council's Youth Action Network Glenorchy (YANG) continued to meet every two months. YANG provides a sector-wide approach to local youth issues and has delivered a range of activities for young people in Glenorchy during the year, including holding monthly barbecues.

The Glenorchy Action Interagency Network (GAIN) also continued to meet every two months and collaborated to seek grants to address literacy, parenting and family violence.

Council's Community Safety Program delivered successful initiatives including liaising with Metro Tasmania and Tasmania Police to address antisocial behaviour in the Glenorchy Bus Mall and participation in a cross-government project to attract funding for and deliver a driving simulator course to young people in five surrounding municipalities. Council also participated in Dad's Day Out and White Ribbon Day events, and continued to convene the Safer Communities special committee.

OBJECTIVE 1.3

 Complete  Ongoing

Lead the provision of value for money services**Strategy****1.3.1 Identify the service expectations of our different communities and respond appropriately****Actions**

Maintain, renew and replace Council's infrastructure in accordance with Council's asset management framework 

Develop a whole of Council Customer Experience 

Review current infrastructure service levels 

Undertake an Operational Service Level Review 



Key outcomes

A project working group has been formed to deliver Council's whole of Council customer experience and Customer Experience Strategy, and is currently developing documentation for testing with Council business groups and planning for community focus groups. The project is well underway and is on target for completion during the next financial year.

Council has completed a review and update of its Infrastructure Maintenance Service Level Manuals and continues to deliver the agreed services levels for each asset class.

Council's Operational Service Level Review continued during the year with a strategic service level review of internal departments currently being undertaken. The review will continue through to 2017-18.

Information on Council's capital works program can be found under objective 3.1 (below).

Strategy

■ Complete ■ Ongoing

1.3.2 Identify and explore new income streams to maximise value for money

Actions

Identify opportunities for outsourcing services that will create value for money and meet the expectations of the community ■

Key outcomes

Council has continued to explore opportunities for outsourcing, with some additional opportunities utilised. Additional opportunities will be identified as part of the service level reviews currently being undertaken.

Strategy

1.3.3 Advocate for, partner with, or deliver services that address identified levels of community need

Provide an effective animal management service ■

Administer kerbside waste collection services, promote waste minimisation, recycling and environmentally responsible disposal options ■

Key outcomes

During the 2015-16 financial year, a total of 9,294 dogs were registered and 1,797 customer concerns were recorded of which 953 were responses to field requests (including notifications of stray dogs). 388 infringement notices were issued and 335 animals were impounded.

The Jackson Street Waste Management Centre received a total of 160,131 tonnes of waste over the year (an increase of over 3%). 120,034 tonnes of that was diverted from landfill through recovery or reuse, including concrete crushing for re-use as road base and green waste mulched for compost. 7,961 tonnes of waste was taken through kerbside collection and sent to landfill and a further 89 tonnes collected from public litter bins. 3,325 tonnes of recyclable material was also taken through kerbside collection and sent to the recycling facility.

Council gave 76 waste education presentations at 18 local schools, reaching almost 2,000 students and will continue to expand its education program to more schools, community and business groups in conjunction with staff from other areas of Council.

COUNCIL'S PERFORMANCE

Open for Business – A vibrant economy is important for the jobs and wealth it brings to our community. We need to strengthen the perception of Council as encouraging development

OBJECTIVE 2.1
 Complete
  Ongoing
Encourage a sustainable, dynamic and prosperous economy**Strategy****2.1.1 Profile the existing economy and the emerging growth sectors****Actions**Develop an economic development strategy for Glenorchy **Key outcomes**

Project planning has started for the development of Glenorchy's economic development strategy.

Strategy**2.1.2 Develop relationships that support key stakeholders to pursue growth opportunities****Actions**Progress the Interim Planning Scheme to a single State-wide Planning Scheme Advocate, lobby or represent the interests of business with State or Federal agencies, organisations and groups Implement the Wilkinson's Point and Elwick Bay Precinct Master Plan **Key outcomes**

The Wilkinson's Point and Elwick Bay Steering Committee is continuing to progress the exciting opportunity to develop this significant site which will have long-term benefits for the Glenorchy community. The Committee commissioned a Development Feasibility Study which was finalised in early-2016. This study will form the basis of a report on future development options to be presented to Council in the new financial year.

Council continued its preliminary preparations for the transition to the new State-wide Planning Scheme which is due to be adopted during the coming year. Those preparations included the submission by Council of a comprehensive 50 page response to the Tasmanian Planning Commission's draft State Planning Provisions.

Strategy**2.1.3 Communicate and market our economic growth opportunities****Actions**Develop and implement the business and marketing strategy for the Derwent Entertainment Centre Actively promote events held at the Derwent Entertainment Centre and other city facilities **Key outcomes**

A Strategic Business Plan was finalised in January 2016 and the Derwent Entertainment Centre venue team and Council staff are actively working to implement it. The key goals of the strategy are to increase the number of live entertainment events, improve patron experience, develop a DEC function centre, develop a future capital maintenance and business model plan, major sponsorships and partnerships, and community engagement.



OBJECTIVE 2.2

■ Complete ■ Ongoing

Support Priority growth sectors

Strategy

2.2.1 Create a framework to support and encourage opportunities in priority growth sectors

Actions

Partner with Destination Southern Tasmania to increase local tourism visitation



Key outcomes

Council continued its productive relationship with Destination Southern Tasmania. Staff have participated in the development of a Destination Access Plan for Greater Hobart and Council has contributed financially to the development of a new Southern Visitor Map which is currently under production.

Strategy

2.2.2 Ensure that internal processes enable coordinated priority approvals

Actions

Develop a Property Strategy



Implement the Property Strategy



Key outcomes

Council has completed the preliminary steps in the development of a Property Strategy including the development of a property register. The scope of work for a consultant to undertake development of the strategy is currently being reviewed. Action lists for the implementation of the strategy will be prepared during its development with implementation to occur after its adoption.

COUNCIL'S PERFORMANCE

Valuing Our Environment – Our environment underpins our way of life in Glenorchy. Council has a responsibility to manage the environment for future generations

OBJECTIVE 3.1

 Complete  Ongoing

Create liveable built environments and sustainably manage our natural and built environment

Strategy

3.1.1 Set priorities for management of our natural and built environments in partnership with our communities

Actions

Develop a nature strip management plan



Implement the nature strip management plan



Develop a street tree urban master plan



Implement the Environment Strategy (2013-2023)



Implement the Open Space Strategy



Key outcomes

The development of Council's Street Tree Urban Master Plan (in the form of new Tree Management Guidelines) and Policy have been completed and were adopted by Council in May 2016. A Draft of Council's Nature Strip Management Plan will be finalised and presented to Council for consideration during the 2016-17 financial year.

The implementation of Council's Environment Strategy is being rolled out incrementally as relevant Council Projects are progressed. The implementation of Council's Open Space Strategy will continue following a review of internal Council policies (which is currently underway) which impact on its operation.

Strategy

3.1.2 Deliver services that sustainably manage our natural environments

Actions

Protect the City's natural values through planning processes, enforcement, on-ground activities and community NRM support



Participate in the Derwent Estuary Program



Monitor recreational water quality



Key outcomes

Ongoing water quality monitoring was undertaken at Windermere Beach and Elwick Bay during the recreational season (December to March). 18 samples were taken at Windermere Beach of which 17 were within accepted tolerances. At Elwick Bay, 17 samples were taken with none of those outside tolerances. Monitoring also continued at Faulkner's Rivulet and three additional sites in the Elwick Bay and Berriedale Bay vicinity with varied results.

Council staff attended all meetings of the Recreational Water Taskforce as part of the Derwent Estuary Monitoring Program, and, through that program, provided a number of recommendations for amendments the Southern Interim Planning Scheme in relation to its drainage and environmental matters. Council was also actively involved in preparing a series of draft Codes for inclusion in the new State-wide Planning Scheme reform through its consultation process.

COUNCIL'S PERFORMANCE

Key outcomes cont.

Council's Environment section continues to actively work to protect the natural values in Wellington Park through increased monitoring and engagement with Park Rangers and Police to report illegal activities such as trail bike riding and wood gathering. Council has installed remote cameras in the park to increase its ability to detect illegal activity. Council has also monitored the natural values of Council's reserves and has collected various baseline data on the ecological health of those areas. In the process, Environmental officers have made a number of important discoveries, including the locations of Tasmanian Devils in places they were not previously known to inhabit. A great deal was also learned about the threats to Glenorchy's spectacular reserves including by weed invasion, feral cats and goats, wood-hooking, and illegal motorbike access.

The Environmental section has continued to provide support to mountain biking recreation in Wellington Park through ongoing track maintenance. Additionally, the Environmental section has:

- supported a dedicated GCC Green Army team and applied for a further Green Army team spanning multiple years
- developed a whole-of-council Weed Management Plan
- actively supported the Wellington Park Management Trust in its activities, and
- supported the Wellington Park Bushcare group.

Council has provided support for bush-based volunteering in both the Tolosa Mountain Bike Park and Wellington Park. That support will continue to be offered as a high priority.

Strategy

■ Complete ■ Ongoing

3.1.3 Deliver services that create sustainable and liveable built environments**Actions**

Manage essential building maintenance compliance for Council properties	■
Review Council's <i>Disability Discrimination Act</i> Action Plan	■
Implement Council's <i>Disability Discrimination Act</i> Action Plan	■
Identify business and funding opportunities for the further development of the Glenorchy Arts and Sculpture Park (GASPI) including art development	■
Ensure the construction and maintenance of safe and healthy buildings through compliance with building and plumbing codes	■
Plan for the sustainable development of the City, ensuring compliance with the planning scheme and community involvement in the planning process	■
Implement actions from the Greater Hobart Regional Cycling Plan	■
Manage the City's transport network to promote sustainability, accessibility, choice, safety and amenity	■
Protect the City's heritage through planning scheme listing and assessment processes	■
Implement the revised management plan for the Rosetta and Casuarina Crescent Landslip A Zones	■
Promote, implement and monitor public health standards	■
Develop a Master Plan for Tolosa Park	■
Continue to implement the Council's Graffiti Action Plan	■
Deliver the capital works program for roads, stormwater and Council property, parks and reserves	■
Develop a Master Plan for the Berriedale Peninsula	■
Upgrade parks and reserve signage across the city	■
Develop the Glenorchy CBD Strategic Framework	■
Implement the Glenorchy CBD Strategic Framework	■
Implement the externally funded Streetscape Improvement Project	■
Implement the Waste Management Strategy	■
Implement the Heritage Information Update Project	■

COUNCIL'S PERFORMANCE

Key outcomes

Following extensive consultation with community organisations and other stakeholders, the Glenorchy City Council Access Action Plan 2016-2021 will be adopted by Council in August 2016. The Access Action Plan will allow Council to work collaboratively with others in our community to improve the experiences for people with a disability, and make Glenorchy the best place in Tasmania for people with disability to live, work and play.

Council has worked with the new GASPI Committee to identify further opportunities for the development of the Glenorchy Arts and Sculpture Park. A new GASPI CEO was also appointed and will commence work in July 2016.

Council issued 309 building permits with an average time of 4.18 days. 281 plumbing permits were issued for the same period averaging 5.46 days. The majority of applications were processed within statutory time frames and processes are being reviewed to ensure 100% compliance in the future.

252 planning applications were received by Council during the financial year and 100% compliance in processing these within statutory time frames was achieved.

Council continues to carry out an ongoing maintenance program for all Council properties through its Facilities Maintenance section.

Implementation of a number of actions arising from the Greater Hobart Regional Bicycling Plan were achieved, including the construction of on-road bike lanes at from Main Road, Claremont to Austin's Ferry and signage upgrades and removal of chicane barriers on the Intercity Shared Pathway. Council will continue to work with Cycling South and other cycling bodies and committees to deliver further initiatives to improve safety and accessibility for cyclists in Glenorchy.

Federal funding was secured for two significant Black Spot projects: The Berriedale Rd and Brooker Highway ramps and roundabout (\$730,000), and the Main Road and Marys Hope Road traffic signals (\$250,000). Those grants represent an unprecedented level of funding to Glenorchy under the Black Spot program and will result in significant safety improvements in those areas.

Council's Environmental Health team was successful in achieving 100% registration and licensing for food businesses, public health risk premises and operators, regulated systems, and places of assembly.

Development of the Master Plan for the Berriedale Peninsula continues with consultancy firm Inspiring Place engaged to amend the existing plan. Once complete, the Master Plan will encompass the Berriedale Indoor Bowls Centre and the relocation of the current bike park at Berriedale to the Cycling Hub being developed in Tolosa Park. A new Tolosa Park Master Plan is being prepared in consultation with Inspiring Place and will proceed following the completion of negotiations with TasWater regarding the rehabilitation of the Tolosa Park Dam.

Council has made significant progress in its exciting Glenorchy CBD Revitalisation project with Inspiring Place again being engaged to undertake development of streetscape concept designs for Main Road, Glenorchy between Peltro Street and Humphreys Rivulet. Draft concept designs are being prepared and will be presented to Council at a workshop in July 2016. The CBD Revitalisation Project is the first implemented from the award winning Glenorchy CBD Strategic Framework, developed in 2014. Council has identified its preferred concept to be implemented through the Streetscape Improvement Project, a children's playground and café in the Council forecourt. Additionally, Council's ongoing Graffiti Action Plan has successfully dedicated resources to remove graffiti from the City's assets as soon as possible after it appears. Council was recently presented with an updated Graffiti Management Plan and adopted a new Graffiti Management Policy.

Road Maintenance continues to be delivered to current adopted service levels, and major road renewal works to improve the road network were completed in Tolosa Street, Sinclair Avenue, Wattle Avenue, Athol Street, Gepp Parade, Maroni Road, Fluor Street and Bowen Road. A Street Sign replacement project was commenced, and Stormwater systems were upgraded at Arnold Street, Upper Hilton Road and O'Grady Avenue.

Implementation of Council's Waste Management Strategy continued, with key actions undertaken including:

- the continuing upgrade of all kerbside recycling bins to 240 litres (with additional funds recently dedicated under capital works budget)
- the upgrading of public litter bins on Main Rd, parks, reserves and various other locations
- the completion of a kerbside bin audit, with a further audit of waste and recycling bins in conjunction with collection contractor to be carried during by early 2017
- continued rehabilitation of Council's landfill sites in accordance with the Council's landfill closure plan and directives from the EPA, and
- maintained the effectiveness of ground water and leachate monitoring systems at Landfill and continued to conduct quarterly monitoring of water and leachate.

Glenorchy's heritage listed places continue to be protected through referrals in accordance with the Historic Heritage Code in the Glenorchy Interim Planning Scheme 2015. Council's data sheets for heritage listed properties have now been fully updated and a draft engagement strategy on the new information is currently being prepared.

COUNCIL'S PERFORMANCE

Leading our Community – The community looks to Council to advocate for its needs and lead it into a preferred future. Prudent governance of Council and the community's assets is an integral part of this

OBJECTIVE 4.1

 Complete  Ongoing

Govern in an open and responsible manner in the best interests of the community

Strategy

4.1.1 Provide leadership and advocacy to address issues facing our communities

Actions

Ensure preparedness for disaster by maintaining and continually reviewing the City's Emergency Management Strategies 

Establish a professional development program for Mayor and Aldermen 

Key outcomes

Aldermen received training at a number of internal workshops on topics including the *Local Government (Meeting Procedures) Regulations 2015*, risk management, strategic planning, code of conduct for Aldermen, and the operation of Council's Interim Planning Scheme. Aldermen also attended professional development workshops and seminars held by the Local Government Association of Tasmania.

Council's new Emergency Management Plan was adopted by Council early in the year and will be subject to ongoing review in consultation with other agencies. In June 2016, the plan was successfully tested in a simulated flood emergency situation involving Council staff and emergency services.

Strategy

4.1.2 Ensure Council is open and transparent in its communication and dealings with our communities

Actions

Develop a brand strategy for the City 

Develop a communications strategy including internal, external, community consultation and social media 

Key outcomes

A new role of Coordinator, Community Planning and Inclusion has been created and an appointment made commencing in August 2016. The new coordinator will oversee and champion Council's community consultation process which is currently undergoing a comprehensive review to maximise its results and value to the community.

Council's communications and brand strategies will be actioned in the next financial year following the appointment of a new marketing and communications position.

COUNCIL'S PERFORMANCE

 Complete
  Ongoing
Strategy**4.1.3 Use corporate planning processes to identify and determine clear priorities for action****Actions**
 Coordinate development and production of Council's Annual Plan 

 Implement the performance reporting system for corporate strategic planning 

 Develop a 10 year Strategic Plan 

 Develop and implement a performance management framework (KPI's) for each department and individual employee(s) linked to achievement of Council Annual Plans and Strategic action plans 

 Develop an Innovation Strategy 
Key outcomes

A new Strategic Planning Framework was endorsed by Council in September 2015 based on Council's City of Glenorchy Community Plan 2015-2040. Council has prepared a draft Strategic Plan 2016-2025 and management team workshops have been held to refine the strategies and performance measures ahead of presentation to Aldermen and community consultation.

Council's Annual Plan 2016-17 to 2019-20 was developed and adopted by Council on 20 June 2016.

OBJECTIVE 4.2**Manage our resources to achieve community outcomes****Strategy****4.2.1 Deploy the Council's resources in a way that maximises the effectiveness of the organisation and delivers value for money****Actions**
 Implement the 10 year maintenance and capital plan for the DEC 

 Implement information and communications technology (ICT) strategy 

 Implement the public toilet facilities plan 

 Implement the Improvement Plan including efficiency, savings program, resource utilisation improvements and end of year performance review of key service streams 

 Review and update the corporate risk management plan 

 Undertake a Community Facility Utilisation Review of maintenance, user and lease requirements 

 Implement Asset Management Strategy 

 Identify commercial revenue raising opportunities from Council facilities and property portfolio 

 Deliver the maintenance program for Council in accordance with agreed service levels 

 Review grant management processes 

 Develop an Accommodation Strategy 

 Implement the Accommodation Strategy 

 Prepare Management Team Protocols, Roles and Responsibilities 

 Develop a GCC Project Management Methodology 

 Review and improve the processes and systems for the preparation of documents and agendas for Council meetings and Workshops and develop templates 

COUNCIL'S PERFORMANCE

Actions cont.
 Complete
  Ongoing

Develop a Procurement Strategy, including contract management review



Undertake a Plant and Fleet Review



Implement the Plant and Fleet Review

**Key outcomes**

2016 saw the practical completion of Glenorchy's ground-breaking Derwent Park Stormwater Harvesting and Industrial Re-use Project. The project's objective was to build infrastructure to harvest and treat a minimum of 476 megalitres (ML) of stormwater from the urban catchment or Derwent Park per year for flood mitigation, and industrial and irrigation reuse. Jointly funded by Council and the Australian Government, construction commenced in May 2011 and was completed on 30 April 2016. The completed project has achieved its principal objective of harvesting 1.5 ML of stormwater per day. In late 2015, the project was recognised at the Keep Australia Beautiful National Sustainable Cities Awards held in Brisbane, receiving a Highly Commended in the Environmental Sustainability category.

Progress has been made on the major Information and Communications Technology projects which will take Council's computer systems into the cloud environment and allow improved mobility and refined business processes. Completion of the projects has been pushed back to actively manage a range of project risks, with completion now targeted for mid-2017.

Council adopted a Strategic and Key Operational Risks Register in January 2016. Council's Corporate Risk Management Plan will be developed during the new financial year along with the development of new policies and procedures.

The Community Facility Utilisation Review of maintenance, user and lease requirements commenced during the financial year. An assessment of all licensed, miscellaneous hire and use arrangements for Council property and land will be undertaken and standard procedures will be developed to enable Staff to easily manage hire and licensing arrangements and improve customer service. Further opportunities for Council to raise commercial revenue from the use of community facilities will be identified as part of that review and the implementation of actions resulting from it.

Council's Asset Management Strategy for Infrastructure Assets 2014-15 to 2017-18 was adopted in June 2014. In-line with the strategy, Council has developed a 10-year capital plans for its transport, drainage and building assets. Council's 2016-17 budget was developed on the basis of those long term plans.

The development of a 10 year Asset Management Plans for Roads, Drainage, and Buildings and Other Infrastructure (required under legislation) is now complete. The plans provide details of the renewal projects will be carried out in future years and are driven by condition assessment data. Outcomes of the development of the Asset Management Plans are:

- Roads: Council has gathered significant condition data with the information used to produce Council's 2016-17 capital works program and asset management strategies for future years.
- Drainage: Council has recently adopted sophisticated capacity modelling software which provides details of the service requirements for drainage assets for years 1 to 10 and beyond. A detailed asset analysis has looked at a number of factors including risk, capacity, age, maintenance, and renewal and future impacts. This has provided a clear direction for stormwater assets, which Council has not previously had.
- Buildings and Other Infrastructure: Council's Asset and Property teams have worked to compile a list of priority works (both new and renewal). Consultants were engaged to compile a strategic approach to completing this task using Council's available data.

The Asset Management Plans were presented to a Council Workshop on the 21 March 2016 which also detailed the capital works budget formulation. These plans are now informing the Long Term Financial Plan of the capital funding required and depreciation levels.

Grant management processes will now be overseen by a new Grants Management Committee which has been established with terms of reference and will report back to management. The committee will review, assess and maintain a register of potential projects, grant application submissions and successful applications.

Council has commenced development of its Accommodation Strategy which will determine how and where Council accommodates its operations in the future. Consultants have been engaged and consultation and development of the strategy has commenced, with a report to Council expected to be presented in December 2016.

COUNCIL'S PERFORMANCE

Key outcomes cont.

Following the internal restructure of Council during 2015 and 2016 a new management team is now in place. New management protocols, roles and responsibilities are set out in new management position descriptions and employment contracts, and professional development will occur in the second half of 2016-17.

A review of Council meeting planning and work flow was endorsed by the General Manager with the aim of streamlining processes through improvement to agenda and reporting templates, managed through software improvements. A new internal compliance role has been created (and an appointment made) which will further develop and streamline these procedures. Council also adopted a revised meeting procedures policy in October 2015.

2015-16 saw progress on Council's Procurement Strategy project which will update and overhaul Council's procurement processes. In April 2016, Council adopted a new Code for Tenders and Contracts which sets out the procedure for Council's purchasing, contracting and tendering activities. Council's Strategic Procurement Coordinator is in the process of developing a suite of new standard form documents that will form the basis of Council's overall procurement process and provide greater clarity and ease of process for both Council and its suppliers into the future.

Council's plant and fleet reviews have been undertaken and are now complete. Implementation of the findings of the review is occurring progressively as replacement dates fall due.

Strategy

 Complete  Ongoing

4.2.2 Ensure long-term financial capacity to deliver required services**Actions**

Prepare a Financial Processes Improvement Plan 

Key outcomes

Council updated its 2016-17 Budget and Long Term Financial Plan (LTFP), which spans the period from June 2016-17 to 2025-26. The LTFP forecasts a budget surplus in the 2016-17 budget with the budget remaining in increasing surplus through to the end of the forecast period. A number of initiatives to improve financial processes are being developed, however their implementation has been delayed by the extension of the date for completion of Council's major ICT projects, which will form the platform for them.

Strategy**4.2.3 Ensure we have an appropriately skilled and capable workforce and a safe workplace****Actions**

Develop a Human Resources Strategy 

Develop a Well Workforce Plan 

Negotiate a new enterprise agreement and implement the Modern Award 

Develop a Work Health and Safety Plan and Strategy 

Complete Business Continuity Plans 

Deliver a Management Training and Development Program 

Key outcomes

Council is focussed on the people who support its operation. As a major employer in the municipality and the provider of important services to the local community, Council is critical to the ongoing service needs, economic development and prosperity of the region. Council's Human Resources Strategy, which is currently under development, will be driven by its core principles to ensure Council's ongoing sustainability and to support and develop Council's people who actively serve the Glenorchy community.

COUNCIL'S PERFORMANCE

Key outcomes cont.

The Human Resources Strategy will achieve the following outcomes:

- improved workforce planning capacity and its priority within Council
- skill and experience gaps and succession planning
- mature age employee retention, the cross transfer of valuable information and mentoring
- the development of new entrants to local government employment, and
- increased productivity, resourcing and people management across the organisation.

Activities carried out in the development of the Human Resources Strategy in 2015-16 included completing a workforce data survey which gave insight into the profile of the workforce and highlighted potential ageing workforce risks and issues; and holding seminars for employees between August and October 2015 which were a powerful and engaging way to support our employees in planning for their future.

Development of Council's new Work Health and Safety Plan and Strategy also progressed during the financial year. Council achieved 6 consecutive months with no Lost Time Injuries (LTI's) for the first time in its history. This reflects Council's renewed a new focus on workplace safety and is a significant achievement. Consultation will continue for both the Work Health and Safety Plan and Strategy and the Human Resources Strategy through the 2016-17 financial year.

In June 2016, agreement in-principle was reached on the terms of Council's new Enterprise Agreement, the Glenorchy City Council Enterprise Agreement 2016 (GCCCEA). The GCCCEA was negotiated extensively during the year with staff being represented by employee representatives and the Australian Services Union (ASU). The final GCCCEA contains an improved package of employment terms and conditions, and was recommended to staff by both Council management and the ASU. In addition to providing annual salary increases for employees and locking in existing entitlements, the new four-year agreement includes leave provision for any employees impacted by family and domestic violence. Council hopes this will set a positive example to other organisations within Glenorchy and beyond to consider, discuss and commit to this important issue in our community. The GCCCEA will be implemented in the new financial year, subject to certification from the Fair Work Commission.

Strategy

 Complete  Ongoing

4.2.4 Maintain fair systems and processes that result in high levels of regulatory compliance in Council and the community**Actions**

Ensure community compliance with State legislative requirements on matters of material importance 

Develop a Governance Strategy 

Key outcomes

Council's public compliance section (parking and animal management) continues its enforcement activities in accordance with State legislation and Council by-laws. An Urban Fire Abatement program was completed for the 2015-16 summer bushfire season.

Significant resources have also been invested in ensuring compliance with planning, building and public health legislation. These have resulted in a number of successful prosecutions and the resolution of many community concerns.

Extensive work has been undertaken to review Council's internal policies, with 52 policies either updated or adopted by June 2016 and 30 outdated or unnecessary policies being rescinded. Council intends to complete its review of all policies by the end of 2016. A significant amount of work has been undertaken to develop a new Roads By-Law and which will provide for Council to regulate various activities on roads in its area including the operation of food trucks and roadside dining. Council intends to have a draft Roads By-Law out for public consultation in early 2017. Council has also undertaken an extensive review of its Environmental Health Services By-law, with a draft to be released for public comment in October 2016.

COUNCIL'S PERFORMANCE

OBJECTIVE 4.3
 Complete
  Ongoing
Foster relationships to deliver community outcomes**Strategy****4.3.1 Develop and manage collaborative relationships with other levels of Government****Actions**Liaise with the State Government as appropriate on matters of strategic priority Participate in the review of the role and functions of local government Continue to contribute to the local government reform process in accordance with Council's guiding principles 

Council works actively with all levels of government to progress issues facing the City and other municipalities and initiatives that bring economic benefits to the community. Council continues to participate in the local government reform process through engagement with other local governments and the State. Consultants have been appointed (partially funded by the State Government) to model local government reform options for Glenorchy, Hobart and Clarence City Councils and the Kingborough Council. The General Manager is also a member of the Steering Committee for the Implementation of the Strategic Action Plan for Role of Local Government which reports to the Premier's Local Government Council on its progress and has had a number of its recommendations adopted.

Council continued to participate in the State-wide review of the roles and functions of local government with the General Manager attending meetings of the Role of Local Government Strategic Working Party. Council also engaged with other government bodies through:

- the General Manager's appointment to the Premier's Local Government Committee
- attendance by the General Manager and the Mayor at Traffic Congestion forums
- engagement with the Department of State Growth through their attendance at committee meetings and presentations to Council on the Brooker Highway Upgrade Project
- consultation with the Department of Premier and Cabinet regarding Council's reviews of its by-laws
- partnership with the Department of State Growth and Hobart City Council on the Infill Development Pilot Project, and
- participation in a Joint Working Group with Hobart City Council on the potential development opportunities associated with the former rail corridor between Hobart and Glenorchy.

Strategy**4.3.3 Partner with other councils and regional organisations to achieve community outcomes****Actions**Identify and formalise external council relationships to partner and, where feasible, share resources Actively participate in peak local government bodies (LGAT and the STCA) to advance community priorities **Key outcomes**

Council has a memorandum of understanding with the Hobart City Council (HCC) under which the two councils have agreed to work together to share services for the benefit and interests of both communities. Meetings between HCC and Council to investigate options to share services continued throughout the year.

The Hobart and Glenorchy councils have also worked together (through the Glenorchy and Hobart City Council Rail Corridor Working Party which is comprised of Aldermen and the General Managers of both Councils) to examine the potential for urban regeneration, land use and economic development opportunities by capitalising on the use of the public transport corridor between the two cities. The councils have jointly engaged GHD to undertake an investigation and report back.

Meetings continued between Council and seven other Councils (Brighton, Glamorgan Spring Bay, Central Highlands, Huon Valley, Sorell, Southern Midlands and Tasman) under the Common Services Joint Venture Agreement signed in April 2015 which meets each month to identify services that can be shared to provide better value for money and attract and retain skilled employees within Councils.

Council continues to be an active member of the Southern Tasmanian Councils Authority and participates in monthly meetings, as well as engaging with Destination Southern Tasmania to identify further opportunities to promote and increase tourism visitation in Glenorchy. Council also participated in regular forums held by the Local Government Association of Tasmania including participation by the General Manager in the General Manager's Forum, participation of the Mayor and Aldermen in Councillor workshops and utilising other professional development opportunities. Council, through the General Manager, is also working actively with other Councils on a targeted review of the current *Local Government Act 1993*.

Part 3 *Legislative* *Requirements**



15/16

*All references are to provisions
in the *Local Government Act*
1993, unless otherwise stated.

LEGISLATIVE REQUIREMENTS

Public Health Statement

Section 72(1)(ab)

Section 72(1)(ab) of the *Local Government Act 1993* requires Council to prepare a statement of its goals and objectives in relation to public health for the preceding financial year. The statement is required to describe the extent to which Council has carried out its functions under the *Public Health Act 1997* and the *Food Act 2003*; to state the resources allocated to public health; to state the extent to which its goals, objectives, policies and programs in relation to public health met the needs of persons within its municipal area; and to include details of the completion of any strategies.

Council's Public and Environmental Health program is administered by the Environmental Health section as part of Council's City Services and Infrastructure Directorate. The program carries out a range of activities to support action 3.1.3.11 in Council's Annual Plan, being to 'Promote, implement and monitor public health standards.'

Council's Environmental Health section is resourced with a Coordinator Environmental Health Services, a Senior Environmental Health Officer, two Environmental Health Officers, a Technical Officer and two contract Nurse Immunisers. The budget expenditure allocation for the Environmental Health section for the 2015-16 financial year was \$619,881 and it generated \$230,133 in income.

The Environmental Health section administers the key pieces of legislation that regulate public health matters in Tasmania, namely the *Local Government Act 1993*, *Public Health Act 1997*, *Food Act 2003*, *Litter Act 2007* and *Environmental Management and Pollution Control Act 1994* and their associated regulations. The key functions of these Acts include the regulation of matters relating to:

- notifiable diseases (food borne illness)
- immunisation
- places of assembly
- public health risk activities
- unhealthy premises
- public health and environmental nuisances
- disease prevention and control
- public health education and promotion
- water quality monitoring
- food safety
- on-site waste water management
- private burials and exhumations
- cooling towers and warm water systems, and
- pollution (air, liquid and solid).

The following table outlines the statistics for environmental health activities undertaken by Council during the 2015-16 financial year:

Food Act 2003	Number	Inspections
Registered food businesses	371	635
Temporary food business	378	35
Improvement notices	7	7
Prohibition orders	1	1
Infringement notices	9	9
Food samples/Questionnaires	25	25
Public Health Act 1997		
Notifiable disease notifications/ investigations	22	22
Gastroenteritis outbreak investigations in vulnerable population settings	0	0
Vaccinations administered at Council immunisation clinics	245	N/A
Vaccinations administered at school immunisation sessions	1,564	N/A
Registered cooling tower and warm water systems	33	N/A
Immunisation record requests	132	N/A
Registered public health risk activity premises (tattooing and ear/body piercing)	9	9
Licensed operators – public health risk activities (tattooing and ear/body piercing)	24	24
Registered water carters	2	2
Licensed special events (Place of Assembly)	10	4
Closure orders (unhealthy housing)	1	5
Water samples (pools, beaches, rivulets etc.)	103	103
Building Act 2000		
Special Plumbing Permits assessed	5	N/A
Food verification assessments (approval of plans for new or alterations to existing food premises)	14	13

LEGISLATIVE REQUIREMENTS

Local Government Act 1993/ Environmental Management and Pollution Control Act 1994	Number	Inspections
Public/Environmental Health nuisances investigated	571	312
Development application referrals	78	N/A
Abatement Notices issued	2	10
Environmental Protection Notices issued	3	13
Infringement notices (litter, nuisance etc.)	10	N/A

In pursuance of the Annual Plan objective of promoting, implementing and monitoring public health, the Environmental Health section undertook the following actions and initiatives in 2015-16:

2015-16 Key Actions/Initiatives	Actioned
Improve the uptake of vaccinations	Y
Undertake sampling of contamination 'hot spots' in Faulkner's Rivulet	Y
Participate in the "Burn Brighter this Winter" project in 2016	Y
Develop and administer food handler training twice per year.	Y

Burn Brighter this Winter

In May 2016 the Environmental Health section commenced the implementation of the "Burn Brighter this Winter" project in conjunction with the Environment Protection Authority Division of the Department of Primary Industries, Parks, Water and Environment. The aim of Burn Brighter this Winter is to reduce wood smoke in particular focus areas of Glenorchy by identifying suburbs with significant smoke issues.

The project involved raising awareness and educating the community about the correct way to operate a wood heater to reduce wood smoke emissions. This was achieved by holding educational programs at local schools, placing articles in the Glenorchy Gazette, and setting up an information stall at the Northgate Shopping Centre. Air monitoring stations were also installed in suburbs in Glenorchy to gather air quality data.

To date, the Burn Brighter this Winter project has been very well received and is continuing through until the end of winter 2016.

Improve the uptake of vaccinations in the Glenorchy area

An ongoing key project for the Environmental Health section is to improve the immunisation uptake in the Glenorchy municipality. For the 2015-16 financial year, a focus was placed on improving the return rates of immunisation consent forms for school aged students. To achieve this, Environmental Health staff did the following:

- met with each school individually to discuss all aspects of the program
- attended schools with a historically poor uptake and held a free BBQ breakfast for Grade 7 students with a question and answer session about immunisation
- at the BBQ each student who returned their consent form was provided with a movie ticket, which was kindly donated by Mayor Johnston, Deputy Mayor Quick, and Alderman Pearce
- staff secured an iPad Mini which was generously donated by Harvey Norman Glenorchy, which was used as an incentive prize for the school with the highest vaccination form return rate
- advertised these activities in school newsletters and the Glenorchy Gazette, and
- held 'Catch-up Clinics' after each school term on Wednesdays between 4:30pm – 6:30pm.

Overall the project was a success, however further improvements are required to bring the vaccination rate into line with the national average.

LEGISLATIVE REQUIREMENTS

Aldermen's Allowances and Reimbursement of Expenses

Section 72(1)(cb)

Aldermen	Allowance	Vehicle	Reimbursement of travel expenses	Reimbursement of communication expenses	Other costs	Total
Johnston	\$ 95,061.33	\$10,497.97	\$154.55	\$3,294.32	\$2,133.78	\$111,141.95
Quick	\$46,033.63		\$346.44	\$435.84	\$40.83	\$46,856.74
Branch	\$27,161.16			\$2,052.34	\$115.83	\$29,329.33
Dunsby	\$27,161.16		\$799.99	\$862.62	\$994.09	\$29,817.86
King	\$27,161.16			\$1,484.75	\$40.83	\$28,686.74
Lucas	\$27,161.16		\$472.95	\$435.84		\$28,069.95
Nielsen	\$27,161.16			\$964.17	\$55.83	\$28,181.16
Pearce	\$26,952.72		\$476.23	\$93.60	\$50.83	\$27,573.38
Slade	\$27,161.16				\$154.01	\$27,315.17
Stevenson	\$27,161.16			\$688.55	\$405.83	\$28,255.54
	\$358,175.80	\$10,497.97	\$2,250.16	\$10,312.03	\$3,991.86	\$385,227.82

LEGISLATIVE REQUIREMENTS

Aldermen's Attendance at Meetings

Section 72(1)(cc)

A = number of meetings held.

B = number of meetings attended.

Council Meetings

Alderman	A	B
Johnston	16	16
Quick	16	14
Branch-Allen	16	14
Dunsby	16	16
King	16	14
Lucas	16	15
Nielsen	16	16
Pearce	16	16
Slade	16	16
Stevenson	16	15

Council Workshops

Alderman	A	B
Johnston	23	23
Quick	23	20
Branch-Allen	23	15
Dunsby	23	23
King	23	23
Lucas	23	21
Nielsen	23	22
Pearce	23	23
Slade	23	21
Stevenson	23	16

Glenorchy Planning Authority

Alderman	A	B
Johnston	22	21
Quick	22	20
Pearce	22	22
Stevenson	22	15
Branch-Allen (from 31 Aug 2015)	19	15
Dunsby (Proxy)	6	6
King (Proxy)	1	1
Lucas (Proxy)	3	3
Nielsen (Proxy)	1	1
King (Proxy) (until October 2014)	5	5

Audit Panel

Member	A	B
Mr. P. Oxley	5	4
Mr. R. Hogan	5	4
Mr. D. Sales	5	5
Alderman J. Branch-Allen	5	4
Alderman C. Lucas	5	4
Alderman S. King (Proxy)	1	1

LEGISLATIVE REQUIREMENTS

Tenders and Contracts

Section 72(1)(e)

Contracts valued at more than \$250,000

Regulation 29(1), Local Government (General) Regulations 2015

The following are particulars of all contracts for the supply or provision of goods and services valued at or exceeding \$250,000 (excluding GST) entered into or extended by Council during the 2015-16 financial year.

Contract Description	Contract Start Date	Original Contract Expiry Date	Amended Contract Expiry Date	Period of any option to extend the contract	Total value of tender awarded excl GST	Business name of successful contractor	Location of contractor business
Tolosa Street, Glenorchy Stage 2 Road Reconstruction	30/3/2016	30/6/2016	N/A	N/A	\$714,690.00	Bullock Civil Contracting Pty Ltd	PO Box 74, Brighton TAS 7030
Wattle Avenue, Lutana Road Reconstruction	18/1/2016	31/3/2016	N/A	N/A	\$587,865.90	Bullock Civil Contracting Pty Ltd	PO Box 74, Brighton TAS 7030
Construction of Berriedale Road Roundabout, Brooker Highway (Northbound Ramp)	25/5/2016	23/9/2016	N/A	N/A	\$587,279.50	Venarchie Contracting Pty Ltd	11 Cavalry Rd, Mowbray Heights TAS 7248
Pekurn Crescent – Maroni Road to Teering Road – Road Reconstruction	18/3/2016	26/5/2016	N/A	N/A	\$383,376.22	Venarchie Contracting Pty Ltd	11 Cavalry Rd, Mowbray Heights TAS 7248
Sinclair Avenue and Cul-de-sac – Moonah Road Reconstruction	22/2/2016	13/5/2016	N/A	N/A	\$356,258.80	Bullock Civil Contracting Pty Ltd	PO Box 74, Brighton TAS 7030
Goodwood Community Centre Alterations and Additions	7/3/2016	15/7/2016	N/A	N/A	\$290,923.00	Taswide Building Pty Ltd	2 Yamada Place, Mornington TAS 7018
Supply and Delivery of Photocopiers	5/4/2016	4/4/2020	N/A	N/A	Schedule of rates is contracted	Staples Australia Pty Ltd	Locked Bag 16, Alexandria NSW 1465
Civil Construction Works	1/2/2016	30/1/2019	N/A	1 Year	Schedule of Rates is contracted	Multiple Listed Contractors (x12)	Various
Provision of Stormwater Pit Cleaning	1/4/2016	31/3/2017	N/A	N/A	Schedule of Rates is contracted	Toxfree Australia Pty Ltd	Level 2, 55 Carrington Street, Nedlands WA 6009
Derwent Entertainment Centre – Catering Services	7/12/2015	6/12/2018	N/A	N/A	Schedule of Rates is contracted	Olive Tree Enterprises	PO Box 181, Glenorchy TAS 7010

LEGISLATIVE REQUIREMENTS

Contracts valued at more than \$100,000 but less than \$250,000**Regulation 29(3), Local Government (General) Regulations 2015**

The following are particulars of all contracts for the supply or provision of goods and services valued at or exceeding \$100,000 (excluding GST) but less than \$250,000 entered into or extended by Council during the 2015-16 financial year.

Contract Description	Contract Start Date	Original Contract Expiry Date	Amended Contract Expiry Date	Period of any option to extend the contract	Total value of tender awarded excl GST	Business name of successful contractor	Location of contractor business
Design and Construction of Replacement Bridge Shoobridge Park	25/11/2015	15/8/2016	N/A	N/A	\$193,789.00	Taspan Pty Ltd	PO Box 225, Latrobe TAS 7307
Derwent Park Road Culvert Crossing	2/10/2015	30/10/2015	N/A	N/A	\$188,980.96	Spectran Contracting Pty Ltd	PO Box 707, Moonah TAS 7009
Nyrstar Stage 2 Civil Works	25/11/15	18/12/15	N/A	N/A	\$143,692.46	Venarchie Contracting Pty Ltd	11 Cavalry Rd, Mowbray Heights TAS 7248
On Road Cycle Lanes Abbotsfield Road, Claremont to St Virgils School Austins Ferry	1/2/2016	25/7/2016	N/A	N/A	\$118,869.80	Statewide Earthworks Pty Ltd	52 Atkins Road, Granton TAS 7030
Manufacture and Supply of Crushed Rock Metals	2/12/2015	30/11/2017	N/A	N/A	Schedule of rates is contracted	Boral Construction Materials Group Ltd	PO Box 36, Launceston TAS 7250

Non-application of tender process**Regulation 29(2), Local Government (General) Regulations 2015**

There were no instances during the 2015-16 Financial Year where Council did not invite tenders for any contract pursuant to regulations 27(a) and (i) of the *Local Government (General) Regulations 2015*.

LEGISLATIVE REQUIREMENTS

Public Interest Disclosures Act

Section 86, Public Interest Disclosures Act 2002

Council's PID procedures

As a public body, Glenorchy City Council is committed to the aims and objectives of the *Public Interest Disclosures Act 2002* (PID Act).

In accordance with the PID Act, Council's has adopted a set of procedures for reporting disclosures of improper conduct or detrimental action by Council's members, officers and employees. Council's procedures are contained in its 'Model PID Procedures Manual'. The manual can be accessed through Council's website (www.gcc.tas.gov.au).

Reportable PID matters

Pursuant to the requirements of section 86 of the *Public Interest Disclosures Act 2002*, Council provides the following information relating to actions taken under the Act during the 2015-16 financial year.

Section of PID Act	Disclosure Requirement	Reportable matters in 2015-16
86(b)	number and types of disclosures made to the public body during the year and the number of those disclosures that the public body determines to be public interest disclosures	Nil
86(c)	number of disclosures determined by the public body to be public interest disclosures that it investigated during the year	Nil
86(d)	number and types of disclosed matters referred to the public body during the year by the Ombudsman	Nil
86(e)	number and types of disclosed matters referred during the year by the public body to the Ombudsman to investigate	Nil
86(f)	number and types of investigations of disclosed matters taken over by the Ombudsman from the public body during the year	Nil
86(g)	number and types of disclosed matters that the public body has decided not to investigate during the year	Nil
86(h)	number and types of disclosed matters that were substantiated on investigation and the action taken on completion of the investigation	Nil
86(i)	any recommendations of the Ombudsman under this Act that relate to the public body	Nil

Other Legislative Requirements

Code of conduct complaints

Section 72(1)(ba)

No code of conduct complaints were upheld either wholly or in part during the 2015-16 financial year.

Code of conduct costs

Section 72(1)(bb)

Council did not incur any costs in respect of any code of conduct complaints during the 2015-16 financial year.

Enterprise powers

Section 72(1)(ca)

Council did not exercise any of the powers available under section 21 of the *Local Government Act 1993* in the 2015-16 financial year.

Senior employee remuneration

Section 72(1)(cd)

The details of the remuneration of key management personnel holding senior positions are set out in Part 4 – Financial Report to this Annual Report (see note 45).

Land donated under section 177

Section 72(1)(da)

Council did not make any donations of land pursuant to section 177 of the *Local Government Act 1993* during the financial year.

Other prescribed matters

Section 72(1)(e)

See Tenders and Contracts (page 36).

Details of any grant made or benefit provided

Section 77

The details of grants made and benefits provided by Council under section 77 of the *Local Government Act 1993* are set out in Part 4 – Financial Report to this Annual Report (see note 48).

Part 4
***Glenorchy
City Council***
Financial Report



5/16

FINANCIAL REPORT

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FINANCIAL REPORT

Statement of Profit or Loss and Other Comprehensive Income for the Year Ended 30 June 2016

	Note	2016 Budget \$'000	2016 Actual \$'000	2015 Actual \$'000
Income				
Recurrent income				
Rates	4	32,623	32,727	31,153
User charges and licences	5	11,563	11,114	10,942
Interest		697	604	1,119
Grants	7	3,109	1,988	4,408
Contributions – cash	8 (a)	245	345	233
Investment income from TasWater	9	3,258	3,295	3,256
Other income	10	472	595	821
		51,967	50,668	51,932
Capital income				
Contributions – non-monetary assets ¹	8 (b)	-	17,255	4,519
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	6	(128)	(83)	(1,993)
Capital grants received specifically for new or upgraded assets	7	1,115	1,759	1,640
Fair value recognition of land under roads ¹	30	-	134,892	-
		987	153,823	4,166
Total income		52,954	204,491	56,098
Expenses				
Employee benefits	11	18,970	19,728	21,884
Materials and services	12	15,711	14,190	15,975
Depreciation and amortisation	13 (a)	14,444	12,882	15,250
State Fire Commission contribution	4	4,687	4,719	4,428
Finance costs	16	411	484	556
Assets written off	13 (b)	235	6,252	2,017
Bad and doubtful debts	14	2	43	1
Impairment expense	20	-	-	152
Other expenses	15	165	702	727
Total expenses		54,625	59,000	60,990
Surplus/(deficit)		(1,671)	145,491	(4,892)
Other comprehensive income				
Items that will not be reclassified to surplus or deficit				
Net gain/(loss) on revaluation of property, plant and equipment	40	-	45,914	5,088
		-	45,914	5,088
Items that may be reclassified subsequently to surplus or deficit				
Financial assets available for sale reserve				
– Fair value adjustment on available for sale assets	40	-	2,744	1,284
		-	2,744	1,284
Total other comprehensive income		-	48,658	6,372
Total comprehensive result		(1,671)	194,149	1,480

The above statement should be read in conjunction with the accompanying notes

¹ The recognition of non-monetary asset contributions and Land under roads acquired prior to 30 June 2008 has had a significant impact on the surplus/(deficit) in 2015-16. The formation component of car parks was recognised in 2015-16 which led to a significant increase in the non-monetary contributions for Transport assets. Refer to note 8(b) for further information. Land under roads acquired prior to 30 June 2008 has been recognised for the first time, consistent with the Report to Parliament by the Auditor-General No. 5 of 2013-2014 Infrastructure Financial Accounting in Local Government. Refer to note 30 for further information.

FINANCIAL REPORT

Statement of Financial Position

As at 30 June 2016

	Note	2016 \$'000	2015 \$'000
Assets			
Current assets			
Cash and cash equivalents	17	14,374	22,692
Trade and other receivables	18	1,529	3,709
Inventories	19	142	158
Non-current assets classified as held for sale	20	1,157	1,461
Other current assets	21	446	255
Total current assets		17,648	28,275
Non-current assets			
Investment in TasWater	26	163,928	161,184
Property, infrastructure, plant and equipment	27	683,624	489,022
Investment properties	36	9,325	7,975
Other non-current assets	35	21,184	16,556
Total non-current assets		878,061	674,737
Total assets		895,709	703,012
Liabilities			
Current liabilities			
Trade and other payables	22	4,115	4,157
Provisions	23 (d)	3,623	4,160
Borrowings	24	852	779
Other current liabilities	25	2,285	2,580
Total current liabilities		10,875	11,676
Non-current liabilities			
Provisions	23 (d)	5,533	5,316
Borrowings	24	5,168	6,036
Total non-current liabilities		10,701	11,352
Total liabilities		21,576	23,028
Net assets		874,133	679,984
Equity			
Accumulated surpluses		531,471	378,479
Reserves	40	342,662	301,505
Total equity		874,133	679,984

The above statement should be read in conjunction with the accompanying notes

FINANCIAL REPORT

Statement of Cash Flows

for the Year Ended 30 June 2016

	Note	2016 \$'000	2015 \$'000
Cash flows from operating activities			
Rates		32,686	31,124
Operational government grants (inclusive of GST)		1,995	4,421
Contributions - cash		345	43
Interest		604	1,119
User charges and licences (inclusive of GST)		13,752	9,629
Other income (inclusive of GST)		1,756	1,941
Investment income from TasWater		3,295	3,256
Employee benefits		(20,212)	(22,203)
Materials and services (inclusive of GST)		(16,295)	(17,267)
Finance costs		(340)	(419)
Levies paid to State Government		(4,719)	(4,428)
Other payments (inclusive of GST)		(717)	(633)
Net cash provided by/(used in) operating activities	38	12,150	6,583
Cash flows from investing activities			
Capital government grants		1,759	1,640
Payments for property, plant and equipment		(21,987)	(17,933)
Proceeds from sale of non-current assets		555	2,291
Interest paid for capital works		-	-
Net cash flows provided by/(used in) investing activities		(19,673)	(14,002)
Cash flows from financing activities			
Repayment of interest bearing loans and borrowings		(795)	(1,356)
Net cash flows provided by/(used in) financing activities		(795)	(1,356)
Net increase/(decrease) in cash and cash equivalents		(8,318)	(8,775)
Cash and cash equivalents at the beginning of the financial year		22,692	31,467
Cash and cash equivalents at the end of the financial year	17	14,374	22,692
Financing arrangements	41		
Restrictions on cash assets	17		

The above statement should be read in conjunction with the accompanying notes

FINANCIAL REPORT

Statement of Changes in Equity for the Year Ended 30 June 2016

		Total equity \$'000	Accumulated surpluses \$'000	Asset revaluation reserve \$'000	Fair value reserve \$'000	Other revenue reserves \$'000
2016	Note					
Balance at the beginning of the financial year		679,984	378,479	315,379	(35,720)	21,846
Comprehensive result		194,149	145,491	45,914	2,744	-
Transfers to reserves	40	-	(1,178)	-	-	1,178
Transfers from reserves	40	-	8,679	-	-	(8,679)
Balance at the end of the financial year		874,133	531,471	361,293	(32,976)	14,345
2015						
Balance at the beginning of the financial year		678,504	382,322	310,291	(37,004)	22,895
Comprehensive result		1,480	(4,892)	5,088	1,284	-
Transfers to reserves	40	-	(2,782)	-	-	2,782
Transfers from reserves	40	-	3,831	-	-	(3,831)
Balance at the end of the financial year		679,984	378,479	315,379	(35,720)	21,846

The above statement should be read in conjunction with the accompanying notes

Notes to and forming part of the financial report for the Year Ended 30 June 2016

1 Reporting Entity

Glenorchy City Council ("Council") was established on 24 October 1964 and is a body corporate with perpetual succession and a common seal.

Council's main office is located at 374 Main Road, Glenorchy.

2 Basis of accounting

This financial report is a general purpose financial report that consists of a Statement of Profit or Loss and Other Comprehensive Income, Statement of Financial Position, Statement of Changes in Equity, Statement of Cash Flows, and notes accompanying these financial statements. The financial report complies with Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board (AASB), and the *Local Government Act 1993* (LGA1993) (as amended).

This financial report is prepared on the accrual and going concern basis.

Dollar amounts shown in the general purpose financial report are rounded to the nearest thousand.

This financial report has been prepared under the historical cost convention, except where specifically stated in notes 27, 17, 36, 20, 26, 23 and 24.

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

All entities controlled by Council that have material assets or liabilities, such as Special Committees of Management have been included in this financial report. All transactions between these entities and Council have been eliminated in full. Details of entities not included in this financial report based on their materiality are detailed in note 46.

3 Uses of judgements and estimates

Judgements and assumptions

In the application of Australian Accounting Standards, Council is required to make judgements, estimates and assumptions about carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and various other

factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period. If the revisions affect both current and future periods, then the estimates apply to both periods.

Council has made no assumptions concerning the future that may cause a material adjustment to the carrying amounts of assets and liabilities within the next reporting period. Judgements made by Council that have significant effects on the financial report are disclosed in the relevant notes as follows:

Employee entitlements

Assumptions are utilised in the determination of Council's employee entitlement provisions. These assumptions are discussed in note 23.

Defined benefit superannuation fund obligations

Actuarial assumptions are utilised in the determination of Council's defined benefit superannuation fund obligations. These assumptions are discussed in note 47.

Fair value of property, plant & equipment

Assumptions and judgements are utilised in determining the fair value of Council's property, plant and equipment including useful lives and depreciation rates. These assumptions are discussed in note 27.

Investment in TasWater

Assumptions utilised in the determination of Council's valuation of its investment in TasWater are discussed in note 26.

Landfill Rehabilitation

Assumptions and judgements are utilised in determining Council's landfill close-down and restoration costs. These are discussed in note 23.

	Note	2016 \$'000	2015 \$'000
4 Rates			
Council uses Assessed Annual Value (AAV) as the basis of valuation of all properties within the municipality. The AAV of a property is its base amount used to calculate the annual rates. The AAV is multiplied against the rate in the dollar to give the annual rates amount.			
The valuation base used to calculate general rates for 2016 was \$355,463,980 (2015: \$344,076,287). The 2016 rate in the dollar was \$0.071270 (2015: \$0.075713). The increase in the AAV from 2015 to 2016 was due to adjustment factors being applied by the Valuer General.			
Rates charge		29,439	28,136
Interest charge		50	63
Penalty charge		172	201
Recovery of legal expenses		63	43
State Government charges and levies			
State Fire Commission contribution		4,719	4,428
Less Government subsidies		(1,716)	(1,718)
		32,727	31,153
The date of the latest general revaluation of land for rating purposes within the municipality was 1 January 2011, and the valuation was first applied in the rating year commencing 1 July 2011.			
Accounting policy			
Rates income			
Rates income is recognised as rate revenue when Council obtains control over the assets comprising the receipt. Rate revenue obtained during the reporting period which relates to future rating periods is recognised as a liability and disclosed in note 25.			
Control over assets acquired from rates is obtained at the commencement of the rating year as it is an enforceable debt linked to the rateable property. A provision for impairment on rates has not been established as unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold.			
5 User charges and licences			
Childcare		579	605
Registration and licences		492	458
Derwent Entertainment Centre		1,627	1,345
Derwent Park Reuse sales		240	141
Development and building		969	1,065
Garbage and recycling		6,066	6,010
General fines and infringements		371	442
Rental revenue		547	675
Other fees and charges		223	201
		11,114	10,942

Ageing analysis of contractual receivables

Please refer to notes 18 and 42 for the ageing analysis of trade and other receivables.

Accounting policy**User charges and licences income**

User fees and charges (including fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs. A provision for impairment is recognised when collection in full is no longer probable.

	Note	2016 \$'000	2015 \$'000
5 User charges and licences (continued)			
Rents are recognised as revenue when the payment is due, or the payment is received, whichever first occurs. Rental payments received in advance are recognised as a prepayment until they are due.			
Operating leases as lessor			
Council is a lessor and enters into agreements with a number of lessees. These include commercial and non-commercial agreements.			
Where leases are non-commercial agreements, these are generally with not-for-profit organisations, such as sporting clubs. In these cases subsidised or peppercorn rents are charged because Council recognises part of its role is community service and community support. In these situations, Council records lease revenue on an accruals basis and records the associated properties as part of land and buildings within property, plant and equipment. Buildings are recognised at depreciated replacement cost.			
Where leases are commercial agreements, but properties leased are part of properties predominantly used by Council for its own purposes, Council records lease revenue on an accruals basis and records the associated properties as part of land and buildings within property, plant and equipment. Buildings are recognised at depreciated replacement cost.			
Where leases are commercial agreements, and properties leased are predominantly used for leasing to third parties, Council records lease revenue on an accruals basis and records the associated properties as investment property in accordance with AASB 140. These properties are recognised at fair value. These leases may include incentives which have not been recognised in the Statement of Financial Position, on the basis the amounts are unlikely to be material and could not be reliably measured at balance date.			
6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment			
Proceeds from disposal of property, infrastructure, plant and equipment		555	2,292
Less carrying amount of property, infrastructure, plant and equipment		(638)	(4,285)
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		(83)	(1,993)
During 2014–15 the sale of one property at 404–408 Main Road Glenorchy resulted in a net loss of \$998,754.			
Accounting policy			
Sale of property, plant and equipment, infrastructure			
The profit or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer.			
7 Grants			
Grants were received in respect of the following:			
Summary of grants			
Commonwealth funded grants		3,172	5,180
State funded grants		545	835
Others		30	33
		3,747	6,048
Grants – recurrent			
Commonwealth Government Financial Assistance Grants – General Purpose		660	1,395
Commonwealth Government Financial Assistance Grants – Roads		466	2,130
Childcare Services		761	737
Arts and Cultural Development		-	100
Moonah Taste of the World		13	22
Youth and Safer Communities		40	11
Other		48	13
Total recurrent grants		1,988	4,408

FINANCIAL REPORT

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2016

	Note	2016 \$'000	2015 \$'000
7 Grants (continued)			
The Commonwealth Government provides Financial Assistance Grants to Council for general purpose use and the provision of local roads. In 2014-15 the Commonwealth made early payment of the two quarterly instalments for the following year. In accordance with AASB1004 <i>Contributions</i> , Council recognised these grants as revenue when it received the funds and obtained control.			
Capital grants received specifically for new or upgraded assets			
Blackspot		-	630
Department of Transport		1,236	433
Collinsvale Oval Redevelopment		-	69
Central Business District Revitalisation		250	250
Eady Street Recreation Ground Improvements		80	-
Glenorchy Skate Park		-	250
Safer Roads		166	-
Stronger Communities – Goodwood Community Centre Kitchen		17	-
Other		10	8
Total capital grants		1,759	1,640
Total grants		3,747	6,048
Conditions on grants			
Non-reciprocal grants recognised as revenue during the year that were obtained on condition they be expended in a specified manner that had not occurred at balance date were:			
Central Business District Revitalisation		250	250
Collinsvale Oval Redevelopment		-	69
Community & Multicultural Centre Master Plan Grant		-	100
Eady Street Recreation Ground Improvements		80	-
Glenorchy Skate Park		-	250
Safer Roads		9	-
Stronger Communities – Goodwood Community Centre Kitchen		17	-
		356	669
Non-reciprocal grants that were recognised as revenue in prior years and were expended during the current year in the manner specified by the grantor were:			
Collinsvale Oval Redevelopment		69	-
Community & Multicultural Centre Master Plan Grant		55	-
Derwent Park Stormwater Reuse Project		2,281	1,033
Glenorchy Skate Park		3	-
Moonah Arts Centre Development		67	2,979
King George V Redevelopment		5,555	1,572
		8,030	5,584
Net increase/(decrease) in non-reciprocal grant revenues for the year		(7,674)	(4,915)

	Note	2016 \$'000	2015 \$'000
7 Grants (continued)			
Accounting policy			
Grant income – operating and capital			
Grant income is recognised as revenue when Council obtains control over the assets comprising the receipt.			
Control over granted assets is normally obtained upon their receipt (or acquittal) or upon earlier notification that a grant has been secured, and are valued at their fair value at the date of transfer.			
Where grants or contributions recognised as revenues during the financial year were obtained on the condition that they be expended in a particular manner or used over a particular period, and those conditions were undischarged as at the reporting date, the nature of and amounts pertaining to the unused grant is also disclosed. The note also discloses the amount of unused grant or contribution from prior years that was expended on Council's operations during the current year.			
A liability is recognised in respect of revenue that is reciprocal in nature to the extent that the requisite service has not been provided at balance date and conditions include a requirement to refund unused contributions. Revenue is then recognised as the various performance obligations under an agreement are fulfilled. Council does not currently have any reciprocal grants.			
Unreceived contributions over which Council has control are recognised as receivables.			
8 Contributions			
(a) Cash			
Recreational, leisure and community facilities		104	36
Parks, open space and streetscapes		206	153
Recharge work contributions		33	43
Other		2	1
		345	233
(b) Non-monetary assets			
Buildings		659	397
Land		218	760
Stormwater		996	2,694
Transport		15,382	668
		17,255	4,519
Total contributions		17,600	4,752

There was a significant increase in non-monetary contributions for Transport assets in 2015-16. The majority of the increase was due to Council recognising the formation component of car parks which includes the cost of excavation and preparation of land. Previously only the pavement and seal components were recorded for car parks.

Accounting policy
Contribution income

Contributions are recognised as revenue when Council obtains control over the assets comprising the receipt.

Revenue is recognised when Council obtains control of the contribution or the right to receive the contribution, it is probable that the economic benefits comprising the contribution will flow to Council and the amount of the contribution can be measured reliably. Control over contributed assets is normally obtained upon their receipt (or acquittal) or upon earlier notification that a contribution has been secured, and are valued at their fair value at the date of transfer.

Unreceived contributions over which Council has control are recognised as receivables.

Non-monetary contributions (including developer contributions) with a value in excess of the recognition thresholds, are recognised as revenue and as non-current assets.

FINANCIAL REPORT

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2016

	Note	2016 \$'000	2015 \$'000
9 Investment income from TasWater			
Dividend income		2,208	2,402
Guarantee fee		265	253
Tax equivalent		822	601
		3,295	3,256
Accounting policy			
Investment income			
Investment revenue from TasWater is recognised when Council's right to receive payment is established. Investment revenue from TasWater is received in the form of dividends, tax equivalent payments and guarantee fees.			
10 Other income			
Fuel Tax Credits		100	145
Southern Waste Strategy Authority – Administration and Education program		53	-
State Fire Commission contribution		189	177
Refund		23	251
Other		230	248
		595	821
Accounting policy			
Other income			
Other income is recognised when the service has been provided or the payment is received.			
11 Employee benefits			
Wages and salaries		21,283	21,650
Redundancies		469	2,028
Relief/casual staff		648	574
Fringe Benefits Tax		32	49
Other		33	21
		22,465	24,322
Less amounts capitalised		(2,737)	(2,438)
		19,728	21,884
Redundancies			
The following table represents payments made as a result of termination of employment due to the restructure.			
Former employees – redundancies		2016	2015
\$400,000 – \$499,999		-	2
\$200,000 – \$299,000		-	3
\$100,000 – \$199,000		2	2
\$0 – \$99,000		2	2
These redundancy payments may include:			
– current annual leave entitlements;			
– current long service leave entitlements;			
– time in lieu owing;			
– three weeks pay for every completed year of service or part thereof;			
– an ex-gratia payment for long service leave (if no current entitlement owing) provided there has been five years of service; and			
– payment made for any motor vehicle entitlements.			

	Note	2016 \$'000	2015 \$'000
11 Employee benefits (continued)			
Accounting policy			
Employee benefits			
Employee benefit expenses are recognised in the Statement of Profit or Loss and Other Comprehensive Income when a decrease in future economic benefits related to a decrease in an asset or an increase of a liability has arisen that can be measured reliably.			
Employee benefits include, where applicable, entitlements to wages and salaries, annual leave, sick leave, long service leave, superannuation and any other post-employment benefits.			
12 Materials and services			
Materials and services		4,303	4,950
Contract payments		7,278	8,953
Plant and equipment maintenance		277	244
Utilities		1,244	1,068
Consultants		1,088	760
		14,190	15,975
Accounting policy			
Materials and services expense			
Materials and services expenses are recognised in the Statement of Profit or Loss and Other Comprehensive Income when a decrease in future economic benefits related to a decrease in an asset or an increase of a liability has arisen that can be measured reliably.			
Routine maintenance, repair costs, and minor renewal costs are expensed as incurred. Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.			
13 (a) Depreciation and amortisation			
Buildings and other land improvements		1,806	2,094
Plant and vehicles		373	375
Equipment and furniture		174	234
Transport		7,284	9,570
Stormwater and drainage		2,928	2,661
Valuation roll		57	56
Restoration costs		260	260
	27	12,882	15,250
(b) Assets written off			
Transport		4,990	1,442
Buildings and other land improvements		429	-
Other infrastructure		833	-
Stormwater and drainage		-	575
		6,252	2,017

Transport assets written off in 2015-16 included a number of roundabout assets totalling \$2,153,094. Through detailed condition assessments and road measurements it was discovered that road segments leading to and through each roundabout had already been valued within road pavement assets.

13 Depreciation and amortisation (continued)**Accounting policy****Depreciation and amortisation expense**

Depreciation and amortisation expenses are recognised in the Statement of Profit or Loss and Other Comprehensive Income when a decrease in future economic benefits related to a decrease in an asset or an increase of a liability has arisen that can be measured reliably.

Buildings, land improvements, plant and equipment, infrastructure and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets.

All non-current assets excluding land are depreciated over their useful lives (as determined by Council's officers) on a straight line basis. Major depreciation periods used are listed below and are consistent with the prior year unless otherwise stated:

	Useful life (years)
Buildings and other land improvements	
Freehold buildings	10 to 95
Other land improvements	5 to 50
Equipment and furniture	
Furniture, fittings and office equipment	3 to 20
Computer systems and technical equipment	3 to 10
Other infrastructure	
Signalised or roundabout intersections	15 to 50
Islands	35 to 50
Car parks	20 to 80
Plant and vehicles	
Infrastructure plant	5 to 75
Fleet	3 to 5
Mobile plant	5 to 20
Minor plant	3 to 5
Transport	
Road pavement surface	10 to 30
Road pavement base	70 to 80
Road pavement earthwork	Unlimited
Kerb and channel	5 to 75
Bridges	40 to 80
Stormwater and drainage	
Pipes	60 to 135
Nodes	50 to 120
Natural water course improvements	80
Silt basins	120
Concrete culverts and spoon drains	50 to 120
Valuation rolls	
Valuation roll of the municipality	5 to 6

A review of the useful life for Transport infrastructure assets across the city was undertaken during the year. The review resulted in an extension of the estimated useful lives of these assets, and resulted in a reduction in depreciation expense of \$2,065,000 in 2015-16.

	Note	2016 \$'000	2015 \$'000
14 Bad and doubtful debts			
Other		43	1
Accounting policy			
Bad and doubtful debts			
Bad and doubtful debts are recognised in the Statement of Profit or Loss and Other Comprehensive Income when a decrease in future economic benefits related to a decrease in an asset or an increase of a liability has arisen that can be measured reliably.			
15 Other expenses			
Land tax		441	469
External auditor's remuneration (Tasmanian Audit Office)		51	52
Internal auditor's remuneration (internal audit services – Deloitte)		85	87
Grants and specific purpose benefits	48	125	119
		702	727
Accounting policy			
Other expenses			
Other expenses are recognised in the Statement of Profit or Loss and Other Comprehensive Income when a decrease in future economic benefits related to a decrease in an asset or an increase of a liability has arisen that can be measured reliably.			
16 Finance costs			
Interest		334	411
Less capitalised borrowing costs on qualifying assets		-	-
Unwinding of discounts applied to provisions		150	145
		484	556
Accounting policy			
Finance costs			
Finance costs are recognised in the Statement of Profit or Loss and Other Comprehensive Income when a decrease in future economic benefits related to a decrease in an asset or an increase of a liability has arisen that can be measured reliably.			
Finance costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council. Where specific borrowings are obtained for the purpose of specific asset acquisition, the weighted average interest rate applicable to borrowings at balance date is used to determine the borrowing costs to be capitalised. No borrowing costs were capitalised during the period (2015: nil).			
Finance costs include interest on bank overdrafts, interest on borrowings, and unwinding of discounts.			
17 Cash and cash equivalents			
Current investment funds		11,442	18,529
Operating account		2,795	4,042
Glenorchy City Concert Brass account		24	19
Petty cash floats		6	6
Derwent Entertainment Centre operating cash floats		49	49
Derwent Entertainment Centre Automatic Teller Machine		58	47
		14,374	22,692

	Note	2016 \$'000	2015 \$'000
17 Cash and cash equivalents (continued)			
The decrease in current investment funds held is due to the expenditure of significant capital grant funds received by Council in prior years.			
Council's cash and cash equivalents are subject to a number of internal and external restrictions that limit amounts available for discretionary or future use. These include:			
Internal restrictions			
Leave provisions (excluding on-costs)	23 (a)	4,979	5,072
Statutory reserves	40	6,426	15,071
Derwent Entertainment Centre Automatic Teller Machine		58	47
		11,463	20,190
External restrictions			
Glenorchy City Concert Brass account		24	19
		24	19
Restricted funds		11,487	20,209
Total unrestricted cash and cash equivalents		2,887	2,483
Accounting policy			
Cash and cash equivalents			
For the purposes of the Statement of Cash Flows, cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.			
18 Trade and other receivables			
Employees advanced salaries		34	35
Rates and charges		525	564
Debtors		2,092	4,489
Provision for impairment – liquidated damages claim		(1,597)	(1,597)
Provision for impairment – other debtors		(36)	(41)
		1,018	3,450
Goods and Services Tax on purchases		532	536
Goods and Services Tax on sales		(21)	(277)
Goods and Services Tax receivable		511	259
Total trade and other receivables		1,529	3,709

All debtors are due and payable after thirty days from the date of invoice. Council does not charge interest on debtors. Outstanding rate revenue attracts a penalty of 10% (2015: 10%) fourteen days after instalments are due. Interest of 8.46% (2015: 10.02%) is charged after the instalments are due and is calculated weekly on the outstanding balance.

All outstanding trade receivables have been assessed as past due but not impaired.

An allowance has been made for those debts considered doubtful. Council evaluates unsecured debts through its debt collection process and where applicable these debts are transferred into the allowance.

	Note	2016 \$'000	2015 \$'000
18 Trade and other receivables (continued)			
Credit checks are completed for larger customers and all waste management customers.			
<u>Ageing of past due – rates and charges</u>			
30–60 days		-	-
60–90 days		-	-
Over 90 days		525	564
		525	564
<u>Ageing of past due – debtors</u>			
30–60 days		15	34
60–90 days		8	26
Over 90 days		102	75
		125	135
Movement in the provision for impairment – other debtors			
Balance at the beginning of the year		1,638	1,646
Amounts transferred to the provision during the year		-	-
Amounts recovered during the year		(2)	(6)
Amounts written off as uncollectable		(3)	(2)
Balance at the end of the year		1,633	1,638
Accounting policy			
Trade and other receivables			
Receivables are carried at amortised cost using the effective interest rate method. A provision for impairment is recognised when there is objective evidence that an impairment loss has occurred.			
Other receivables are payable within 30 days of issue of the account.			
No interest is charged to overdue sundry receivables.			
19 Inventories			
Stores and materials		142	158
Accounting policy			
Inventories			
Inventories held for distribution are measured at cost adjusted when applicable for any loss of service potential. Other inventories are measured at the lower of cost and net realisable value. Costs are assigned by the method most appropriate to each particular class of inventory.			
20 Non-current assets classified as held for sale			
Property held for sale		1,157	1,613
Less impairment expense		-	(152)
		1,157	1,461
Accounting policy			
Non-current assets classified as held for sale			
A non-current asset held for sale (including disposal groups) is measured at the lower of its carrying amount and fair value less costs to sell, and are not subject to depreciation. Non-current assets, disposal groups and related liabilities assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.			

FINANCIAL REPORT

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2016

	Note	2016 \$'000	2015 \$'000
21 Other current assets			
Prepayments		252	5
Accrued revenue		194	250
		446	255
22 Trade and other payables			
Trade payables		2,338	2,993
Accrued expenses		1,771	1,151
Fringe Benefits Tax payable		6	13
		4,115	4,157

Accounting policy**Trade and other payables**

All of Council's expenditure, both operating and capital, is brought to account at the time the invoice is processed, after the receipt of the goods and services.

Payables are settled within specific trading terms or 30 days, whichever is earlier.

FINANCIALS

23 Provisions

	Annual leave \$ '000	Sick Leave \$ '000	On Costs \$ '000	Long Service Leave \$ '000	Redundancy \$ '000	Landfill Restoration \$ '000	Total \$ '000
2016							
Balance at the beginning of the financial year	1,814	886	320	2,372	372	3,712	9,476
Additional provisions	1,397	554	135	247	-	-	2,333
Amounts used	(1,423)	(615)	(140)	(253)	(372)	-	(2,803)
Increase in the discounted amount arising because of the time and the effect of any change in the discount rate	-	-	-	-	-	150	150
Balance at the end of the financial year	1,788	825	315	2,366	-	3,862	9,156
2015							
Balance at the beginning of the financial year	2,127	1,075	367	2,492	-	3,574	9,635
Additional provisions	1,171	364	96	195	372	-	2,198
Amounts used	(1,484)	(553)	(143)	(315)	-	(7)	(2,502)
Increase in the discounted amount arising because of the time and the effect of any change in the discount rate	-	-	-	-	-	145	145
Balance at the end of the financial year	1,814	886	320	2,372	372	3,712	9,476

FINANCIAL REPORT

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2016

	Note	2016 \$'000	2015 \$'000
23 Provisions (continued)			
(a) Employee entitlements provision			
(i) Current			
Annual leave		1,788	1,814
Sick leave		825	886
Long service leave		834	870
<i>Other provisions</i>			
Employment on-costs:			
Payroll tax		176	218
		3,623	3,788
(ii) Non-current			
Long service leave		1,532	1,502
<i>Other provisions</i>			
Employment on-costs:			
Payroll tax		139	102
		1,671	1,604
Aggregate carrying amount of employee entitlements:			
Current		3,623	3,788
Non-current		1,671	1,604
		5,294	5,392
The following assumptions were adopted in measuring the present value of employee entitlements:			
		2016	2015
Weighted average increase in employee costs		2.00%	3.00%
Weighted average discount rates		2.15%	2.24%
Weighted average settlement period		11	11
		2016 \$'000	2015 \$'000
(iii) Current			
All annual leave, sick leave and the long service leave entitlements representing 10 or more years			
– short-term employee entitlements, that fall due within 12 months after the end of the period measured at nominal value		2,530	2,488
– other long-term employee entitlements that do not fall due within 12 months after the end of the period		864	1,012
		3,394	3,500
(iv) Non-current			
Long service leave representing less than 10 years of continuous service measured at present value		1,532	1,502
(b) Redundancy provision			
During 2014-15 Council undertook an organisational restructure which resulted in redundancies. The 2015 provision was fully utilised as at 30 June 2016.			

	Note	2016 \$'000	2015 \$'000
23 Provisions (continued)			
(c) Landfill restoration			
Council operates a Landfill at Jackson Street that is deemed to have a further useful life of at least 7 years from 30 June 2016. On closure of the landfill, Council will face close-down and restoration costs. Current estimates of the respective costs are based on management advice and engineering studies using current restoration standards and techniques. Under legislation Council is obligated to rehabilitate the landfill site to a particular standard. Current projections indicate that the landfill site will cease operation in 2023. Rehabilitation is occurring progressively with major works planned in 2018 and after the landfill closes in 2023. The forecast life of the landfill site is based on current estimates of remaining capacity and the forecast rate of infill. The provision for landfill restoration has been calculated based on the present value of the expected cost of works to be undertaken. The expected cost of works has been estimated based on current understanding of work required to reinstate the site to a suitable standard. Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs. Council does not expect to receive reimbursement from a third party.			
(d) Provision summary			
Current			
Employee entitlements		3,623	3,788
Redundancy		-	372
		3,623	4,160
Non-current			
Employee entitlements		1,671	1,604
Landfill restoration		3,862	3,712
		5,533	5,316
Total provisions		9,156	9,476

Accounting policy**Provisions**

Provisions are liabilities of uncertain timing and amount and are recognised where there is a present legal, equitable or constructive obligation as a result of a past event and when the outflow of economic benefits is probable and can be measured reliably.

Employee entitlements provision

Employee entitlements are accrued for salaries, annual leave, sick leave and long service leave in respect of services provided by employees up to the reporting date. The sick leave accrual relates to 25.00% of the outstanding balance, which is payable to permanent employees upon termination.

(i) Short-term obligations

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulating sick leave expected to be wholly settled within 12 months after the end of the period in which the employees render the related service are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liability for annual leave is recognised in the provision for employee entitlements. All other short-term employee entitlement obligations are presented as payables.

23 Provisions (continued)*(ii) Other long-term employee benefit obligations*

The liability for long service leave and annual leave which is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee entitlements and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

The obligations are presented as current liabilities in the Statement of Financial Position if the Council does not have an unconditional right to defer settlement for at least twelve months after the reporting date, regardless of when the actual settlement is expected to occur.

(iii) Retirement benefit obligations

All employees of the Council are entitled to benefits on retirement, disability or death. Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

Defined benefit plans

A liability or asset in respect of defined benefit superannuation plans would ordinarily be recognised in the Statement of Financial Position, and measured as the present value of the defined benefit obligation at the reporting date plus unrecognised actuarial gains (less unrecognised actuarial losses) less the fair value of the superannuation fund's assets at that date and any unrecognised past service cost. The present value of the defined benefit obligation is based on expected future payments which arise from membership of the fund to the reporting date, calculated annually by independent actuaries using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. However, when this information is not reliably available, Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans i.e. as an expense when it becomes payable.

Council makes superannuation contributions for a number of its employees to the Quadrant Defined Benefits Fund, which is a sub fund of the Quadrant Superannuation Scheme. The Quadrant Defined Benefits Fund has been classified as a multi-employer sponsored plan. As the Fund's assets and liabilities are pooled and are not allocated by employer, the Actuary is unable to allocate benefit liabilities, assets and costs between employers. As provided under paragraph 32(b) of AASB 119 *Employee Benefits*, Council does not use defined benefit accounting for these contributions.

Defined contribution plans

Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

Provisions – Other*Employment on-costs*

Payroll tax is not an employee benefit and it is recognised separately as a liability when the employment to which it relates has occurred. Payroll tax is included as part of the Council's 'Employee benefits' in the Statement of Profit or Loss and Other Comprehensive Income. The related liability is included in 'Employment on-costs provision'.

Close-down and restoration costs – Landfill

Close-down and restoration costs include the dismantling and demolition of infrastructure and the removal of residual materials and remediation of disturbed areas. Estimated close-down and restoration costs are provided for in the accounting period when the obligation arising from the related disturbance occurs, whether this is during the development or during the operation phase, based on the net present value of estimated future costs. Provisions for close-down and restoration costs do not include any additional obligations which are expected to arise from future disturbance. The costs are estimated on the basis of a closure plan. The cost estimates are calculated annually during the life of the operation to reflect known developments, e.g. updated cost estimates and revisions to the estimated lives of operation, and are subject to formal review at regular intervals.

Close-down and restoration costs are a normal consequence of landfill operations, and the majority of close-down and restoration expenditure is incurred at the end of the life of the operation. Although the ultimate cost to be incurred is uncertain, Council estimates the respective costs based on feasibility and engineering studies using current restoration standards and techniques.

The amortisation or 'unwinding' of the discount applied in establishing the net present value of provisions is charged to the Statement of Profit or Loss and Other Comprehensive Income in each accounting period where material. The amortisation of the discount is shown as a finance cost (refer note 16).

	Note	2016 \$'000	2015 \$'000
24 Borrowings			
Borrowings at the beginning of the year		6,815	8,171
New borrowings		-	-
Repayments		(795)	(1,356)
Borrowings at the end of the year		6,020	6,815
Current borrowings		852	779
Non-current borrowings		5,168	6,036
		6,020	6,815
The loan portfolio owed by Council to Tascorp has been reviewed by Tascorp effective 30 June 2016. Following this review it was determined that having regard to the fixed rate of interest applicable for the remaining life of each loan, that the approximate net fair value (which equates to current market value) is \$6,342,464 (2015: \$7,135,256) compared to the actual value of \$6,020,100 (2015: \$6,814,357). All loan funds are secured against future Council rate revenue. The maturity profile for Council's borrowings is: Not later than one year - - Later than one year and not later than five years 856 - Later than five years 5,164 6,815 6,020 6,815			
Accounting policy Borrowings The borrowing capacity of Council is limited by the <i>Local Government Act 1993</i>. Interest bearing liabilities are initially recognised at fair value, net of transaction costs incurred. Subsequent to initial recognition, these liabilities are measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the Statement of Profit or Loss and Other Comprehensive Income over the period of the liability using the effective interest method.			
25 Other current liabilities			
Trust monies held (Derwent Entertainment Centre)		17	32
Vehicle Funding Facility		960	1,062
Revenue received in advance		985	1,178
Refundable building deposits		242	243
Refundable contract deposits		42	26
Other refundable deposits		39	39
		2,285	2,580

Accounting policy**Other current liabilities**

Amounts received as deposits and retention amounts controlled by Council are recognised as Trust funds until they are returned or forfeited.

	Note	2016 \$'000	2015 \$'000
26 Investment in TasWater			
Balance at the beginning of the year		161,184	159,900
Change in fair value of investment		-	-
Fair value adjustments on available-for-sale assets		2,744	1,284
Balance at the end of the financial year		163,928	161,184

Council has derived returns from TasWater as disclosed at note 9.

Council does not have significant influence to allow it to use the equity method to account for this interest.

Accounting policy

Investment in TasWater

Council's investment in TasWater is valued at its fair value at balance date. Fair value was determined by using Council's ownership interest against TasWater's net asset value at balance date. At 30 June 2016, Council held a 10.41% (2015: 10.41%) ownership interest in TasWater which is based on schedule 2 of the Corporation Constitution which reflects the Council's voting rights. Any unrealised gains and losses are recognised through the Statement of Profit or Loss and Other Comprehensive Income to a Fair Value Reserve each year (refer note 40).

Council has classified its investment in TasWater as an available-for-sale financial asset as defined in AASB 139 *Financial Instruments: Recognition and Measurement* and has followed AASB 132 *Financial Instruments: Presentation* and AASB 7 *Financial Instruments: Disclosures* to value and present the asset in the Financial Report.

FINANCIALS

27 Property, infrastructure, plant and equipment

Reconciliation of Property, infrastructure, plant and equipment

2016	Note	Carrying amount 1-Jul-15 \$ '000	Additions \$ '000	Transfer between asset classes \$ '000	Assets classified as Investment Property (note 36) \$ '000	Disposals \$ '000	Net revaluation adjustments (note 40) \$ '000	Depreciation and amortisation (note 13) \$ '000	Fair value recognised in profit or loss \$ '000	Carrying amount 30-Jun-16 \$ '000
Transport	28	210,021	22,538	4	(1,153)	(4,992)	45,222	(7,284)	-	264,356
Stormwater and drainage	29	173,970	8,377	-	-	(335)	-	(2,928)	-	179,084
Land	30	56,491	217	-	(105)	(626)	-	-	134,892	190,869
Buildings and other land improvements	31	44,374	3,394	349	(92)	(1,274)	692	(2,066)	-	45,377
Plant and vehicles	32	1,727	293	-	-	(59)	-	(373)	-	1,588
Equipment and furniture	33	2,383	122	-	-	-	-	(174)	-	2,331
Valuation roll	34	56	20	-	-	-	-	(57)	-	19
		489,022	34,961	353	(1,350)	(7,286)	45,914	(12,882)	134,892	683,624

2015	Note	Carrying amount 1-Jul-14 \$ '000	Additions \$ '000	Transfer between asset classes \$ '000	Assets classified as Investment Property (note 36) \$ '000	Disposals \$ '000	Net revaluation adjustments (note 40) \$ '000	Depreciation and amortisation (note 13) \$ '000	Fair value recognised in profit or loss \$ '000	Carrying amount 30-Jun-15 \$ '000
Transport	28	204,317	8,049	3,610	10	(1,442)	5,047	(9,570)	-	210,021
Stormwater and drainage	29	167,891	6,303	(1,219)	-	(575)	4,231	(2,661)	-	173,970
Land	30	57,708	760	2,470	(1,568)	(2,879)	-	-	-	56,491
Buildings and other land improvements	31	48,709	6,121	(2,427)	(186)	(1,299)	(4,190)	(2,354)	-	44,374
Plant and vehicles	32	1,659	550	-	-	(107)	-	(375)	-	1,727
Equipment and furniture	33	2,243	374	-	-	-	-	(234)	-	2,383
Valuation roll	34	112	-	-	-	-	-	(56)	-	56
		482,639	22,157	2,434	(1,744)	(6,302)	5,088	(15,250)	-	489,022

(a) Impairment losses

Impairment losses are recognised in the Statement of Profit or Loss and Other Comprehensive Income under other expenses. Reversals of impairment losses are recognised in the Statement of Profit or Loss and Other Comprehensive Income under other revenue.

27 Property, infrastructure, plant and equipment (continued)**Accounting policy****Recognition and measurement of assets**

- (a) All material items were considered and an assessment made to determine if such items are assets.
- (b) If expenditure on an asset improves its service potential or future economic benefits (i.e. the useful life is extended) then this expenditure will be capitalised (added to the value of the asset). If not, the expenditure will be charged to the Statement of Profit or Loss and Other Comprehensive Income as repairs/maintenance.
- (c) Asset categories of Council are specified in the asset matrix. Asset categories will be consolidated into the following broad categories of nature or type:
Transport;
Stormwater and drainage;
Land;
Buildings and other land improvements;
Plant and vehicles;
Equipment and furniture;
Valuation roll; and
Capital works in progress.
- (d) All assets that have a cost or other value that can be reliably measured will be recorded in the Statement of Financial Position at the end of the reporting period. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition.
- (e) Council adopts depreciated replacement cost or fair value for all property assets.
- (f) Assets are recorded by identifying separately their gross carrying value and any accumulated depreciation, other than capital works in progress.
- (g) The asset capitalisation threshold adopted by council is \$1,500. Assets valued at less than \$1,500 are charged to the Statement of Profit or Loss and Other Comprehensive Income in the year of purchase (other than where they form part of a group of similar items which are material in total).
- (h) Where a number of like items exist with individual values below the recognition threshold for future transactions, then these items will be recognised as a group, provided their total value as a group is in excess of the capitalisation threshold for that category.
- (i) Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.
- (j) Plant and vehicles, other than plant associated with property are recorded at cost.
- (k) Property, infrastructure, plant and equipment received in the form of contributions, are recognised as assets and revenues at fair value by Council valuation where that value exceeds the recognition thresholds for the respective asset class. Fair value is the price that would be received to sell the asset in an orderly transaction between market participants at the measurement date.
- (l) All property, and plant and equipment assets which relate to property assets, are revalued to their depreciated replacement cost in accordance with the asset matrix. Revaluations will be conducted with sufficient regularity, so as to ensure they represent fair value.
- (m) If Council believes asset values within a class have materially changed between scheduled revaluations, the asset class value will be indexed by an appropriate inflation factor.
- (n) All net revaluation increments for a class are credited directly to the asset revaluation reserve account. However, the increment is charged to the Statement of Profit or Loss and Other Comprehensive Income to the extent that it reverses a net revaluation decrease of the same class of assets previously recognised in the income statement. Net revaluation decrements for a class of assets will be debited to any previous revaluation increments for that class of assets, with any deficiency being charged to the Statement of Profit or Loss and Other Comprehensive Income.
- (o) For assets acquired after a revaluation the cost method of accounting is used. Cost is determined as the fair value of the asset given as consideration plus costs incidental to the acquisition (e.g. architects fees, engineering design fees, administration charges, direct and indirect salary costs, overheads and all other costs incurred in getting the asset ready for use), and, if applicable, the initial estimate of the cost of dismantling and removing the asset and restoring the site on which it is located. All property, plant and equipment assets that are replaced or retired are removed from the asset register. This includes the gross replacement cost of the asset and the related accumulated depreciation.
- (p) Capital works in progress are recorded at cost.
- (q) Land under roads acquired since 30 June 2008 has been recognised in past financial reports as part of Transport assets. Land under roads acquired prior to 30 June 2008, is being recognised for the first time in the 2016 Financial Report, consistent with the Report to Parliament by the Auditor-General No. 5 of the 2013-2014 *Infrastructure Financial Accounting in Local Government*. Land under roads is now reported within the land category of non-current assets. Those assets previously recognised have been removed from the Transport asset category.

FINANCIAL REPORT

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2016

	Note	2016 \$'000	2015 \$'000
28 Transport			
At valuation (1 July 2012)		485,587	462,864
Less accumulated depreciation		(221,232)	(252,843)
Roads at fair value	27	264,356	210,021
During 2015-16 a review of the useful lives of Transport assets resulted in a partial revaluation of this asset class. The impact of the change in useful lives on accumulated depreciation totalled \$40,286,816.			
29 Stormwater and drainage			
At valuation (1 July 2009)		353,821	346,126
Less accumulated depreciation		(174,686)	(172,105)
Less impairment expense		(51)	(51)
Stormwater and drainage at fair value	27	179,084	173,970
A provision for an impairment has been recognised for \$50,883. The impairment is based on the inspection and evaluation of Stormwater assets that were damaged during their construction.			
30 Land			
General land – at valuation (30 June 2011)		51,105	51,306
Land under roads – at valuation (30 June 2016)		139,764	5,185
Land at fair value	27	190,869	56,491
The valuation of land has increased significantly due to land under roads acquired prior to 30 June 2008, being recognised for the first time in the 2016 Financial Report. This is consistent with the Report to Parliament by the Auditor-General No. 5 of the 2013-2014 <i>Infrastructure Financial Accounting in Local Government</i> . The fair value of land under roads has been determined based on unit valuations provided by the Valuer-General.			
31 Buildings and other land improvements			
At valuation (30 June 2015)		92,085	88,901
Less accumulated depreciation		(46,708)	(44,527)
Buildings and other land improvements at fair value	27	45,377	44,374
32 Plant and vehicles			
At cost		3,223	3,138
Less accumulated depreciation		(1,635)	(1,411)
Plant and vehicles at cost	27	1,588	1,727
33 Equipment and furniture			
At cost		8,081	7,959
Less accumulated depreciation		(5,750)	(5,576)
Equipment and furniture at cost	27	2,331	2,383
34 Valuation roll			
At cost		19	339
Less accumulated amortisation		-	(283)
Valuation roll at cost	27	19	56
Total property, infrastructure, plant and equipment	27	683,624	489,022
35 Other non-current assets			
Capital works in progress		21,184	16,556

	Note	2016 \$'000	2015 \$'000
36 Investment properties			
Balance at beginning of financial year		7,975	6,231
Transfer in		1,350	1,744
Transfer out		-	-
Balance at end of financial year		9,325	7,975
Accounting policy			
Investment Properties			
Investment properties, comprising car parking lots and residential properties, are held to generate long-term rental yields. Investment properties are measured initially at cost, including transaction costs. Costs incurred subsequent to initial acquisition are capitalised when it is probable that future economic benefit in excess of the originally assessed performance of the asset will flow to Council. Subsequent to initial recognition at cost, investment properties are carried at fair value. Changes to fair value are recorded in the Statement of Profit or Loss and Other Comprehensive Income in the period that they arise. Rental income from the leasing of investment properties is recognised in the Statement of Profit or Loss and Other Comprehensive Income on a straight line basis over the lease term.			
37 Commitments for expenditure			
(a) Operating lease commitments			
At the reporting date, Council had the following obligations under non-cancellable operating leases (these obligations are not recognised as liabilities):			
Not later than one year		1,017	1,127
Later than one year and not later than five years		1,747	1,252
Later than five years		-	-
		2,764	2,379

The Council leases vehicles and mobile plant and equipment under operating leases, expiring from 1–4 years. Leases generally provide the entity with a right of renewal at which time all terms are renegotiated.

Lease payments are initially established based on expected operating criteria and may adjust depending upon material variations in such operating criteria.

The Council leases office equipment under operating leases, expiring from 1–3 years. Leases generally provide the entity with a right of renewal at which time all terms are renegotiated. Terms of the leases are fixed at the time of the lease start date.

The Council leases office premises under operating leases, expiring within 1 year. Leases generally provide the entity with a right of renewal at which time all terms are renegotiated. Terms of the lease are fixed at the time of the lease start date.

Accounting policy

Operating leases

Leases in which a significant portion of the risks and rewards of ownership are not transferred to Council as lessee are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged to the Statement of Profit or Loss and Other Comprehensive Income on a straight line basis over the period of the lease. Council leases vehicles and mobile plant and equipment, office equipment and office premises.

	Note	2016 \$'000	2015 \$'000
37 Commitments for expenditure (continued)			
Council leases several parcels of Crown land under lease agreements with the State Government. These leases, in general, do not reflect commercial arrangements, are long-term and have minimal lease payments. Crown land is recognised as an asset in the Statement of Financial Position and carried at fair value when Council establishes that (i) it has control over the land and (ii) it will derive economic benefits from it.			
Finance leases			
Council has no finance lease obligations at 30 June 2016.			
(b) Capital commitments			
Capital expenditure contracted for at the reporting date but not recognised in the financial statements as liabilities:			
Property		3,369	8,114
Transport		1,567	2,708
Stormwater		497	2,938
		5,433	13,760
Not later than one year		5,433	13,760
Later than one year and not later than five years		-	-
Later than five years		-	-
		5,433	13,760
38 Reconciliation of net surplus/(deficit) for the period to net cash flows from operating activities			
Net surplus/(deficit)		145,491	(4,892)
Items not involving cash			
Depreciation expense	13 (a)	12,882	15,250
Impairment expense	20	-	152
Contributions – non-monetary assets	8 (b)	(17,255)	(4,519)
Carrying value of assets sold or retired	6	638	4,285
Assets written off	13 (b)	6,252	2,017
Sale of property, plant and equipment	6	(555)	(2,292)
Capital government grants and external contributions	7	(1,759)	(1,640)
Fair value recognition of land under roads	30	(134,892)	-
Unwinding of discounts applied to provisions	16	150	145
Changes in operating assets and liabilities			
(Increase)/decrease in trade and other receivables		2,181	(1,782)
(Increase)/decrease in other current assets		(192)	5
(Increase)/decrease in inventories		16	6
Increase/(decrease) in trade and other payables		(42)	189
Increase/(decrease) in other current liabilities		(295)	(44)
Increase/(decrease) in employee entitlement provisions		(470)	(297)
Net cash from operating activities		12,150	6,583
39 Contingent liabilities			
There are no contingent liabilities.			

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40 Reserves

	Balance at beginning of year		Transfers between asset classes		Transfers to reserves		Transfers from reserves		Balance at end of year	
	1-Jul-15 \$ '000	1-Jul-14 \$ '000	2016 \$ '000	2015 \$ '000	2016 \$ '000	2015 \$ '000	2016 \$ '000	2015 \$ '000	30-Jun-16 \$ '000	30-Jun-15 \$ '000
Revenue reserves										
Statutory reserves										
Car parking	413	400	-	-	11	13	-	-	424	413
Public open space	545	528	-	-	23	17	-	-	568	545
Incomplete works	14,113	17,844	-	-	-	-	(8,679)	(3,731)	5,434	14,113
	15,071	18,772	-	-	34	30	(8,679)	(3,731)	6,426	15,071
Other reserves										
Irregular operating expenses	-	100	-	-	50	-	-	(100)	50	-
Landfill future close out costs	1,724	1,419	-	-	307	305	-	-	2,031	1,724
Landfill plant and equipment	1	1	-	-	-	-	-	-	1	1
Property, plant and equipment	118	115	-	-	44	3	-	-	162	118
City revaluation	372	312	-	-	60	60	-	-	432	372
Asset sales	4,278	2,050	-	-	480	2,228	-	-	4,758	4,278
Community based programs	(210)	(291)	-	-	77	81	-	-	(133)	(210)
Strategic Asset Management Group Capital	492	417	-	-	126	75	-	-	618	492
	6,775	4,123	-	-	1,144	2,752	-	(100)	7,919	6,775
Fair value reserve										
Investment in TasWater	21,846	22,895	-	-	1,178	2,782	(8,679)	(3,831)	14,345	21,846
	(35,720)	(37,004)	-	-	2,744	1,284	-	-	(32,976)	(35,720)
	(35,720)	(37,004)	-	-	2,744	1,284	-	-	(32,976)	(35,720)

	Balance at beginning of year		Transfers between asset classes		Revaluation increment		Revaluation decrement		Balance at end of year	
	1-Jul-15 \$ '000	1-Jul-14 \$ '000	2016 \$ '000	2015 \$ '000	2016 \$ '000	2015 \$ '000	2016 \$ '000	2015 \$ '000	30-Jun-16 \$ '000	30-Jun-15 \$ '000
Asset revaluation reserves										
Asset revaluation reserve – transport	155,318	150,262	-	9	45,222	5,047	-	-	200,540	155,318
Asset revaluation reserve – buildings and other land improvements	14,425	18,510	-	105	692	-	-	(4,190)	15,117	14,425
Asset revaluation reserve – land	44,690	44,690	-	-	-	-	-	-	44,690	44,690
Asset revaluation reserve – stormwater and drainage	97,340	93,140	-	(31)	-	4,246	-	(15)	97,340	97,340
Asset revaluation reserve – plant and vehicles	2,739	2,822	-	(83)	-	-	-	-	2,739	2,739
Asset revaluation reserve – furniture and equipment	867	867	-	-	-	-	-	-	867	867
	315,379	310,291	-	-	45,914	9,293	-	(4,205)	361,293	315,379
Total revenue and asset revaluation reserves	301,505	296,182	-	-	49,836	13,359	(8,679)	(8,036)	342,662	301,505

40 Reserves (continued)**Nature and purpose of reserves:****Revenue reserves**

Revenue reserves for car parking, public open space and community-based programs reflect the statutory or third-party compulsory contributions that are required to be expended for specific purposes in future periods. On that basis, a portion of the operating result must be set aside in these reserves.

The City revaluation reserve represents funds set aside to undertake a city wide revaluation as authorised by the Valuer-General. This revaluation occurs every seven years.

The Landfill future close out costs reserve is maintained for the restoration or rehabilitation of land to meet planning requirements and environmental standards.

The other reserves noted are maintained to provide for recurring, non-annual expenditure (Irregular operating expenses reserve); to provide for future property, plant and equipment requirements (Property, plant and equipment); and specific expenditure not completed in the previous year (Incomplete works). Net proceeds from asset sales are set aside to fund future property purchases.

Fair value reserve

The Fair value reserve includes the net revaluation increments and decrements arising from the revaluation of Council's share of the investment in TasWater.

Asset revaluation reserves

The Asset revaluation reserves include the net revaluation increments and decrements arising from the revaluation of property, plant and equipment assets in accordance with accounting policy (note 27).

Where a revalued asset is sold that portion of the asset revaluation reserve which relates to that asset, and is effectively realised, is transferred directly to Community Equity.

41 Financing arrangements

The credit limit with the Commonwealth Bank of Australia for the vehicle funding facility as at 30 June 2016:

Council has access to an established line of credit to the value of \$1 million. This line of credit has been approved to purchase Council's fleet of vehicles.

The credit limit with the Commonwealth Bank of Australia for Council's purchasing card facility as at 30 June 2016:

Note	2016 \$'000	2015 \$'000
	2,000	2,000
	60	280

42 Financial instruments**(a) Accounting policy, terms and conditions**

Financial instruments	Note	Accounting policy	Terms and conditions
Financial assets			
Cash and cash equivalents	17	Comprises cash on hand and cash in bank. Investments are held to maximise interest returns on surplus cash. Interest revenues are recognised as they accrue.	On call deposits returned an average interest rate of 1.58% (2015: 2.12%). The interest rate at 30 June 2016 was 1.55% (2015: 1.50%). The weighted average interest rate received for investments was 2.90% (2015: 2.96%).
Trade and other receivables			
Receivables rates and charges	18	Rates are carried at nominal amounts due plus interest. Rate debts are a charge attached to the rateable land and are recoverable on sale, therefore, no allowance for doubtful debts is made. Interest rates are reviewed annually.	Rates are payable by 2 instalments during the year. Arrears, including deferred rates, attract interest. The interest rate at 30 June 2016 was 8.46% for general rates (2015: 10.02%).
Receivables other	18	Receivables are carried at nominal amounts due less any allowance for doubtful debts. An allowance for doubtful debts is recognised when collection in full is no longer probable. Collectability of overdue accounts is assessed on an ongoing basis.	General debtors are unsecured.
Available for sale financial assets			
Investment in TasWater	26	The investment in TasWater is valued at its fair value at 30 June 2016. Fair value was determined by using Council's ownership interest against the water corporation's net asset value at 30 June 2016.	
Financial liabilities			
Deposits	25	Deposits are lodged by organisations and individuals when performing work that may adversely affect Council assets. The deposits are repayable on demand or where certain conditions have been met. Deposits are recorded at fair value.	
Payables	22	Liabilities are recognised for amounts to be paid in the future for goods and services provided to Council as at balance date, whether or not invoices have been received.	General creditors are unsecured, not subject to interest charges and are normally settled within specific trading terms or 30 days, whichever is earlier.
Interest-bearing loans and borrowings	24	Loans are carried at amortised cost. Interest is accrued over the period it becomes due and recognised as part of payables.	All loans are secured against the future rate revenue of Council. The weighted average interest rate on borrowings was 5.09% (2015: 5.12%).

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2016

FINANCIALS

42 Financial instruments (continued)

Liquidity risk management

Council manages liquidity risk by maintaining adequate reserves, banking facilities and borrowing facilities. Council monitors cash flows on a regular basis to further reduce liquidity risks.

(b) Liquidity and interest rate risk table

The following table details the Council's remaining contractual maturity for its financial liabilities and expected maturity for financial assets:

	Weighted average interest rate %		Less than 1 year \$'000		1 to 5 years \$'000		More than 5 years \$'000		Non-bearing \$'000		Total \$'000	
	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015
Financial assets												
<i>Variable interest rate</i>												
Cash and cash equivalent assets	2.90%	2.96%	14,261	22,589	-	-	-	-	-	-	14,261	22,589
<i>Non-interest bearing</i>												
Cash and cash equivalent assets			113	103	-	-	-	-	-	-	113	103
Trade and other receivables			493	2,886	-	-	-	-	-	-	493	2,886
Investment in TasWater			-	-	-	-	-	-	163,928	161,184	163,928	161,184
<i>Fixed interest rate</i>												
Trade and other receivables (rates and charges)	8.46%	10.02%	525	564	-	-	-	-	-	-	525	564
Total			15,392	26,142	-	-	-	-	163,928	161,184	179,320	187,326
Financial liabilities												
<i>Non-interest bearing</i>												
Trade and other payables			4,115	4,157	-	-	-	-	-	-	4,115	4,157
Other current liabilities			2,285	2,580	-	-	-	-	-	-	2,285	2,580
<i>Fixed interest rate</i>												
Borrowings:												
- Not later than one year	-	-	-	-	-	-	-	-	-	-	-	-
- Later than one year and not later than five years	4.84%	-	856	-	-	-	-	-	-	-	856	-
- Later than five years	5.09%	5.12%	-	-	-	-	5,164	6,815	-	-	5,164	6,815
Total			7,256	6,737	-	-	5,164	6,815	-	-	12,420	13,552
Net financial assets/(liabilities)											166,900	173,774

42 Financial instruments (continued)**(c) Fair value**

The aggregate net fair values of financial assets and financial liabilities, both recognised and unrecognised, at 30 June are as follows:

Financial Instruments	Total carrying amount		Aggregate Net Fair Value	
	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
Financial Assets				
Cash and cash equivalents	14,374	22,692	14,374	22,692
Investment in TasWater	163,928	161,184	163,928	161,184
Trade and other receivables	1,529	3,709	1,529	3,709
Total Financial Assets	179,831	187,585	179,831	187,585
Financial Liabilities				
Trade and other payables	4,115	4,157	4,115	4,157
Interest bearing loans and borrowings	6,020	6,815	6,342	7,135
Other liabilities	2,285	2,580	2,285	2,580
Total Financial Liabilities	12,420	13,552	12,742	13,872

(d) Credit risk

The maximum exposure to credit risk at balance date in relation to each class of recognised financial asset is represented by those assets as indicated in the Statement of Financial Position.

(e) Risks and mitigation**Financial risk management**

Council undertakes a Strategic and Key Operational risk review on an annual basis. The review evaluates Council's exposure to significant business and financial risks with these outcomes reported to the Audit Panel and to Council. The Council manages its exposure to key financial risks through this process and also through the independent Internal Audit program. The Audit Panel monitors any key risk exposure activities undertaken, and reviews all strategic policy documentation for the Council's management or mitigation of Council's risk exposure.

The Council does not enter into or trade financial instruments including derivative financial instruments, for speculative purposes.

Capital risk management

Council manages its capital to ensure that Council will be able to continue as a going concern while still being able to meet the needs of the community through the optimisation of debt and equity balance. The capital structure of Council consists of debt, which includes the borrowings disclosed in note 24, cash and cash equivalents disclosed in note 17 and equity including community equity and reserves as disclosed in the Statement of Changes in Equity. Council is not subject to externally imposed capital requirements.

Operating cash flows are used to maintain and expand Council's infrastructure and other assets, as well as to make the routine repayment of maturing debt. Council borrows from Tascorp to meet anticipated funding requirements.

Market risk

Market risk is the risk that the fair value or future cash flows of financial instruments will fluctuate because of changes in market prices. Council's exposure to market risk is primarily through interest rate risk with only an insignificant exposure to other price risks and no exposure to foreign currency risk. Components of market risk to which Council is exposed are outlined below.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Interest rate risk arises from interest bearing financial assets and liabilities that Council uses. Non-derivative interest bearing assets are predominantly short term liquid assets. The interest rate liability risk arises primarily from long term borrowings at fixed rates which exposes Council to fair value interest rate risk.

Council manages the interest rate exposure on the net debt portfolio by appropriate budgeting strategies and obtaining approval for borrowings from Treasury each year.

Council maintains policies to guide management in the undertaking of borrowings and the investment of short term, surplus funds.

42 Financial instruments (continued)

Council's Borrowing Policy establishes a structure to ensure the organisation:

- minimises its costs of borrowings;
- minimises its liquidity risk;
- matches the characteristics of debt with those of the assets being funded, where possible; and
- operates its borrowing activities within legislative and common law responsibilities.

Council's Investment of Short Term Funds Policy establishes a structure to ensure the organisation:

- maximises interest earned on surplus funds within prudent risk limits;
- minimises its liquidity risk; and
- operates its investment activities within legislative and common law responsibilities.

Maturity of investments is staggered to provide for interest rate variations and to minimise interest rate risk.

Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council has exposure to credit risk on all financial assets included in the Statement of Financial Position. To help manage this risk Council:

- has a policy for establishing credit limits for the entities it deals with;
- may require collateral where appropriate; and
- only invests surplus funds with financial institutions which have a recognised credit rating of A- or above.

Credit risk arises from Council's financial assets, which comprise cash and cash equivalents, and trade and other receivables. Council's exposure to credit risk arises from potential default of the counterparty, with a maximum exposure equal to the carrying amount of these instruments. Exposure at 30 June is addressed in each applicable policy note. Council generally trades with recognised, creditworthy third parties, and as such collateral is generally not requested, nor is it Council's policy to securitise its trade and other receivables.

Trade and other receivables consist of a number of customers, spread across the consumer, business and government sectors. Ongoing credit evaluation is performed on the financial condition of customers and, where appropriate, an allowance for doubtful debts is raised.

Liquidity risk

Liquidity risk includes the risk that, as a result of operational liquidity requirements the Council:

- will not have sufficient funds to settle a transaction on the date;
- will be forced to sell financial assets at a value that is less than what they are worth; or
- may be unable to settle or recover a financial asset at all.

To help reduce these risks Council:

- has a liquidity policy which targets a minimum level of cash and cash equivalents to be maintained;
- monitors budget to actual performance on a regular basis; and
- sets limits on borrowings in accordance with Council's borrowing policy.

The Council's exposure to liquidity risk is deemed insignificant based on prior periods data and current assessment of risk.

(f) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts and management's knowledge and experience of the financial markets, the Council believes the following movements are 'reasonably possible' over the next 12 months (base rates are sourced from the Commonwealth Bank of Australia):

A parallel shift of +0.25% and -0.25% in market interest rates (AUD) from year end rates of 1.55% (2015: 1.50%).

The table below discloses the impact on net operating result and equity for each category of financial instruments held by Council at year-end, if the above movements were to occur.

42 Financial instruments (continued)

	Carrying amount subject to interest	Interest Rate Risk			
		-0.25% (25 basis points)		0.25% (25 basis points)	
		Profit	Equity	Profit	Equity
Market Risk Exposure	\$'000	\$'000	\$'000	\$'000	\$'000

2016

Financial Assets:

Cash and cash equivalents	14,261	(36)	(36)	36	36
Trade and other receivables	525	(1)	(1)	1	1

2015

Financial Assets:

Cash and cash equivalents	22,589	(56)	(56)	56	56
Trade and other receivables	564	(1)	(1)	1	1

43 Register of interests

Aldermen and position	Interest	Summary of nature of interest	Dates interest existed	Nature of relevant dealings by Council
Ald. Kristie Johnston (Mayor)	Yes	Spouse is a volunteer board member of YMCA	1 July 2015 to 30 June 2016	Glenorchy City Council owns the Glenorchy memorial pool which YMCA operates.
Ald. Harry Quick (Deputy Mayor)	No			
Ald. Christine Lucas	No			
Ald. David Pearce OAM	No			
Ald. Jan Dunsby	No			
Ald. Jenny Branch-Allen	No			
Ald. Matt Stevenson	No			
Ald. Stuart Slade	No			
Ald. Steven King	No			
Ald. Hayden Nielsen	No			

44 Remuneration of Aldermen

Total allowances paid to the Mayor, Deputy Mayor and Aldermen
Total expenses paid to all Aldermen

2016 \$	2015 \$
358,176	360,778
27,052	27,394
385,228	388,172

Expenses include vehicle, travel, telephone, and other out of pocket expenses.

Related party transactions:

The usual nature of the transactions between Aldermen and Council is:

- to pay rates and other charges;
- to recoup expenses and allowances owing; and
- to meet the costs of attendance at various Council events, seminars or functions.

All of these were normal transactions. Where transactions between Council and the Aldermen are of a commercial nature, they are conducted on a normal arms length basis.

45 Remuneration of Key Management Personnel holding senior positions

The number of Key Management Personnel noted below represents the General Manager and the Directors.
In accordance with the *Local Government Act 1993* section 72 (1) (cd), the remuneration of these employees falls within the following bands:

	2016	2015
Current employees		
\$300,000 – \$319,999	-	1
\$260,000 – \$279,999	1	-
\$200,000 – \$219,999	1	-
\$160,000 – \$179,999	2	-
\$140,000 – \$159,999	-	1
\$0 – \$19,999*	-	2
Former employees#		
\$160,000 – \$179,999	-	1
\$120,000 – \$139,999	-	4
\$60,000 – \$79,999	1	-
\$40,000 – \$59,999	1	-

*Employees in this band commenced employment with Council in June 2015.

These payments do not include redundancies made as a result of the restructure. Redundancies are disclosed at note 11.

46 Special committees

Glenorchy City Council recognises a special committee when the committee has been adopted by Council under section 24 of the *Local Government Act 1993*. Below are the committees supported during the reporting period:

- City of Glenorchy Australia Day Award;
- Citizen and Young Citizen of the Year Selection Committee;
- Community Precincts;
- Cultural Diversity Advisory Committee;
- General Manager Performance Review Committee;
- Glenorchy Arts and Culture Advisory Committee;
- Glenorchy City Council Access Committee;
- Glenorchy Emergency Management Committee;
- Glenorchy Tourism Taskforce;
- Glenorchy Tracks, Trails and Cycleways Committee;
- Safer Communities Committee;
- Sport and Recreation Advisory Committee; and
- Youth Task Force.

All expenses associated with these committees have been included in the financial report.

Community precinct committees have been established by Council as special committees and are provided with \$50 per annum to cover expenses. These expenses have been included in the financial report.

The Glenorchy Brass Band is a special committee of Council and maintains its own books and records and operates a separate bank account.

The operations of the Glenorchy Brass Band during 2015–16 were as follows:

	Income \$'000	Expenditure \$'000	Net result \$'000	Cash at bank \$'000
Glenorchy Brass Band	17	10	7	24

These results have been consolidated into Council's financial report.

Glenorchy City Council has an Audit Panel established under section 85 of the *Local Government Act 1993*. Under section 85B of the Act, the Audit Panel complies with the requirements under the *Local Government (Audit Panels) Order 2014*. All expenses associated with the Audit Panel has been included in the financial report.

47 Superannuation

Council makes superannuation contributions for a number of its employees to the Quadrant Defined Benefits Fund (the Fund). The Fund was a sub fund of the Quadrant Superannuation Scheme (the Scheme) up to 30 November 2015. At this date the Quadrant Superannuation Scheme merged (via a Successor Fund Transfer) into the Tasplan Super and the Quadrant Defined Benefits Fund became a sub fund of Tasplan Super (Tasplan) from that date. The Quadrant Defined Benefits Fund has been classified as a multi-employer sponsored plan. As the Fund's assets and liabilities are pooled and are not allocated by employer, the Actuary is unable to allocate benefit liabilities, assets and costs between employers. As provided under paragraph 34 of AASB 119 *Employee Benefits*, Council does not use defined benefit accounting for these contributions and accordingly no asset or liability is recognised in these accounts in respect of the scheme.

For the year ended 30 June 2016 Council contributed 9.5% of employees' gross income to the Fund. Assets accumulate in the fund to meet member benefits as they accrue, and if assets within the Fund are insufficient to satisfy benefits payable, Council is required to meet its share of the deficiency.

Rice Warner Pty Ltd undertook the last actuarial review of the Fund at 30 June 2014. The review disclosed that at that time the net market value of assets available for funding member benefits was \$66,310,000, the value of vested benefits was \$57,475,000, the surplus over vested benefits was \$8,835,000, the value of total accrued benefits was \$58,093,000, and the number of members was 187.

The actuarial review concluded that, based on the assumptions used, and assuming the Employer contributes at the levels described below, the value of the assets is expected to continue to be adequate to meet the value of the liabilities of the Fund in respect of vested benefits at all times during the period up to 30 June 2017.

47 Superannuation (continued)

Council contributes to other accumulation schemes on behalf of a number of employees, however the Council has no ongoing responsibility to make good any deficiencies that may occur in those schemes.

During the reporting period the amount of contributions paid to the Fund was \$129,486 (2015, \$208,685), and the amount paid to accumulation schemes was \$2,070,984 (2015, \$1,991,168).

During the next reporting period the expected amount of contributions to be paid to the Fund is \$124,561 (2015, \$151,953) and the amount to be paid to accumulation schemes is \$2,121,182 (2015, \$2,102,735).

As at 30 June 2015 the Fund had 164 members and the total employer contributions and member contributions for the year ending 30 June 2015 were \$2,083,883 and \$325,833 respectively.

Council adopted reduced disclosure in relation to the Fund based on an assessment that the impact of non-disclosure is insignificant to users of the accounts. The assessment was based on the number of Council employees that are members of the Fund (20) and Council's contributions (as noted above) in comparison to the Fund's total members and contributions. In addition, the Fund is currently in surplus. If the Fund's position changes disclosure will be considered.

48 Grants, donations and bursaries

Cash Donations

Glenorchy Art and Sculpture Park	95	95
Claremont College Bursaries	1	1
Glenorchy City Concert Brass Band Donation	8	8
The Lions Club of Glenorchy	6	5
Eric Reece Scholarship	6	-
Various minor contributions to community organisations	9	10
	15	125
		119

In-kind contributions

Rental Subsidies

Aardvark Adventures	11	11
Chigwell Community Garden	1	1
Civic Centre	4	10
Cycling South	1	1
Glenorchy City Concert Brass Band	4	4
Glenorchy Football Club Grandstand	11	11
Glenorchy Historical Society	1	1
Ground hire discount to encourage sports	13	13
Lions Club of Glenorchy	4	4
Model Makers & Collectors	15	15
Tasmanian Transport Museum	28	28
West Moonah Community Garden	1	1

Waiver of Fees

Waiving of Landfill fees for various community organisations	8	9
Waiving of Planning fees for various community organisations	-	2
Waiving of Building & Plumbing fees for various community organisations	1	1
Waiving of Environment Health fees for various community organisations	-	2
	103	114

49 Significant business activities

Council has identified the Derwent Entertainment Centre, Landfill Operations and Childcare Centres as commercial undertakings. Details of the operating capital and competitive neutrality costs of the Council's significant business activities are set out below:

	Derwent Entertainment Centre		Landfill Operations		Childcare Centres	
	2016	2015	2016	2015	2016	2015
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue						
Reimbursements	411	345	-	-	-	-
Government Grants	-	-	-	-	779	737
User Charges	1,137	994	4,861	4,715	579	605
Other Income	57	40	95	158	32	17
Total Revenue	1,605	1,379	4,956	4,873	1,390	1,359
Expenditure						
<i>Direct</i>						
Employee Costs	774	743	824	887	1,171	1,134
Materials and Contacts	331	348	1,377	1,227	84	96
Other	415	331	140	196	63	51
<i>Indirect</i>						
Engineering & Administration	190	178	293	289	165	160
Total Expenses	1,710	1,600	2,634	2,599	1,483	1,441
	(105)	(221)	2,322	2,274	(93)	(82)
<i>Notional cost of free services received</i>						
<i>Capital Costs</i>						
Depreciation and amortisation	775	621	51	52	29	45
Opportunity cost of capital	330	303	15	15	17	17
Total Capital Costs	1,105	924	66	67	46	62
<i>Competitive neutrality adjustments</i>						
Rates and land tax	64	63	10	10	8	8
	64	63	10	10	8	8
Calculated Surplus/(Deficit)	(1,274)	(1,208)	2,246	2,197	(147)	(152)
Tax Equivalent rate	30%	30%	30%	30%	30%	30%
Taxation equivalent	-	-	674	659	-	-
Net Surplus/(Deficit)	(1,274)	(1,208)	1,572	1,538	(147)	(152)

Accounting policy**Significant business activities**

Council is required to report the operating, capital and competitive neutrality costs in respect of each significant business activity undertaken by the Council. Council's disclosure is reconciled above. Council has determined, based upon materiality that the Derwent Entertainment Centre, Landfill Operations and Childcare Centres as defined above are considered significant business activities. Competitive neutrality costs include notional costs i.e. income tax equivalent, rates and loan guarantees. In preparing the information disclosed in relation to significant business activities, the following assumptions have been applied:

- opportunity cost of capital based upon indicative yield of the Federal Government 10 year bond rate.
- rates and charges based upon council's 2015-16 rate calculation.
- engineering and administration costs have been based upon a charge of 12.5% of direct operating costs.

FINANCIAL REPORT

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2016**50 (a) Functions and activities of the Council**

Income, expenses and assets have been attributed to the following functions and activities. The functions and activities are defined on the following page.

		Income \$'000	Expenses \$'000	Assets \$'000
Legislative, financial, executive and fiscal	2015-16	38,040	20,897	180,480
	2014-15	39,202	21,783	188,079
Public order, fire and safety	2015-16	733	867	215
	2014-15	826	887	222
Community and public health	2015-16	230	619	179
	2014-15	157	573	183
Welfare	2015-16	1,417	2,271	497
	2014-15	1,497	2,083	529
Housing	2015-16	5	300	179
	2014-15	55	304	183
Community amenities	2015-16	-	-	179
	2014-15	-	-	183
Household garbage/protection of the environment	2015-16	6,236	3,756	-
	2014-15	6,174	3,595	-
Other protection of the environment/biodiversity	2015-16	1,030	4,152	186,677
	2014-15	2,735	3,832	180,057
Community and regional development	2015-16	1,214	2,243	179
	2014-15	1,231	2,342	183
Recreation facilities and services	2015-16	2,729	7,593	254,286
	2014-15	2,630	8,069	116,349
Cultural facilities and services	2015-16	525	710	179
	2014-15	771	1,245	183
Road, bridge and street infrastructure	2015-16	151,718	14,161	271,948
	2014-15	1,304	15,541	216,110
Road, plant, parking and other road transport	2015-16	-	-	532
	2014-15	-	-	568
Other economic affairs	2015-16	240	675	179
	2014-15	480	490	183
Other purpose	2015-16	374	756	-
	2014-15	(964)	246	-
Total	2015-16	204,491	59,000	895,709
	2014-15	56,098	60,990	703,012

50 Functions and activities of the Council (continued)**(b) Reconciliation of Total Assets with the Statement of Financial Position at 30 June:**

	2016 \$'000	2015 \$'000
Current assets	17,648	28,275
Non-current assets	878,061	674,737
	895,709	703,012

Functions and activities defined**Legislative, financial, executive and fiscal**

Aldermen expenses, election costs, public relations and strategic planning. Also other expenses such as, finance, General Manager's department, information technology and human resources not otherwise allocated.

Public order, fire and safety

Fire protection services, State Emergency Service contributions, enforcement of by-laws, animal and nuisance control.

Community and public health

Infant health services, immunisation services, environmental health – inspection and general services.

Welfare

Childcare, family day care, youth services, handicapped assistance programs and services that serve the social security and welfare systems.

Housing

Rental housing for council employees and others, housing information dissemination.

Community amenities

Crematoria and cemeteries, public conveniences, drinking fountains, public clocks, street furniture and lighting.

Household garbage/protection of the environment

Garbage and refuse disposal, garbage collection and recycling.

Other protection of the environment/biodiversity

Flood protection, street cleaning, stormwater drainage and biodiversity/habitat protection.

Community and regional development

Building inspections, statutory planning – town planning and development applications.

Recreation facilities and services

Parks and reserves, playgrounds, swimming pools, indoor and outdoor sports facilities, halls and civic centres.

Cultural facilities and services

Art galleries, museums, theatres and libraries.

Road, bridge and street infrastructure

Road, bridge and street construction and maintenance, road design and research, road and highway extensions and traffic lights.

Road, plant, parking and other road transport

On and off street parking, bikeway maintenance, roadside revegetation and landscaping and footbridges.

Other economic affairs

Saleyard and markets, development support and incentives, market and promotion – tourism events and Central Business District.

Other purpose

Un-allocable private works and other.

51 Management indicators

	Benchmark	2016 \$'000	2015 \$'000	2014 \$'000	2013 \$'000
(a) Underlying surplus or deficit					
Recurrent income*		50,668	50,766	50,762	55,799
Less recurrent expenditure#		58,253	60,690	56,327	58,433
Underlying surplus/(deficit)	> \$0	(7,585)	(9,924)	(5,565)	(2,634)

*Recurrent income excludes income received specifically for new or upgraded assets, physical resources received free of charge or other income of a capital nature.

#Recurrent expenditure excludes costs associated with the restructure and impairment expenses.

(b) Underlying surplus ratio

Underlying surplus/(deficit)		(7,585)	(9,924)	(5,565)	(2,634)
Recurrent income*		50,668	50,766	50,762	55,799
Underlying surplus ratio %	2.5% - 5.0%	-15%	-20%	-11%	-5%

This ratio serves as an overall measure of financial operating effectiveness.

Council's underlying surplus/(deficit) ratios reflect deficits in all four years. The negative ratios indicate that Council did not generate sufficient revenue to fulfil its operating requirements. Council is aiming to break even by 2016-17, which is supported by several reviews targeting service levels and service efficiencies.

(c) Net financial liabilities

Liquid assets		16,097	26,651	33,585	43,830
Less total liabilities		21,576	23,028	24,399	25,086
Net financial liabilities	> \$0	(5,479)	3,623	9,186	18,744

This measure shows whether Council's total liabilities can be met by its liquid assets. An excess of total liabilities over liquid assets means that, if all liabilities fell due at once, additional revenue would be needed to fund the shortfall.

Council recorded a negative result in 2016, primarily due to the reduction in Council's cash holdings. Prior year liquid assets have been inclusive of significant capital grant funding, of which approximately \$8 million has been expended in 2015-16. This result is in line with Council's Long Term Financial Plan.

(d) Net financial liabilities ratio

Net financial liabilities		(5,479)	3,623	9,186	18,744
Recurrent income*		50,668	50,766	50,762	55,799
Net financial liabilities ratio %	<-25%	-11%	7%	18%	34%

This ratio indicates the net financial obligations of Council compared to its recurrent income.

As noted in note (c) the declining trend reflects Councils reducing cash balances that has included capital grant funding for projects close to being completed.

51 Management indicators (continued)

	Benchmark	2016 \$'000	2015 \$'000	2014 \$'000	2013 \$'000
(e) Asset consumption ratio					
An asset consumption ratio has been calculated in relation to each asset class required to be included in the long-term strategic asset management plan of Council.					
<i>Transport</i>					
Depreciated replacement cost		264,356	210,021	204,317	206,714
Current replacement cost		485,587	462,864	439,593	429,999
Asset consumption ratio %	40-60%	54%	45%	46%	48%
<i>Buildings and other land improvements</i>					
Depreciated replacement cost		45,377	44,374	48,709	45,778
Current replacement cost		92,085	88,901	107,366	100,355
Asset consumption ratio %	40-60%	49%	50%	45%	46%
<i>Stormwater and drainage</i>					
Depreciated replacement cost		179,084	173,970	167,891	158,243
Current replacement cost		353,821	346,126	333,594	312,516
Asset consumption ratio %	40-60%	51%	50%	50%	51%

This ratio indicates the level of service potential available in Council's existing asset base. All classes reported above are within the target range.

(f) Asset renewal funding ratio

An asset renewal funding ratio has been calculated in relation to each asset class required to be included in the long-term strategic asset management plan of Council.

<i>Transport</i>					
Projected capital funding outlays**		81,000	104,877	102,183	95,706
Projected capital expenditure funding***		81,000	104,877	102,183	95,706
Asset renewal funding ratio %	90-100%	100%	100%	100%	100%
<i>Buildings and other land improvements</i>					
Projected capital funding outlays**		21,700	15,455	20,414	24,441
Projected capital expenditure funding***		21,700	15,455	20,414	24,441
Asset renewal funding ratio %	90-100%	100%	100%	100%	100%
<i>Stormwater and drainage</i>					
Projected capital funding outlays**		19,000	15,290	15,384	35,803
Projected capital expenditure funding***		19,000	15,290	15,384	35,803
Asset renewal funding ratio %	90-100%	100%	100%	100%	100%

**Current value of projected capital funding outlays for an asset identified in Council's long-term financial plan.

***Value of projected capital expenditure funding for an asset identified in Council's long-term strategic asset management plan.

This ratio measures Council's capacity to fund future asset replacement requirements.

The above results indicate that the Council is presently planning to fund all required asset renewal over the next 25 year period.

51 Management indicators (continued)

	Benchmark	2016 \$'000	2015 \$'000	2014 \$'000	2013 \$'000
(g) Asset sustainability ratio					
Capital expenditure on replacement/ renewal of existing assets		11,481	9,417	9,602	9,084
Annual depreciation expense		12,882	15,250	14,774	15,462
Asset sustainability ratio %	100%	89%	62%	65%	59%

This ratio indicates whether Council is maintaining operating capacity through renewal of its existing asset base.

The ratio trend over the last four years reflects the current long-term strategy to maintain replacement and renewal capital programs for the long-term sustainability of the Council's assets.

	Capital renewal expenditure \$'000	Capital new/ upgrade expenditure \$'000	Total Capital expenditure \$'000
As at 30 June 2016			
Asset class			
Land	-	-	-
Buildings and other land improvements	713	6,080	6,793
Transport	8,690	805	9,495
Stormwater and drainage	1,043	2,455	3,498
Other	1,035	887	1,922
Total	11,481	10,227	21,708

As at 30 June 2015

Asset class			
Land	-	-	-
Buildings and other land improvements	906	5,310	6,217
Transport	7,281	449	7,730
Stormwater and drainage	359	1,615	1,974
Other	871	337	1,208
Total	9,417	7,711	17,129

52 Fair value measurements

Council measures and recognises the following assets at fair value on a recurring basis:

- Investment in TasWater
- Investment properties
- Property, infrastructure plant and equipment
 - Buildings and other land improvements
 - Land
 - Transport
 - Stormwater and drainage
 - Valuation roll

Council does not measure any liabilities at fair value on a recurring basis.

Council also has assets measured at fair value on a non-recurring basis as a result of being reclassified as assets held for sale. This asset category comprises land as disclosed in note 20. A description of the valuation techniques and the inputs used to determine the fair value of this land is included below under the heading 'Land held for sale'.

52 Fair value measurements (continued)**(a) Fair value hierarchy**

AASB 13 *Fair Value Measurement* requires all assets and liabilities measured at fair value to be assigned to a level in the fair value hierarchy as follows:

Level 1	Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.
Level 2	Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.
Level 3	Unobservable inputs for the asset or liability.

The table below shows the assigned level for each asset and liability held at fair value by the Council. The table presents the Council's assets and liabilities measured and recognised at fair value at 30 June 2016.

The fair values of the assets are determined using valuation techniques which maximise the use of observable data, where it is available, and minimise the use of entity specific estimates. If one or more of the significant inputs is not based on observable market data, the asset is included in level 3. This is the case for Council infrastructure assets, which are of a specialist nature for which there is no active market for similar or identical assets. These assets are valued using a combination of observable and unobservable inputs.

As at 30 June 2016	Note	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
Recurring fair value measurements					
Investment in TasWater	26			163,928	163,928
Investment properties	36		6,865	3,712	10,577
Buildings and other land improvements	31			92,085	92,085
Land	30		190,869		190,869
Transport	28			485,587	485,587
Stormwater and drainage	29			353,821	353,821
Valuation roll	34			19	19
		-	197,734	1,099,152	1,296,886
Non-recurring fair value measurements					
Assets held for sale	20		1,157		1,157
		-	1,157	-	1,157

As at 30 June 2015**Recurring fair value measurements**

Investment in TasWater	26			161,184	161,184
Investment properties	36		6,760	1,215	7,975
Buildings and other land improvements	31			88,901	88,901
Land	30		51,306		51,306
Transport	28			462,864	462,864
Stormwater and drainage	29			346,126	346,126
Valuation roll	34			339	339
		-	58,066	1,060,629	1,118,695

Non-recurring fair value measurements

Assets held for sale	20		1,461		1,461
		-	1,461	-	1,461

52 Fair value measurements (continued)**Transfers between levels of the hierarchy**

There were no transfers between levels 1 and 2 during the year, nor between levels 2 and 3.

(b) Highest and best use

All assets valued at fair value in this note are being used for their highest and best use.

(c) Valuation techniques and significant inputs used to derive fair values**Investment property and investment in TasWater**

The basis of valuation of investment properties is fair value being the amounts that the properties could be exchanged between willing parties in an arm's length transaction, based on current prices in an active market for similar transactions in the same location and condition and subject to similar leases. Council's investment in TasWater is valued at its fair value at 30 June. Fair value is determined by Council's ownership interest against TasWater's net asset value at 30 June.

Land

Land fair values were determined by the Valuer General effective 30 June 2011.

Land held for sale

Land classified as held for sale during the reporting period was measured at the lower of its carrying amount and fair value less cost to sell at the time of reclassification. The fair value of the land was determined using the approach described in the preceding paragraph.

Land under roads

Land under roads acquired since 30 June 2008 has been recognised in past Financial Reports as part of road assets. Land under roads acquired prior to 30 June 2008 is being recognised for the first time in the 2016 Financial Report, consistent with the Report to Parliament by the Auditor-General No. 5 of 2013-2014 *Infrastructure Financial Accounting in Local Government*. Because of its materiality, land under roads is now reported within the land category of non-current assets. Those assets previously recognised have been removed from road assets for inclusion in land under roads.

Buildings and other land improvements

The fair value of buildings including buildings of a specialist nature (eg heritage buildings) were determined by a qualified independent valuer effective 30 June 2015. The most significant input into this valuation approach was price per square metre.

In determining the level of accumulated depreciation the asset has been disaggregated into significant components which exhibit useful lives. Allowance has been made for the typical asset life cycle and renewal treatments of each component, and residual value at the time the asset is considered to be no longer available for use.

While the unit rates based on square metres can be supported by market evidence (level 2), the estimates of residual value and useful life that are used to calculate accumulated depreciation comprise unobservable inputs (level 3). Where these other inputs are significant to the valuation the overall valuation has been classified as level 3.

As part of the revaluation, significant components were separately identified and new useful lives were assigned to each component. As a result depreciation expense is expected to increase in future periods due to shorter useful lives being applied over a number of components.

Infrastructure assets

All Council infrastructure assets were fair valued using written down current replacement cost. This valuation comprises the asset's current replacement cost (CRC) less accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset. Council first determined the gross cost of replacing the full service potential of the asset and then adjusted this amount to take account of the expired service potential of the asset.

CRC was measured by reference to the lowest cost at which the gross future economic benefits of the asset could currently be obtained in the normal course of business. The resulting valuation reflects the cost of replacing the existing economic benefits based on an efficient set of modern equivalent assets to achieve the required level of service output.

The unit rates (labour and materials) and quantities applied to determine the CRC of an asset or asset component were based on a "Greenfield" assumption meaning that the CRC was determined as the full cost of replacement with a new asset including components that may not need to be replaced, such as earthworks.

The level of accumulated depreciation for infrastructure assets was determined based on the age of the asset and the useful life adopted by Council for the asset type. Estimated useful lives and residual values are disclosed in note 13.

The calculation of CRC involves a number of inputs that require judgement and are therefore classed as unobservable. While these judgements are made by qualified and experienced staff, different judgements could result in a different valuation. The table at (d) below summarises the effect that changes in the most significant unobservable inputs would have on the valuation.

The methods for calculating CRC are described under individual asset categories below.

52 Fair value measurements (continued)*Transport*

Council categorises its road infrastructure into urban and rural roads and then further sub-categorises these into sealed and unsealed roads. Urban and rural roads are managed in segments. These segments are based on intersections. An intersection is where a road intersects with another road. All road segments are then componentised into formation, pavement, sub-pavement and seal (where applicable). Council assumes that environmental factors such as soil type, climate and topography are consistent across each segment. Council also assumes a segment is designed and constructed to the same standard and uses a consistent amount of labour and materials.

CRC is based on the road area multiplied by a unit price; the unit price being an estimate of labour and material inputs, services costs, and overhead allocations. Council assumes that pavements for high traffic areas that were constructed after 1984 are constructed to depths of 40cm. All other pavements are constructed to depths of 20cm or less. For internal construction estimates, material and services prices are based on existing supplier contract rates or supplier price lists, and labour rates are based on Council's Enterprise Bargaining Agreement (EBA) with a percentage provision for any other employee on costs.

A review of transport infrastructure useful life was undertaken by Council's Asset Management Coordinator effective 30 June 2016. A comprehensive review including benchmarking, sample testing and collating condition data was undertaken. In addition a suitably qualified expert was engaged to review and endorse the proposed changes.

Bridges

A full valuation of bridge assets was undertaken by independent valuers, AusSpan, effective 30 June 2014. Each bridge is assessed individually and componentised into sub-assets representing the deck and sub-structure. The valuation is based on the material type used for construction and the deck and sub-structure area.

Stormwater and drainage

A review of useful life for drainage infrastructure was undertaken by Council's Engineer and Asset Management Coordinator effective 30 June 2014. Similar to roads, stormwater and drainage assets are managed in segments; pits and pipes being the major components.

Consistent with roads, Council assumes that environmental factors such as soil type, climate and topography are consistent across each segment and that a segment is designed and constructed to the same standard and uses a consistent amount of labour and materials.

CRC is based on the unit price for the type of asset component. For pipes, the unit price is multiplied by the asset's length. The unit price for pipes is based on the construction material as well as the depth the pipe is laid.

Other Infrastructure

Other infrastructure is not deemed to be significant in terms of Council's Statement of Financial Position.

(d) Changes in recurring level 3 fair value measurements

The changes in level 3 assets with recurring fair value measurements are detailed in note 27 (Property, infrastructure, plant and equipment). Investment in TasWater, which is classified as level 3 has been separately disclosed in note 26. There were no transfers between level 1, 2 or 3 measurements during the year.

30 June 2016	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
Available for sale financial assets	-	-	163,928	163,928
Total	-	-	163,928	163,928

There were no transfers between Level 1 and Level 2 in the period

30 June 2015	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
Available for sale financial assets	-	-	161,184	161,184
Total	-	-	161,184	161,184

There were no transfers between Level 1 and Level 2 in the period

52 Fair value measurements (continued)**Reconciliation of Level 3 Fair Value Movements**

	2016 \$'000	2015 \$'000
Opening balance		
Investment on transfer of assets	161,184	159,900
<i>Gain (losses) recognised in other comprehensive income:</i>		
Change in fair value of investment in TasWater	2,744	1,284
Closing balance	163,928	161,184

(e) Valuation processes

Council uses unit rates based on internal estimating software where available or a contracted rate when the internal information is not available. Where there is no basis to provide a rate from these two sources Rawlinson's Construction Cost Guide is used.

Council's current policy for the valuation of property, infrastructure, plant and equipment, investment properties and investment in TasWater (recurring fair value measurements) is set out in note 27, 36 and 26 respectively.

Non-recurring fair value measurements are made at the point of reclassification by a registered valuer.

(f) Assets and liabilities not measured at fair value but for which fair value is disclosed

Council has assets and liabilities which are not measured at fair value, but for which fair values are disclosed in other notes (refer note 40).

Council borrowings are measured at amortised cost with interest recognised in the Statement of Profit or Loss and Other Comprehensive Income when incurred. The fair value of borrowings disclosed in note 42 equates to the carrying amount as the carrying amount approximates fair value (level 2).

The carrying amounts of trade receivables and trade payables are assumed to approximate their fair values due to their short-term nature (level 2).

53 Other significant accounting policies and new accounting standards**(a) Taxation**

Council is exempt from all forms of taxation except Fringe Benefits Tax, Payroll Tax and the Goods and Services Tax.

Goods and Services Tax

Revenues, expenses and assets are recognised net of the amount of Goods and Services Tax (GST), except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO). In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of the expense. Receivables and payables are stated with the amount of GST included. The net amount of GST recoverable from the ATO is included as part of current receivables or payables in the Statement of Financial Position.

Cash flows are presented in the Statement of Cash Flows on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

(b) Impairment of assets

At each reporting date, Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is expensed to the Statement of Profit or Loss and Other Comprehensive Income, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation reserve in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset. For non-cash generating assets of Council such as roads, drains, public buildings and the like, value in use is represented by the deprival value of the asset approximated by its written down replacement cost.

(c) Allocation between current and non-current

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. The asset or liability is classified as current if it is expected to be settled within the next 12 months, being Council's operating cycle, or if Council does not have an unconditional right to defer settlement of a liability for at least 12 months after the reporting date.

53 Other significant accounting policies and new accounting standards (continued)**(d) Comparative information**

Where required by Accounting Standards or other requirements, comparative figures are adjusted to conform with changes in presentation for the current financial year.

(e) Budget

The estimated revenue and expense amounts in the Statement of Profit or Loss and Other Comprehensive Income represent revised budget amounts and are not audited.

(f) Contingent assets, contingent liabilities and commitments

Contingent assets and contingent liabilities are not recognised in the Statement of Financial Position, but are disclosed by way of a note and, if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

Commitments are not recognised in the Statement of Financial Position. Commitments are disclosed at their nominal value and inclusive of the GST payable.

(h) Adoption of new and amended accounting standards

- (i) AASB 2015-3 *Amendments to Australian Accounting Standards arising from the Withdrawal of AASB 1031 Materiality* (effective from 1 July 2015)

The completion of AASB project to remove Australian guidance on materiality from Australian Accounting Standards with the issue of the final amending standard to effect the withdrawal of AASB 1031 *Materiality*. Guidance on materiality is now located in AASB 101 *Presentation of Financial Statements*. The adoption of this standard will not impact Council's accounting policies.

- (ii) AASB 2015-2 *Amendments to Australian Accounting Standards – Disclosure Initiative: Amendments to AASB 101* (effective from 1 January 2016)

The amendments do not require any significant change to current practice, but should facilitate improved reporting, including an emphasis on only including material disclosures, clarity on the aggregation and disaggregation of line items, the presentation and subtotals, the ordering of notes and the identification of significant accounting policies. The adoption of this standard will not impact Council's accounting policies but will result in changes to information disclosed in the financial report.

(i) Pending Accounting Standards

Certain new accounting standards and interpretations have been published that are not mandatory for 30 June 2016 reporting periods. Council's assessment of the impact of the relevant new standards and interpretations is set out below.

- (i) AASB 2014-4 *Amendments to Australian Accounting Standards – Clarification of Acceptable Methods of Depreciation and Amortisation* (effective from 1 January 2016)

This amendment introduces a rebuttable presumption that the use of revenue-based amortisation methods for intangible assets is inappropriate. In addition to this, there is limited opportunity for the presumption to be overcome and clarifies that revenue-based depreciation for property, plant and equipment cannot be used. The adoption of this standard will not impact Council's accounting policies.

- (ii) AASB 1057 *Application of Australian Accounting Standards*, AASB 2015-9 *Amendments to Australian Accounting Standards – Scope and Application Paragraphs* (effective from 1 January 2016)

The AASB has reissued most of its Standards (and Interpretations) that incorporate IFRSs to make editorial changes. The editorial changes will enable the AASB to issue Australian versions of IFRS more efficiently. As part of the reissuance, the AASB has moved the application paragraphs that identify the reporting entities and general purpose financial statements to which the pronouncements apply to a new Standard, AASB 1057 *Application of Australian Accounting Standards*. However, the technical application requirements have not been amended. The adoption of this standard will not impact Council's accounting policies.

- (iii) AASB 2015-6 *Amendments to Australian Accounting Standards – Extending Related Party Disclosures to Not-for-Profit Public Sector Entities* (effective from 1 July 2016)

The amendment extends the scope of AASB 124 *Related Party Disclosures* to include not-for-profit public sector entities. It is expected this will increase Council's disclosures.

53 Other significant accounting policies and new accounting standards (continued)

- (iv) AASB 2015-7 *Amendments to Australian Accounting Standards – Fair Value Disclosures of Not-for-Profit Public Sector Entities* (effective from 1 July 2016)

The amendment provides relief to not-for-profit public sector entities from certain disclosures about the fair value measurement of property, plant and equipment held for their current service potential rather than to generate net cash inflows that is categorised within level 3 of the fair value hierarchy. The adoption of this standard will not impact Council's accounting policies but will result in changes to information disclosed in note 52.

- (v) AASB 15 *Revenue from Contracts with Customers*, and AASB 2014-5 *Amendments to Australian Accounting Standards arising from AASB 15* (effective from 1 January 2017). Under the new standard, a single model that applies to contracts with customers and two approaches to recognising revenue, at a point in time or over time is proposed. The model features a contract-based five-step analysis of transactions to determine whether, how much and when revenue is recognised. The new standard will apply to contracts of not-for-profit entities that are exchange contracts. AASB 1004 *Contributions* will continue to apply to non-exchange transactions until the Income from Transactions of Not-for-Profit Entities project is completed. The adoption of this standard is not anticipated to have a material impact on the financial report.

- (vi) AASB 9 *Financial Instruments* and the relevant amending standards (effective from 1 January 2018)

AASB 9 is one of a series of amendments that are expected to replace AASB 139 *Financial Instruments: Recognition and Measurement*. The main impact of the standard is to change the requirements for the classification, measurement and disclosures associated with financial assets. Under the new requirements the four categories of financial assets in AASB 139 will be replaced with two measurement categories: fair value and amortised cost.

Amortised cost is to be used for assets with contractual terms giving rise to principal and interest payments.

Fair value is to be used for all other financial assets. Gains or losses on financial assets at fair value are to be recognised in profit and loss unless the asset is part of a hedging relationship or an irrevocable election has been made to present in other comprehensive income changes in the fair value of an equity instrument not held for trading.

When adopted, the standard will affect, in particular, Council's accounting for its available-for-sale financial assets. Currently, Council recognises changes in the fair value of its available-for-sale assets through other comprehensive income. Under AASB 9 fair value gains and losses on available-for-sale assets will have to be recognised directly in profit or loss.

However, investments in equity instruments can be designated as 'fair value through other comprehensive income' assets. This designation is irrevocable. Council is likely to designate its investment in TasWater as 'fair value through other comprehensive income' and therefore the adoption of this standard will not impact the way movements in the fair value are accounted for.

There will be no impact on Council's accounting for financial liabilities, as the new requirements only affect the accounting for financial liabilities that are designated at fair value through profit or loss and Council does not have any such liabilities. The derecognition rules have been transferred from AASB 139 *Financial Instruments: Recognition and Measurement* and have not been changed.

- (vii) AASB 16 *Leases* (effective from 1 January 2019)

AASB 16 introduces a single lessee accounting model and requires a lessee to recognise assets and liabilities for all leases with a term of more than 12 months, unless the underlying asset is of low value. A lessee is required to recognise a right-of-use asset representing its right to use the underlying leased asset and a lease liability representing its obligations to make lease payments. The adoption of this standard may have an impact on Council's financial report, however at this stage the extent of the impact is unknown.

Certification of the Financial Report

Glenorchy City Council Certification of the Financial Report

This financial report presents fairly the financial position of the Glenorchy City Council as at 30 June 2016, the results of its operations for the year then ended and the cash flows of the Council, in accordance with the *Local Government Act 1993* (as amended), Australian Accounting Standards (including interpretations) and other authoritative pronouncements issued by the Australian Accounting Standards Board.



Peter Brooks
General Manager

Date: 1/9/2016



Independent Auditor's Report

To the Aldermen of Glenorchy City Council

Financial Report for the Year Ended 30 June 2016

Report on the Financial Report

I have audited the accompanying financial report of Glenorchy City Council (the Council) which comprises the statement of financial position as at 30 June 2016 and the statements of profit or loss and other comprehensive income, changes in equity and cash flows for the year ended on that date, a summary of significant accounting policies, other explanatory notes and the General Manager's certification.

Auditor's Opinion

In my opinion Council's financial report:

- (a) presents fairly, in all material respects, its financial position as at 30 June 2016 and financial performance, cash flows and changes in equity for the year then ended
- (b) is in accordance with the *Local Government Act 1993* and Australian Accounting Standards.

The Responsibility of the General Manager for the Financial Report

The General Manager is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and Section 84 of the *Local Government Act 1993*. This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

My responsibility is to express an opinion on the financial report based upon my audit. My audit was conducted in accordance with Australian Auditing Standards. These Auditing Standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance as to whether the financial report is free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on my judgement, including the assessment of risks of material misstatement of the financial report, whether due to fraud or error. In making those

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risk assessments, I considered internal control relevant to the General Manager's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate to the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Council's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the General Manager, as well as evaluating the overall presentation of the financial report.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

My audit responsibility does not extend to the budget figures included in the statement of profit or loss and other comprehensive income, the asset renewal funding ratio disclosed in note 51(f), nor the Significant Business Activities disclosed in note 49 to the financial report and accordingly, I express no opinion on them.

Independence

In conducting this audit, I have complied with the independence requirements of Australian Auditing Standards and other relevant ethical requirements.

The *Audit Act 2008* promotes the independence of the Auditor-General. The Auditor-General is the auditor of all Tasmanian public sector entities and can only be removed by Parliament. The Auditor-General may conduct an audit in any way considered appropriate and is not subject to direction by any person about the way in which audit powers are to be exercised. The Auditor-General has for the purposes of conducting an audit, access to all documents and property and can report to Parliament matters which in the Auditor-General's opinion are significant.

Tasmanian Audit Office



E R De Santi
Deputy Auditor-General
Delegate of the Auditor-General

Hobart
6 September 2016

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Audit Panel Report

The Glenorchy City Council Audit Panel was established in 2015. This report covers the Audit Panel's activities during the 2015-16 financial year.

The Audit Panel helps Council to fulfil its responsibilities by reviewing: financial systems and controls; strategic, financial and asset management plans; and internal control, risk management and compliance systems. These functions are set out in detail in the panel's charter.

Work program

Council's external auditor, the Tasmanian Audit Office (TAO), reviewed Council's internal control environment, audited accounting procedures and transactions, and undertook compliance based audits. TAO also audited Council's Financial Report 2015-16.

The external audit, which drives a significant part of the panel's annual work program, makes observations on internal practices and provides advice on improving business processes. The auditor also monitors Council's progress on implementing recommendations from previous external audits.

Council's internal auditor, Deloitte, conducted a number of audits based on a work program previously agreed by the panel and a special audit requested by management. These audits included reviews of strategic asset management, payroll controls, cash handling, and work health and safety. In general, the observations from the audits of asset management, payroll and cash handling were satisfactory.

However, the panel noted with concern the internal auditor's observations on work health and safety, in particular the slow progress in implementing outstanding actions from a similar audit in 2010-11. Management has since assured the panel that extra resources have been deployed to tackle the various outstanding actions on WHS. The panel will continue to monitor progress in this area.

On risk management, the panel evaluated the effectiveness of relevant processes and controls, including a reassessment of Council's Risk Register. The panel's review of risk management also included a review of the insurance portfolio and related governance policies, and a consideration of emerging risks.

Observations

The panel regularly monitors progress on implementing actions resulting from previous audits, both internal and external. Over the past year, the panel observed good progress in some areas but remains concerned about others, especially policies and procedures relating to WHS and people management. The panel will maintain its focus on these issues.

In the course of reviewing last year's Financial Report (2014-15), the panel noted some concerns about the process that led to the final report. The panel is pleased to report that those concerns have since been addressed and the process improved for preparing the 2015-16 Financial Report.

The panel was included in the process that led to the 2016-17 budget that was approved by Council in June 2016. Panel members questioned whether the budget process could be improved and have since noted a Council resolution on the same topic. In response, the panel has asked the internal auditor to review the process for preparing the annual budget and to recommend improvements.

The Audit Panel commends the auditors, Tasmanian Audit Office and Deloitte, for their efforts over the past year. Thanks also to the management team who support the Audit Panel.

Paul Oxley
Chairman, Audit Panel
22 September 2016



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Telephone: (03) 6216 6800

Website: www.gcc.tas.gov.au

E-mail: gccmail@gcc.tas.gov.au

70F. Orders determining minimum contents of plans, &c., and classes of assets

- (1)** The Minister, by order, may specify the matters that are required to be included in –
 - (a)** a long-term financial management plan; or
 - (b)** a long-term strategic asset management plan; or
 - (c)** a financial management strategy; or
 - (d)** an asset management strategy; or
 - (e)** an asset management policy.
- (2)** A matter may be included in a plan, policy or strategy referred to in subsection (1), even though the matter is not specified in an order under subsection (1) as required to be included in such a plan, policy or strategy.
- (3)** The Minister, by order, may specify the classes of assets that are to be taken to be major assets for the purposes of section 70B.
- (4)** The Minister is to consult with councils as to the matters to be included in an order under this section.

71. Annual plan

- (1)** A council is to prepare an annual plan for the municipal area for each financial year.
- (2)** An annual plan is to –
 - (a)** be consistent with the strategic plan; and
 - (b)** include a statement of the manner in which the council is to meet the goals and objectives of the strategic plan; and
 - (c)** include a summary of the estimates adopted under section 82; and
 - (d)** include a summary of the major strategies to be used in relation to the council's public health goals and objectives.
- (3)** As soon as practicable after a council adopts an annual plan, the general manager is to –
 - (a)** make a copy of the annual plan available for public inspection at the public office during ordinary business hours; and
 - (b)** provide the Director and the Director of Public Health with a copy of the annual plan.

72. Annual report

- (1)** A council must prepare an annual report containing all of the following:
 - (a)** a summary of the annual plan for the preceding financial year;

- (ab) a statement of its goals and objectives in relation to public health for the preceding financial year;
- (b) a statement of the council's activities and its performance in respect of goals and objectives set for the preceding financial year;
- (ba) a statement of the number of code of conduct complaints that were upheld either wholly or in part during the preceding financial year;
- (bb) the total costs met by the council during the preceding financial year in respect of all code of conduct complaints dealt with under Division 3A of Part 3 during the preceding financial year;
- (c) the financial statements for the preceding financial year;
- (ca) a statement of the activities and performance of the council in relation to any activity undertaken pursuant to section 21 as compared with its objectives for the preceding financial year;
- (cb) a statement of the total allowances and expenses paid to the mayor, deputy mayor and councillors;
- (cc) a statement detailing the attendance of each councillor at meetings of the council or any council committee during the preceding financial year;
- (cd) a statement in accordance with subsection (4) relating to the total annual remuneration paid to employees of the council who hold positions designated by the council as being senior positions;
- (d) a copy of the audit opinion for the preceding financial year;
- (da) a statement specifying details of any land donated by the council under section 177, including the name of the recipient, the reasons for the donation and the value of the land;
- (e) any other prescribed matter.

(1A) A statement under subsection (1)(ab) is to –

- (a) state the extent to which the council has carried out its functions under the Public Health Act 1997 and the Food Act 2003; and
- (b) state the resources allocated to public health; and
- (c) state the extent to which its goals, objectives, policies and programs in relation to public health met the needs of persons within its municipal area; and
- (d) include details of the completion of any strategies.

(2) The general manager is to –

- (a) submit one copy of the report to the Director and one copy of the report to

the Director of Public Health; and

- (b) make available copies of the report for public inspection; and
- (c) make available copies of the report free of charge or on payment of a prescribed fee; and
- (d) advertise in a daily newspaper circulating in the municipal area the availability of the report, together with an invitation to electors to lodge submissions on the report with the council for discussion at its annual general meeting.

(3)

(4) A statement under subsection (1)(cd) is to list the number of employees in groups according to the total annual remuneration as specified in subsection (5), where each group has a maximum of \$20 000 between the highest and lowest total annual remuneration.

(5) The total annual remuneration of an employee means the total of the following for the financial year:

- (a) the salary payable to the employee;
- (b) the amount of employer contribution to the employee's superannuation;
- (c) the value of the use of any motor vehicle provided to the employee;
- (d) the value of any other allowances or benefits paid or payable to, or provided for the benefit of, the employee.

72A. GST dispute statement

A council is to provide a statement to the Treasurer containing details of any dispute that the council may have had with the Australian Taxation Office during the financial year relating to compliance with the GST law in accordance with the National Taxation Reform (Commonwealth-State Relations) Act 1999.

Division 3 - Annual General Meeting

72B. Annual General Meeting

(1) A council must hold an Annual General Meeting on a date that –

- (a) is not later than 15 December in each year; and
- (b) is not before 14 days after the date of the first publication of a notice under subsection (2).

(2) A council must publish a notice in a daily newspaper circulating in the municipal area or other prescribed newspaper specifying the date, time and place of the Annual General Meeting.

QUARTERLY ANNUAL PLAN PROGRESS REPORT

AS AT 30 JUNE 2016.



Introduction

This report provides information on Glenorchy City Council's Annual Plan performance for the quarter ending 30 June 2016, the end of the financial and planning year.

Annual Plan Performance

Council has an Annual Plan that sets out the actions that it intends to take each financial year to give effect to the community outcomes from the Glenorchy Community Plan 2015-2040 and the objectives and strategies from the Council's Strategic Plan.

This report shows the

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

Action status

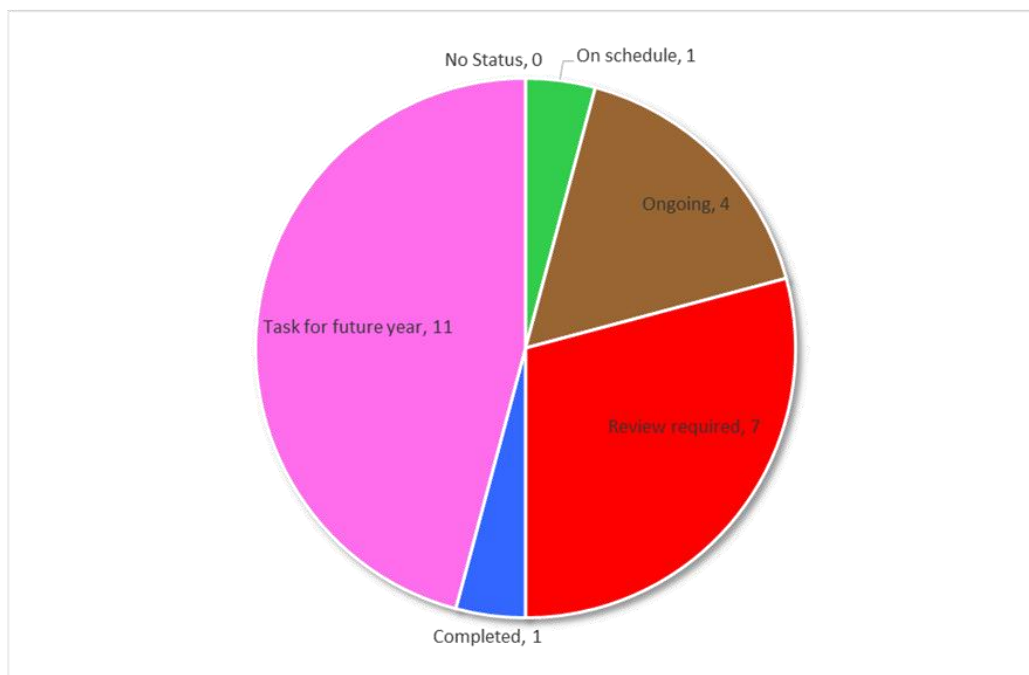
Action Status	Business rule for application of descriptor
Ongoing 	For business as usual tasks (not for use with project tasks).
On schedule 	The task is on track to meet the target set in the Annual Plan.
Review required 	There are internal or external factors that present a foreseeable risk to project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

Measure status

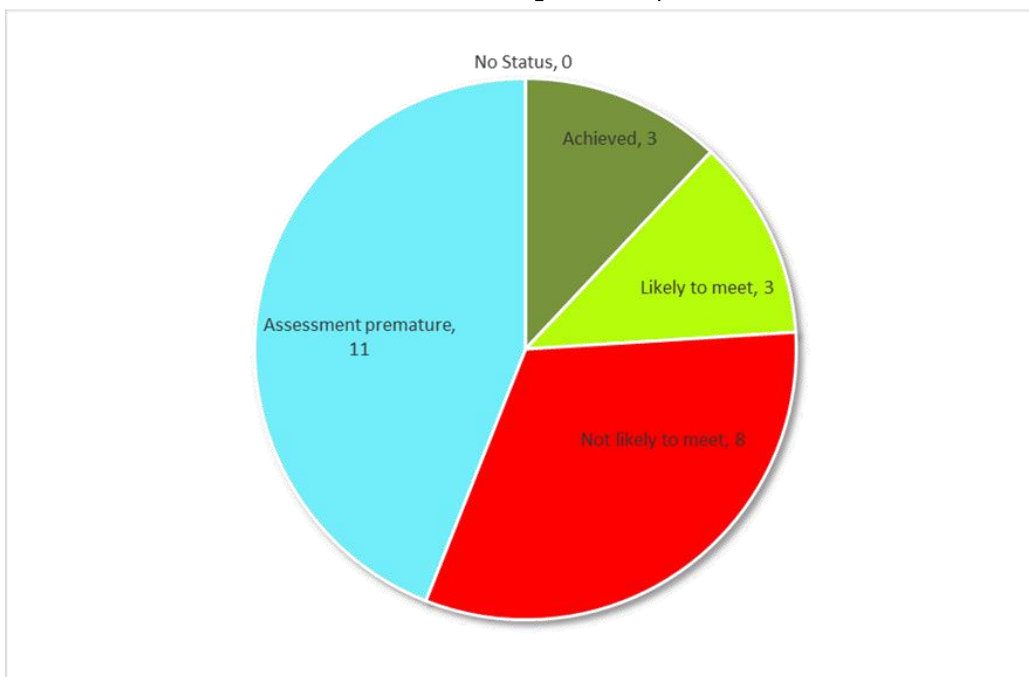
Measure Status	Business rule for application of descriptor
Achieved 	The measure has been met.
Likely to meet 	Task performance is on track to meet the measure and target in the Annual Plan.
Not likely to meet 	Task performance is not likely to meet the measure and target in the Annual Plan due to internal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

Status Report for High Priority Annual Plan Actions

Status Chart of High Priority Actions



Measure Chart of High Priority Actions



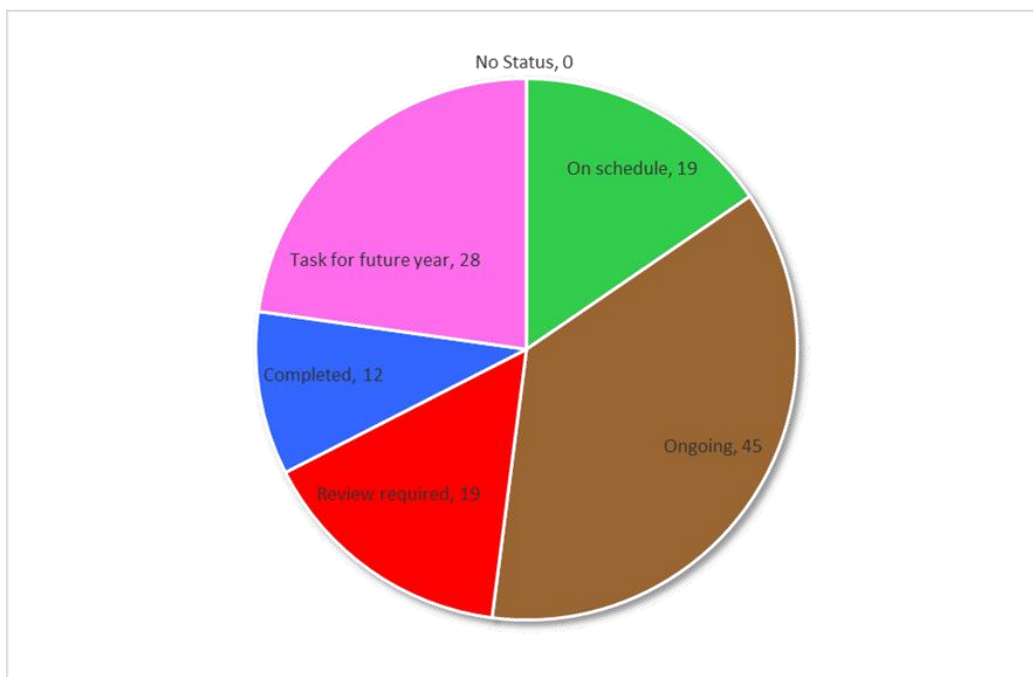
Dashboard for High Priority Actions

Code	Description	Lead	Target Date	Status
1.1.3.01	Utilise the community engagement process implemented for the new Community Plan to review Council's community engagement process including the operation of Precinct Committees and new methods such as social media. Review Council's community engagement strategy and develop a community engagement manual.	CEDB	30-Jun-2016	 Task for future year
1.2.1.01	Redevelop Council's website.	CEDB	30-Jun-2016	 On schedule
1.3.1.04	Review current infrastructure service levels.	CSI	30-Jun-2016	 Ongoing
1.3.1.05	Undertake an Operational Service Level Review.	ELT	30-Jun-2016	 Review required
4.1.2.01	Develop a brand strategy for the City.	CEDB	30-Jun-2016	 Review required
4.1.2.03	Develop a communications strategy including internal, external, community consultation and social media.	CEDB	30-Jun-2016	 Review required
4.1.2.04	Implement the communications strategy including internal, external, community consultation and social media.	CEDB & CG	31-Dec-2016	 Review required
4.1.3.02	Implement the performance reporting system for corporate strategic planning.	CEDB	30-Jun-2016	 Review required
4.1.3.03	Develop a 10 year Strategic Plan.	CEDB	30-Nov-2015	 Review required
4.1.3.04	Develop and implement a performance management framework(KPI's) for each department and individual employee(s) linked to achievement of Council Annual Plans and Strategic action plans.	CEDB	30-Jun-2016	 Review required

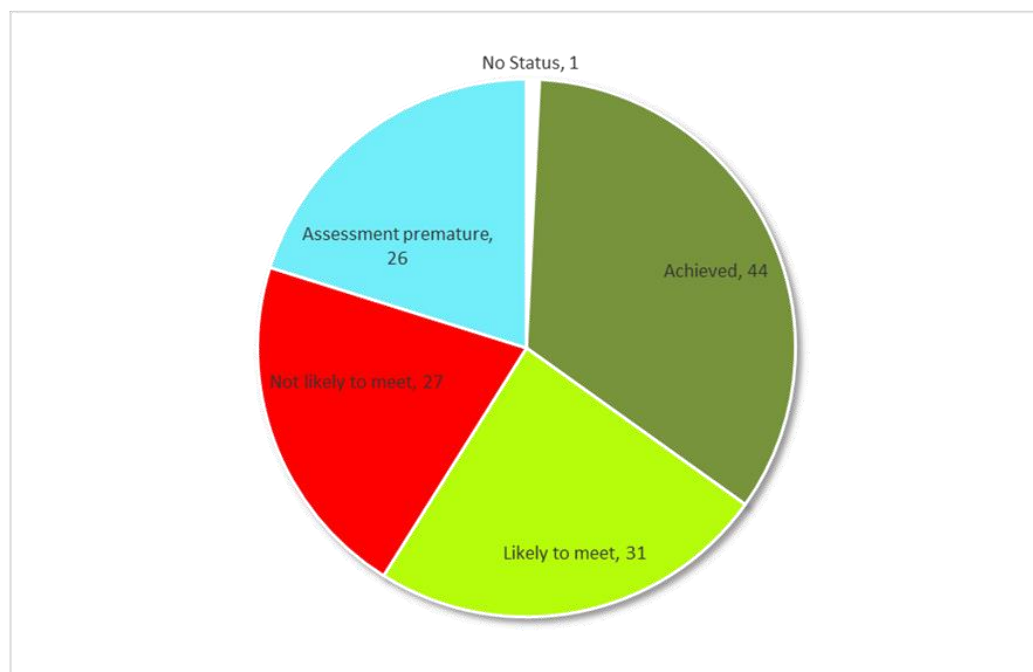
Code	Description	Lead	Target Date	Status
4.2.1.02	Implement the information and communications technology (ICT) strategy.	CEDB	30-Jun-2017	 Task for future year
4.2.1.13	Develop an Accommodation Strategy.	CG	31-Dec-2015	 Task for future year
4.2.1.14	Implement the Accommodation Strategy.	CG	30-Jun-2016	 Task for future year
4.2.1.18	Develop a Procurement Strategy, including contract management review.	CG	31-Dec-2015	 Task for future year
4.2.1.19	Implement the Procurement Strategy.	CG	30-Jun-2016	 Task for future year
4.2.3.01	Develop a Human Resources Strategy.	CG	30-Jun-2016	 Ongoing
4.2.3.06	Develop a Work Health and Safety Plan & Strategy.	CG	30-Jun-2016	 Ongoing
4.2.3.02	Implement the Human Resources Strategy.	CG	30-Jun-2017	 Task for future year
4.2.3.03	Develop a Well Workforce Plan.	CG	30-Jun-2016	 Task for future year
4.2.3.04	Implement the Well Workforce Plan.	CG	30-Jun-2017	 Task for future year
4.2.3.07	Implement the Work Health and Safety Plan & Strategy.	CG	30-Jun-2017	 Task for future year
4.2.4.02	Develop a Governance Strategy.	CG	30-Jun-2016	 Task for future year
4.3.1.03	Continue to contribute to the local government reform process in accordance with Council's guiding principles.	Whole of Council	30-Jun-2016	 Ongoing

Status Report for All Annual Plan Actions

Status Chart of All Annual Plan Actions



Measure Chart of All Annual Plan Actions



Dashboard for All Annual Plan Actions

Community Intent: Making Lives Better

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

Code	Description	Lead	Priority	Target Date	Status
	mechanisms including the Young Women's Multicultural Group, the Glenorchy Youth Task Force, Cultural Diversity Advisory Committee and the Access Advisory Committee.				
1.2.2.06	Promote volunteerism through mechanisms such as the Annual Volunteer Awards.	CEDB	M	30-Jun-2016	 Completed
1.2.2.07	Implement the Healthy Communities Plan.	CEDB	M	30-Jun-2016	 On schedule
1.2.2.08	Implement the Lawn Bowls Facilities Plan.	CG	M	30-Jun-2016	 Ongoing
1.2.2.09	Operate Council's Child Care Centres in accordance with the Education and Care Services National Law and Regulations.	CEDB	M	30-Jun-2016	 Ongoing
1.2.3.01	In consultation with the Glenorchy Arts and Culture Advisory Committee and the community, plan, develop and implement a range of arts and cultural events, activities and projects including the Symphony under the Stars and Carols by Candlelight.	CEDB	M	30-Jun-2016	 Completed
1.2.3.02	Foster and support community cultural events and projects which celebrate Glenorchy's cultural diversity and build identity, inclusion and City pride, including the Moonah Taste of the World Festival.	CEDB	M	30-Jun-2016	 On schedule
1.2.3.03	Deliver the externally funded KGV Sports and Community Precinct Project.	CG	M	31-Mar-2016	 Review required
1.2.3.04	Deliver the externally-funded Goodwood Community Centre upgrade.	CG	M	30-Jun-2016	 On schedule
1.2.3.05	Implement Council's Youth Strategy.	CEDB	M	30-Jun-2016	 On schedule

Code	Description	Lead	Priority	Target Date	Status
1.2.3.06	Partner with other stakeholders to support initiatives which address social disadvantage such as problem gambling, mental health and alcohol and other drugs.	CEDB	M	30-Jun-2016	 On schedule
1.2.3.07	Continue to convene inter-agency groups to address gaps in services including Youth Action Network Glenorchy (YANG), Glenorchy Action Interagency Network (GAIN) and Linkages .	CEDB	M	30-Jun-2016	 On schedule
1.2.3.08	Implement the Council's Community Safety Framework and Action Plan.	CEDB	M	30-Jun-2016	 On schedule
1.3.1.01	Maintain, renew and replace Council's infrastructure in accordance with Council's asset management framework.	CSI	M	30-Jun-2016	 Ongoing
1.3.1.02	Develop a whole of Council Customer Experience.	CEDB	M	30-Jun-2016	 On schedule
1.3.1.03	Implement the Customer Experience Strategy.	CEDB	L	30-Jun-2017	 On schedule
1.3.1.04	Review current infrastructure service levels.	CSI	H	30-Jun-2016	 Ongoing
1.3.1.05	Undertake an Operational Service Level Review.	ELT	H	30-Jun-2016	 Review required
1.3.2.01	Identify opportunities for outsourcing services that will create value for money and meet the expectations of the community.	ELT	M	30-Jun-2016	 Ongoing
1.3.3.01	Provide an effective animal management service.	CG	M	30-Jun-2016	 Ongoing
1.3.3.02	Administer kerbside waste collection services, promote waste minimisation, recycling and environmentally responsible disposal options.	CSI	M	30-Jun-2016	 Ongoing

Community Intent: Open for Business

Code	Description	Lead	Priority	Target Date	Status
2.1.1.01	Develop an economic development strategy for Glenorchy.	CEDB	M	30-Jun-2016	 Review required
2.1.2.01	Progress the Interim Planning Scheme to a Single State-wide Planning Scheme.	CSI	M	30-Jun-2016	 Ongoing
2.1.2.02	Advocate, lobby or represent the interests of business with state or federal agencies, organisations and groups.	CEDB	M	30-Jun-2016	 Ongoing
2.1.2.03	Implement the Wilkinsons Point and Elwick Bay Precinct Master Plan.	CEDB	M	30-Jun-2016	 Ongoing
2.1.3.01	Develop & implement the business & marketing strategy for the Derwent Entertainment Centre.	CEDB	M	30-Jun-2016	 Completed
2.1.3.02	Actively promote events held at the Derwent Entertainment Centre and other city facilities.	CEDB	M	30-Jun-2016	 Ongoing
2.2.1.01	Partner with Destination Southern Tasmania to increase local tourism visitation.	CEDB	M	30-Jun-2016	 Ongoing
2.2.2.01	Develop a Property Strategy.	CG	M	30-Jun-2016	 Task for future year
2.2.2.02	Implement the Property Strategy.	CG	M	31-Dec-2016	 Task for future year

Community Intent: Valuing Our Environment

Code	Description	Lead	Priority	Target Date	Status
3.1.1.01	Develop a nature strip management plan	CSI	M	31-Dec-2015	 Ongoing
3.1.1.02	Implement the nature strip management plan.	CSI	L	30-Jun-2017	 Ongoing
3.1.1.03	Develop a street tree urban master plan.	CSI	M	31-Dec-2015	 Completed
3.1.1.04	Implement the street tree urban master plan.	CSI	L	30-Jun-2017	 Ongoing
3.1.1.05	Implement the Environment Strategy (2013-2023).	CSI	M	31-Dec-2015	 Completed
3.1.1.06	Implement the Open Space Strategy.	CSI	M	30-Jun-2016	 Review required
3.1.1.07	Review the creek management plan.	CSI	M	30-Jun-2016	 Review required
3.1.2.01	Protect the City's natural values through planning processes, enforcement, on-ground activities and community NRM support.	CSI	M	30-Jun-2016	 Ongoing
3.1.2.02	Participate in the Derwent Estuary Program.	CSI	M	30-Jun-2016	 Completed
3.1.2.03	Monitor recreational water quality.	CSI	M	30-Sep-2015	 Completed

Code	Description	Lead	Priority	Target Date	Status
3.1.3.01	Manage essential building maintenance compliance for Council properties.	CG	M	30-Jun-2016	 Ongoing
3.1.3.02	Review Council's Disability Discrimination Act Action Plan.	CEDB	M	30-Jun-2016	 On schedule
3.1.3.03	Implement Council's Disability Discrimination Act Action Plan.	CEDB	M	30-Jun-2016	 On schedule
3.1.3.04	Identify business and funding opportunities for the further development of the Glenorchy Arts and Sculpture Park (GASP!) including art development.	CEDB	M	30-Jun-2017	 Ongoing
3.1.3.05	Ensure the construction and maintenance of safe and healthy buildings through compliance with building and plumbing codes.	CSI	M	30-Jun-2016	 Ongoing
3.1.3.06	Plan for the sustainable development of the City, ensuring compliance with the planning scheme and community involvement in the planning process.	CSI	M	30-Jun-2016	 Ongoing
3.1.3.07	Implement actions from the Greater Hobart Regional Bicycling plan.	CG	M	30-Jun-2016	 Ongoing
3.1.3.08	Manage the City's transport network to promote sustainability, accessibility, choice, safety and amenity.	CSI	M	30-Jun-2016	 Ongoing
3.1.3.09	Protect the City's heritage through planning scheme listing and assessment processes.	CSI	M	30-Jun-2016	 Ongoing
3.1.3.10	Implement the revised management plan for the Rosetta and Casuarina Crescent Landslip A Zones.	CSI	M	30-Jun-2016	 Ongoing
3.1.3.11	Promote, implement and monitor public health standards.	CSI	M	30-Jun-2015	 Ongoing
3.1.3.12	Develop a Master Plan for Tolosa Park.	CG	M	30-Jun-	 Task for

Code	Description	Lead	Priority	Target Date	Status
				2016	future year
3.1.3.13	Implement the Tolosa Park Master Plan.	CG	L	30-Jun-2017	 Task for future year
3.1.3.14	Continue to implement the Council's Graffiti Action Plan.	CSI	M	30-Jun-2016	 Ongoing
3.1.3.15	Deliver the capital works program for roads, stormwater and Council property, parks and reserves.	CSI, CG	M	30-Jun-2016	 Ongoing
3.1.3.16	Develop a Master Plan for the Berriedale Peninsula.	CG	M	30-Jun-2016	 Task for future year
3.1.3.17	Implement the Berriedale Peninsula Master Plan.	CG	L	30-Jun-2017	 Task for future year
3.1.3.18	Update the KGV Master Plan.	CG	L	30-Jun-2017	 Task for future year
3.1.3.19	Create a cycling hub within Tolosa Park.	CG	L	30-Jun-2017	 Task for future year
3.1.3.20	Upgrade parks and reserve signage across the City.	CG	M	30-Jun-2016	 Ongoing
3.1.3.21	Develop the Glenorchy CBD Strategic Framework.	CEDB	M	30-Jun-2016	 Review required
3.1.3.22	Implement the Glenorchy CBD Strategic Framework.	CSI	M	30-Jun-2017	 On schedule
3.1.3.24	Implement the externally-funded Streetscape Improvement Project.	CG	M	30-Jun-2016	 Task for future year
3.1.3.25	Implement the Waste Management Strategy	CSI	M	30-Jun-2018	 Ongoing
3.1.3.26	Implement the Heritage Information Update project.	CSI	M	31-Dec-2015	 Completed

Community Intent: Leading Our Community

Code	Description	Lead	Priority	Target Date	Status
4.1.1.01	Ensure preparedness for disaster by maintaining and continually reviewing the City's Emergency Management Strategies.	ELT	M	30-Jun-2016	 Ongoing
4.1.1.02	Establish a professional development program for Mayor and Aldermen.	CG	M	30-Jun-2016	 Ongoing
4.1.2.01	Develop a brand strategy for the City.	CEDB	H	30-Jun-2016	 Review required
4.1.2.02	Implement the brand strategy for the City.	CEDB	L	30-Jun-2017	 Review required
4.1.2.03	Develop a communications strategy including internal, external, community consultation and social media.	CEDB	H	30-Jun-2016	 Review required
4.1.2.04	Implement the communications strategy including internal, external, community consultation and social media.	CEDB,CG	H	31-Dec-2016	 Review required
4.1.3.01	Coordinate development and production of Council's Annual Plan.	CEDB	H	30-Jun-2016	 Completed
4.1.3.02	Implement the performance reporting system for corporate strategic planning.	CEDB	H	30-Jun-2016	 Review required
4.1.3.03	Develop a 10 year Strategic Plan.	CEDB	H	30-Nov-2015	 Review required
4.1.3.04	Develop and implement a performance management framework (KPI's) for each department and individual employee(s) linked to achievement of Council Annual Plans and Strategic action plans.	CEDB	H	30-Jun-2016	 Review required
4.1.3.05	Develop an Innovation Strategy.	Whole of	M	30-Jun-	 Task for

Code	Description	Lead	Priority	Target Date	Status
		Council		2016	future year
4.2.1.01	Implement the 10 year maintenance and capital plan for the DEC.	CEDB	M	30-Jun-2016	 On schedule
4.2.1.02	Implement the information and communications technology (ICT) strategy.	CEDB	H	30-Jun-2017	 Task for future year
4.2.1.03	Implement the public toilet facilities plan.	CG	M	30-Jun-2016	 Ongoing
4.2.1.04	Implement the Improvement Plan including efficiency, savings program, resource utilisation improvements and end of year performance review of key service streams.	Whole of Council	M	30-Jun-2016	 Review required
4.2.1.05	Review & update the corporate risk management plan.	CG	M	30-Jun-2016	 Task for future year
4.2.1.06	Review and update the corporate risk register, policies & procedures.	CG	L	31-Dec-2016	 Ongoing
4.2.1.07	Undertake a Community Facility Utilisation Review of maintenance, user & lease requirements.	CG	M	30-Jun-2016	 Task for future year
4.2.1.08	Implement Asset Management Strategy.	CSI	M	30-Jun-2016	 Ongoing
4.2.1.09	Identify commercial revenue raising opportunities from Council facilities and property portfolio.	CG	M	30-Jun-2016	 Task for future year
4.2.1.10	Deliver the maintenance program for Council in accordance with agreed service levels.	CSI	M	30-Jun-2016	 Ongoing
4.2.1.11	Review grant management processes.	CEDB	M	30-Jun-2016	 On schedule

Code	Description	Lead	Priority	Target Date	Status
4.2.1.12	Manage the operation, maintenance, and further development of the Derwent Park Stormwater Re-use scheme.	CG	L	30-Jun-2017	 Ongoing
4.2.1.13	Develop an Accommodation Strategy.	CG	H	31-Dec-2015	 Task for future year
4.2.1.14	Implement the Accommodation Strategy.	CG	H	30-Jun-2016	 Task for future year
4.2.1.15	Prepare Management Team Protocols, Roles & Responsibilities.	ELT	M	31-Dec-2015	 Review required
4.2.1.16	Develop a GCC Project Management Methodology.	CG	M	30-Jun-2016	 Task for future year
4.2.1.17	Review and improve the processes and systems for the preparation of documents and agendas for Council meetings and Workshops and develop templates.	CG	M	30-Jun-2016	 Completed
4.2.1.18	Develop a Procurement Strategy, including contract management review.	CG	H	31-Dec-2015	 Task for future year
4.2.1.19	Implement the Procurement Strategy.	CG	H	30-Jun-2016	 Task for future year
4.2.1.20	Undertake a Plant and Fleet Review.	CSI	M	31-Dec-2015	 Review required
4.2.1.21	Implement the Plant and Fleet Review.	CSI	M	30-Jun-2016	 Review required
4.2.2.01	Prepare a Financial Processes Improvement Plan.	CEDB	M	30-Jun-2016	 Task for future year

Code	Description	Lead	Priority	Target Date	Status
4.2.3.01	Develop a Human Resources Strategy.	CG	H	30-Jun-2016	 Ongoing
4.2.3.02	Implement the Human Resources Strategy.	CG	H	30-Jun-2017	 Task for future year
4.2.3.03	Develop a Well Workforce Plan.	CG	H	30-Jun-2016	 Task for future year
4.2.3.04	Implement the Well Workforce Plan.	CG	H	30-Jun-2017	 Task for future year
4.2.3.05	Negotiate a new enterprise agreement and implement the Modern Award.	CG	M	30-Jun-2016	 Ongoing
4.2.3.06	Develop a Work Health and Safety Plan & Strategy.	CG	H	30-Jun-2016	 Ongoing
4.2.3.07	Implement the Work Health and Safety Plan & Strategy.	CG	H	30-Jun-2017	 Task for future year
4.2.3.08	Complete Business Continuity Plans.	CG		30-Jun-2016	 Task for future year
4.2.3.09	Deliver a Management Training & Development Program.	ELT	M	30-Jun-2016	 Review required
4.2.4.01	Ensure community compliance with State legislative requirements on matters of material importance.	CG, CSI	M	30-Jun-2016	 Ongoing
4.2.4.02	Develop a Governance Strategy.	CG	H	30-Jun-2016	 Task for future year
4.2.4.03	Implement the Governance Strategy.	CG	M	30-Jun-2017	 Task for future

Code	Description	Lead	Priority	Target Date	Status
					year
4.3.1.01	Liaise with the State Government as appropriate on matters of strategic priority.	CEDB	M	30-Jun-2016	 Ongoing
4.3.1.02	Participate in the review of the role and functions of local government.	Whole of Council	M	30-Jun-2016	 On schedule
4.3.1.03	Continue to contribute to the local government reform process in accordance with Council's guiding principles.	Whole of Council	H	30-Jun-2016	 Ongoing
4.3.3.01	Identify and formalise external council relationships to partner and, where feasible, share resources.	Whole of Council	M	30-Jun-2016	 Ongoing
4.3.3.02	Actively participate in peak local government bodies (LGAT & the STCA) to advance community priorities.	Whole of Council	M	30-Jun-2016	 Ongoing

Comments on all Actions with Review Required Status

Code	Description	Comment
1.1.1.01	Continue implementation of Council's Positive Ageing Strategy	Council continues to implement the strategy to ensure that older residents are engage in community life. "Age Friendly Cities" research underway. Seniors Week event held at MAC, Positive Ageing Talks held at Golden Years Club and Aveo. Project planning to be completed in 2015/16 for a major review of the Strategy in 2016/17. Positive Ageing Strategy review commences September 2016.
1.2.3.03	Deliver the externally funded KGV Sports and Community Precinct Project.	Construction of the project is progressing towards finalisation. GDFC - all areas able to be occupied by October 2016
1.3.1.05	Undertake an Operational Service Level Review.	Some work and reviews have been completed in relation to internal service levels and these have preceded restructuring the department. Data has been gathered in relation to works centre operations and the current service level manuals have been updated to reflect current operations Proposal received from CT Management to conduct high level service level planning review across all the Council departments - Currently prioritising which require areas

Code	Description	Comment
		are highest priority. 3 departments - Finance & Business, Governance & Risk and Works Centre draft report from CT Management received - currently being reviewed. Rest of the organisation will go through a strategic service level review in 2016-17 and 2017-18
2.1.1.01	Develop an economic development strategy for Glenorchy.	Project planning underway. Project not funded in 2016-17 and will therefore need to be delivered in-house.
3.1.1.06	Implement the Open Space Strategy.	Review of Policies required by other departments. Delays caused by resourcing issues and higher priority tasks. Review of Policies likely to be completed by Oct 2016.
3.1.1.07	Review the creek management plan.	This project will not be pursued as this area is covered by the Environment Strategy, Open Space Strategy, new planning codes and relevant legislation.
3.1.3.21	Develop the Glenorchy CBD Strategic Framework.	The draft CBD Strategic Framework has been prepared and is yet to be considered by Council prior to public consultation. The necessity to proceed at this stage has been overtaken by more detailed consultancy investigation on urban design associated with the CBD revitalisation project and incorporation of a Specific Area Plan focussed on urban design in the Glenorchy CBD into the Planning Scheme.

Code	Description	Comment
4.1.2.01	Develop a brand strategy for the City.	The Co-ordinator Communications & Marketing left Council in September 2015. The position is undergoing a review and has been relocated to Corporate Governance Directorate.
4.1.2.02	Implement the brand strategy for the City.	The Co-ordinator Communications & Marketing left Council in September 2015. The position is undergoing a review and has been relocated to Corporate Governance Directorate.
4.1.2.03	Develop a communications strategy including internal, external, community consultation and social media.	The Co-ordinator Communications & Marketing left Council in September 2015. The position is undergoing a review and has been relocated to Corporate Governance Directorate.
4.1.2.04	Implement the communications strategy including internal, external, community consultation and social media.	The Co-ordinator Communications & Marketing left Council in September 2015. The position is undergoing a review and PR and marketing functions been relocated to Corporate Governance Directorate. A Co-ordinator Community Planning and Inclusion role has been created and will oversee and champion Council's community consultation processes.
4.1.3.02	Implement the performance reporting system for corporate strategic planning.	A community survey was undertaken by EMRS to seek performance feedback from the community (Report received 26/8/2015). A workshop was held with Aldermen on 18/1/2016 to consider a new

Code	Description	Comment
		Corporate Performance Indicators report format. This will be further refined and represented to the Council in 2016/17.
4.1.3.03	Develop a 10 year Strategic Plan.	Council endorsed the Strategic Planning Framework based on the Community Plan on 28/9/2015. A draft Strategic Plan 2016 to 2025 has been prepared and Management Team workshops have been held to refine the strategies and performance measures prior to presentation to Council and the community for comment.
4.1.3.04	Develop and implement a performance management framework(KPI's) for each department and individual employee(s) linked to achievement of Council Annual Plans and Strategic action plans.	Dependent on progress of HR Strategy.

Code	Description	Comment
4.2.1.04	Implement the Improvement Plan including efficiency, savings program, resource utilisation improvements and end of year performance review of key service streams.	All Improvement Plan Projects transferred to the 4 year Annual Plans as adopted by Council in June 2015 Currently reviewing priorities - some of the of the projects may be rolled over into 2016/2017 year
4.2.1.15	Prepare Management Team Protocols, Roles & Responsibilities.	New Management Team in place Protocols, Roles & Responsibilities stated in the new position descriptions and employment contracts Non-statutory delegations to be defined in forthcoming management team workshops. Professional development will occur in 2nd half of 2016/17 financial year BeWell4Work engaged to conduct interviews to develop program with Management Team. Directors have provided their assessment of their managers professional development needs Report completed and being reviewed by GM
4.2.1.20	Undertake a Plant and Fleet Review.	Part of overall review completed. Completion of the next stage will be completed when restructure of Works Department is completed.
4.2.1.21	Implement the Plant and Fleet Review.	Implementation of the results of the Plant and Fleet review will be completed when the restructure of Works Department is completed. Implementation of review likely to be completed in Oct 2016

Code	Description	Comment
4.2.3.09	Deliver a Management Training & Development Program.	Will be started in 2016 calendar year Proposals already received and decision will occur in 2016. BeWell4Work appointed to carry out 1st stage of program which has been completed. GM reviewing implementation in 2016-2017



The main light tower is now just a pile of rubble after it was blown over by damaging winds. Pictures: NIKKI DAVIS-JONES

Football

Metro Soccer Club's future dim as light tower is blown over

ZARA GUDNASON, Mercury
July 18, 2016 12:00am

JUST two years after the Metro Football Club lost half its ground lights to the elements, the club has been dealt another blow — the main light on the ground has been destroyed by wind.

Now more than 100 players have nowhere to train and the club is facing a cost of at least \$120,000 to install new lighting.

The volunteer-run club had been struggling to find a way to replace the lights for the past two years with vice president Kye McQueen concerned that the club has lost revenue and players since the initial lights were lost.

<http://www.themercury.com.au/news/football/metro-soccer-club-light-tower-blown-over>

“We have probably lost over 100 juniors a year since then. We used to have one of the best junior programs going around and now we struggle to put 10 teams on the park,” said Mr McQueen.

The club’s senior team captain Dave McGuinness said the club was hoping to get back to the standard that the club was at two years ago.

“It’s hard enough to get players to come train over winter without not having lights on top of that,” said Mr McGuinness.



📷 Metro Football Club senior team members, from left, Jamie Rozynski, David McGuinness, Kye McQueen and Brodie Holmes. The club at Chigwell is now completely without ground lighting.

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2. INTERCITY CYCLEWAY PROPOSED CHICANE GATE CHANGES AT ROAD INTERSECTIONS

Author: Transport Engineer (Amir Mousavi)
Qualified Person: Director City Services & Infrastructure (Emilio Reale)
ECM File Reference: Cycling Facilities

Community Plan Reference:

Making lives better

The city is well-connected by extensive and well-maintained walking and bike paths, public transport and road networks.

Strategic or Annual Plan Reference:

- 1.3.1 Identify the service expectations of our different communities and respond appropriately.
- 3.1.3 Deliver services that create sustainable and liveable built environments.

Reporting Brief:

The purpose of this report is to inform Council on the proposal to remove one of the existing 'paired' chicane gates at all road crossings along the Intercity Cycleway. The report recommends that the existing 'paired' gates are retained and assessed for compliance with Australian Standards and Austroads guidelines.

Proposal in Detail:**Background**

The Intercity Cycleway between Hobart and Claremont was commenced in 1992 and has been a resounding success. The Cycleway is a shared cycling/walking track that extends for 15.9 km, from Sullivans Cove waterfront in Hobart to Bilton Street in Claremont. The Intercity Cycleway is constructed on a disused railway line and (within Glenorchy) is located on the west side of the remaining rail line. The majority of the Cycleway is located in Glenorchy City Council municipality, with a length of approximately 13.5 km from the boundary with Hobart. The Cycleway has a concrete surface and is well used by cyclists and pedestrians of all ages and ability. The typical width of the Cycleway is 3.0 metres with a marked centre line.

Within the Glenorchy area, the Cycleway crosses several arterial and collector roads with high traffic volumes and high percentages of heavy vehicles, such as Elwick Road, Lampton Avenue, Derwent Park Road, Hopkins Street and Albert Road. Overall, the Cycleway has a total of 14 road junctions along its length in Glenorchy. Chicane gates have been installed on the approach to each road junction on the Cycleway.

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Chicane gates (named as Staggered Fence Treatment) are recognised in *Austroroads Guide to Road Design Part 6A: Pedestrian and Cyclist Paths* as an acceptable terminal treatment for bicycle paths. The purpose of the installation of the chicane gates is to restrict unauthorised vehicles from entering the path as well as to avoid ride-out and/or crashes at the road intersections. The existing chicane gates are typically constructed with 4 metres spacing between gates with the closer gate to the road positioned 10 metres from the road carriageway. This 10-metre gap provides space for riders leaving the road to clear the roadway before reaching the chicane.

Proposed Chicane Gate Removal

Cycling South has requested that the existing chicane gate arrangements along the Intercity Cycleway be modified. The proposed modifications include the removal of one of the chicane gates (i.e. the gate closer to the road) at each road crossing. The other gate would remain in place to allow directional signs to be affixed to the gate and to retain some visual and physical advance warning of the road crossing to an approaching rider.

Advice from Cycling South states that some of the issues/hazards that arise from the existing chicane arrangement include:

- Inexperienced riders are destabilised when going through them;
- Parents towing child trailers or people riding tandems clip the gates when they pass through;
- In many locations riders have formed a goat track that bypasses the gates anyway;
- Chicanes create bottle necks at the road crossings (especially for riders trying to get off the road); and
- They distract riders from “concentrating on the task of processing more important information relating to surrounding traffic conditions”.

Cycling South made a similar request to Hobart City Council (HCC) and following a risk assessment by HCC officers, one of the gates at each road crossing in the Hobart section was removed (since February 2014). It is understood that no crashes have been reported at the four (4) road crossings in the Hobart area since the chicanes were altered.

It is important to note however, that the road crossings along the Intercity Cycleway in the Hobart section are on lightly trafficked roads (Queens Walk, Bay Road, McVilly Drive and the access road to the Collegiate rowing club) and these roads are traffic calmed with speed humps or similar. The road crossings in the Glenorchy area are typically at moderate to highly trafficked roads, where traffic calming is not appropriate.

To provide an independent assessment of the proposed chicane gate changes, Council engaged MAV Liability Mutual Insurance to provide a targeted risk assessment (TRA) of the Glenorchy Intercity Cycleway.

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The purpose of the report was to consider the issues created by the busy road crossings along the cycleway and the use of the existing chicane gates. The TRA noted that the use of chicane gates at road crossings along cycleways are no longer considered common or preferred practice. However the report importantly noted that it is also rare for a cycleway to have so many road crossings along its length. The key issues identified in the TRA were:

- The potential risk of cyclists being hit by vehicles while crossing intersections;
- The potential for head on collisions, between cyclists (on the cycleway) from opposite directions, caused by the restricted width of the chicanes;
- If the chicanes are too close to the road they prevent the cyclist from being able to cross the road quickly; and
- The chicanes may be difficult to see at night if there is no reflector tape.

The report's key recommendations, specific to the road crossings and chicanes were:

- The proposed removal of one chicane gate and improving signage, at each crossing point is recommended to be implemented. This will provide better warning for cyclists of the impending road crossing, decrease the likelihood of collisions between users travelling in opposite directions, and in some cases (where the chicane gates are located closer to the road) allow riders to get clear of the road quicker.
- Council should ensure that warning signage for road users of the pathway crossing is provided at all such crossings.
- Council should give consideration to developing a long term strategy for the improvement of the pathway through such means as re-alignments near crossings and/or potentially constructing bridges or underpasses for the higher risk crossings (such as Elwick Road).

MAV insurance company also recommended that an actual risk assessment be conducted for each of the crossings using Council's Risk Management procedures.

Council also engaged an independent traffic engineer, Midson Traffic to provide a risk assessment of the individual chicane gates on the InterCity Cycleway. The report acknowledges that the greatest hazard for pedestrians and cyclists utilising the Cycleway is the risk of being struck by a vehicle at any of the road crossings along its length. The report also indicates that the chicane gates were designed to reduce cyclist (and all users in general) approach speeds and maximise warning of approaching road junctions and they meet the general *Austroads Guide to Road Design Part 6A: Pedestrian and Cyclist Paths* requirements for a 'Staggered Fence' terminal treatment and are considered acceptable.

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The key safety concerns with the existing chicane gates noted in Midson Traffic's report were:

- The chicane gates require cyclists to travel in the opposing lane on the approach to the gates. This increases the risk of a collision with a cyclist or pedestrian travelling in this lane.
- The chicane gates require a series of sharp manoeuvres at very low speed. This increases the risk of loss of balance (with associated 'falling' risk). This is particularly the case for cyclists with clip-in pedals.
- The chicane gates introduce delays for cyclists entering from the road. There is a risk of gates creating a queue when large groups of cyclists are using the facility (a recreational cycling group riding together for example). The relatively short space from the road to the gate may result in queues extending onto the road.

The report's key recommendation in relation to the chicane gates was that a single chicane arrangement provides a slightly improved level of safety through the reduction of road safety risks at the chicanes. However, the report suggests that the removal of one chicane gate structure should be undertaken with appropriate signage to warn cyclists of the approaching road junction, while consideration should also be given to providing a contrasting pavement treatment between the road and the chicane gate. Advice from Council's Engineering Projects section estimates that the costs associated with the installation of a 'Stop' sign and a stop line, together with the installation of contrasting pavement treatment at the location of all chicane gates along the length of Cycleway in Glenorchy would be approximately \$215,000.

It should be noted that Midson Traffic's report does not support the removal of both chicane gates, as the risk of a cyclist 'overshooting' the road junction is considered to be too great.

Traffic Engineering Comments on the proposed Chicane Gate removal

A path terminal treatment is typically required where a shared path or bicycle path intersects with a road. This type of treatment applies to recreational and commuter paths that cross a road from a reservation or to paths that follow a major road and cross side streets. Path terminal treatments for off-road, shared-user paths and bicycle paths are generally provided to:

- Restrict illegal access by drivers of motor vehicles to road reserves and parkland to prevent damage to paths and other assets and prevent rubbish from being dumped illegally; and
- Advise cyclists that there is a road ahead and slow cyclists down before they cross the road.

Austroads Guide to Road Design Part 6A: Pedestrian and Cyclist Paths (Guide) (refer **Attachment 4**) provides guidance for designing pedestrian and cyclist paths including any required path terminal treatment.

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The *Guide* discusses different types of path terminal treatments including Separate Entry and Exit Treatment, Bollards and U-rails, Staggered Fence Treatment and Offset Path Treatment. It is noted that chicane gates can be classified as Staggered Fence Treatments.

According to the *Guide*:

"The purpose of a terminal treatment is to restrict unauthorised vehicles from entering a path. Therefore, if there is no need for such a restriction then a terminal treatment should not be required at all, the path leading directly to an appropriate road crossing with adequate signs and delineation to warn cyclists and clearly define priority. Only where there is good reason to do so (e.g. history of ride-out incidents, near misses or crashes) a terminal treatment can be used to physically slow cyclists."

The *Guide* also indicates that in some situations chicanes or other restrictive devices are unavoidable because cyclists have to be slowed down for their own safety. While the guide suggests that a staggered fence treatment (similar to chicane gates) is less preferred than other options, such as a separate entry / exit treatment, the narrow width available in the Rail Reserve, for the Intercity Cycleway, limits the options available to slow cyclists on the approach to the road crossings.

In terms of road safety performance at the Intercity Cycleway road crossings, Midson Traffic's Risk Assessment report states that there were two crashes were reported at the Cycleway crossings, one on Elwick Road and one on Derwent Park Road over the past five (5) years. Both of these involved minor injuries. There were no crashes reported on the cycleway itself over the five (5) year period. This highlights the importance of safety at the road crossing locations along the Cycleway.

While there were no crashes recorded on the Intercity Cycleway at the location of chicane gates, or elsewhere, (other than at the road crossings), both risk assessments assessed that the proposed removal of one chicane gate would provide a slightly improved level of safety through the reduction of risks at the chicanes (i.e. by decreasing the likelihood of collisions for cyclists coming the other way at the location of chicane gates). However, neither of the reports state that the risk of crashes at the road crossing points will not be increased due to the proposed removal of one chicane gate.

Crash records show that the existing road crossings have operated with a low level of recorded crashes over an extended period (in excess of 20 years at some locations). This is despite high traffic volumes on several of the road crossings within Glenorchy and increasing use of the Cycleway over time. The existing arrangements have provided a safe facility for a wide range of users, both in age and experience, from families with young beginner riders to experienced higher speed riders.

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How much of the low crash rate can be attributed to the existing chicane arrangement is difficult to objectively determine, however removal of one of the chicanes will certainly lead to riders approaching the road crossings at higher speeds than is currently the case. This has implications for the safety of both cyclists and other users of the cycleway.

In deciding whether to remove one of the chicane gates, an assessment needs to be made of one risk versus another. It is considered that, while there is a low likelihood of collision with a vehicle at a road crossing and also a low likelihood of collision between two cyclists at a chicane (or collision of a cyclist with a chicane), the consequences (and therefore the risk) associated with collision with a vehicle is significantly greater than collision with another cyclist or a chicane. For this reason it is recommended that the existing 'paired' chicane arrangement is retained.

It is acknowledged that, over time, there have been some inconsistencies in the way that the existing chicanes have been installed and treated with reflectors and signage. It is recommended that Council's Transport Engineer undertake an audit of existing chicane arrangements to ensure that the chicane gates comply with Australian Standards and Austroads guidelines and are treated with high visibility reflectors.

Consultations:

Cycling South

ELT

Glenorchy City Council's Recreation Coordination Working Group

Human Resource / Financial and Risk Management Implications:

In terms of risk, as noted above, it is considered that the existing 'paired' chicane arrangement should be retained as this mitigates the more significant risk of collision with a vehicle at the road crossings. It is acknowledged in Austroads guidelines that in some instances it is necessary to slow the speed of cyclists on the approach to road crossings. Given the width constraints of the Rail Reserve a staggered fence treatment, or in this case, chicane gates, is the appropriate treatment.

If the proposed removal of one chicane gate at the Intercity Cycleway road crossings is to be progressed then it is highly recommended that additional signage, linemarking and contrasting, coloured pavement treatment is adopted. The costs associated with the installation of the warning signs the contrasting pavement treatment would be approximately \$215,000 to treat all crossings.

Community Consultation and Public Relations Implications:

If the existing 'paired' chicane gates are retained it is considered that no community consultation is required.

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Recommendation:

That Council:

1. RECEIVES and NOTES the report regarding the proposed chicane gate changes along the Intercity Cycleway.
2. DOES NOT progress the proposed removal of chicane gates on the Cycleway in the interests of minimising the risk of collision between a vehicle and a cyclist at the road crossings.
3. ENDORSES a review of existing chicane gates along the length of the Intercity Cycleway, to ensure that the chicane gates comply with Australian Standards and Austroads guidelines, and have a high degree of reflectivity.

Outstanding Actions List - Open Council Meeting

Council Meeting Date	Clause Number	Subject/Issue	Council Adopted Action	Department Responsible	Comments/Update	Estimated Completion Date
10/06/2014	22.3	Notice of Motion - Alderman C. Lucas - 2 Car Parking Strategy	Council provide a report on current Car parking strategy in the City commercial precincts including: 1. The present parking strategy for the future of the city, and any proposed changes. 2. Details Cash-In-Lieu payments in Commercial areas, Glenorchy precinct, Moonah and Claremont – including total fees collected and numbers of spaces-in-lieu by year since the year 2000. 3. Any feedback received from developers. 4. How application of this policy and fee levels relate to the Regional Planning scheme. 5. A schedule of fee rates for all Southern councils.	City Services and Infrastructure	Council's Parking Strategy Working Group has been re-established and its Terms of Reference have been endorsed by Council. Meetings of the working group are now underway. A project plan has been agreed by the Group, which targets completion of the review by mid-2017.	31-Jul-17
1/09/2014	13.4	Question on Notice - Alderman K. Johnston (Relates to Notice of Motion - Alderman K. Johnston - CCTV Evaluation (12 February 2013))	That a report be prepared by the Director Community, Economic Development & Business following consultation with Tasmania Police with respect to the Closed Circuit TV system. That the CCTV system be evaluated every six months and a report produced with a range of identified KPIs. That Council as a priority develop and adopt CCTV system operating procedures and protocols. (refer to Question On Notice for specific details)	Community, Economic Development and Business Development	An audit of the location and condition of existing security cameras has been undertaken using a new contractor. An estimate of the cost involved with rectifying a range of identified issues has been provided. A report will be presented to Council at meeting on 24 October 2016. A Protocol (including a testing schedule) is also being investigated with other LGAs. The matter is now on the monthly agenda of the Council's Safer Communities Special Committee for regular monitoring and reporting.	Ongoing
13/10/2014	7.1	Notice of Motion 7 - Alderman M. Stevenson Develop an 'expression of interest' process	That Council develop an 'expression of interest' process that could be implemented to help find a naming rights sponsor for the Derwent Entertainment Centre and other Council facilities.	Community, Economic Development and Business Development	At the DEC Manager's presentation to the Council workshop on 15 August 2016, feedback was obtained from potential sponsors to the effect that there is insufficient guaranteed content at this stage to attract sponsorship funding. The quoted cost of valuing potential naming rights for the DEC was \$16,000.	Dec 2016
9/06/2015	13.3	Notice of Motion Alderman M. Stevenson	That a brief projects and major operational items summary be provided at each Council meeting.	Corporate Governance	An Aldermanic Workshop was facilitated by Blackadder Consultants on Monday, 10 October 2016. Outcomes of this workshop will be presented to Council through General Manager as soon as a report is received from Blackadder.	31-Oct-16
3/08/2015	8	Community Garden - Kenbrae Avenue and Pitealm Street	That Council acknowledges that the Legal and Property Department will negotiate a lease under section 179 of the Local Government Act with the Glenorchy Precinct Group for the portion of land between Kenbrae Avenue and Pitealm Street on either side of the footpath to develop a community garden for the benefit of our community.	Corporate Governance	Given that the Greater Glenorchy Precinct Group is no longer associated with Council, the Community Garden project will need to find a new auspicing group. The final completion date is dependent on how long that process takes. A meeting between Council officers and the Community Garden Group was held on 31 August 2016 to identify ways to assist the group, with a further meeting held on 6 October 2016.	TBA
3/08/2015	15.1	Notice of Motion - Alderman D. Pearce	That Council re-examines its consultation processes and methods.	Community, Economic Development and Business Development	A review of Council's community engagement strategy is underway, with a view to developing a new Community Engagement Manual and supporting documentation. Council's new Co-ordinator Community Planning who commenced work on 29 July 2016 is overseeing this action. A project plan has been prepared and a steering committee for the project has been formed. A Community Engagement Framework Discussion Paper will shortly be circulated to Council staff as part of the project.	30-Jun-17
3/08/2015	15.2	Notice of Motion - Alderman J. Branch-Allen	1. Glenorchy City Council plan to facilitate a community forum in 2016 to talk about community food security. 2. We invite Professor David Adams (leader in this area) to talk at the forum.	Community, Economic Development and Business Development	Council officers are researching potential forum options and partnerships. One potential forum format has been identified and is being actively explored by Council.	31-Dec-16
23/11/2015	9	Notice of Motion - Proposing the replacement of all speed limit signs and 'No Stopping' signs with pavement marking and the change of road markings from white to yellow.	(c) That Council ENDORSE a database associated with all traffic signs and road markings within Glenorchy municipality be developed. (d) That Council ENDORSE a review of existing speed limit signs within the Glenorchy municipality so that the number of speed limit signs is minimised following the development of the proposed street sign database. (e) That Council ENDORSE a procedure for the 'No Stopping' restrictions be developed to determine where to use signage and/or line marking in terms of full-time 'No Stopping' parking restrictions with the consideration of minimising installation and maintenance costs. (f) That Council ENDORSE that the existing 'No Stopping' signs also be reviewed subsequent to the development of the proposed database. (g) That Council ENDORSE a long term plan for line marking maintenance to be developed subsequent to the development of the proposed database.	City Services and Infrastructure	A Council Transport Engineer has commenced work on the development of the traffic signs and linemarking database. Additional resources are required to collect and process the data. A 'trial' of a suburb or similar area is needed to clarify the time needed to complete the database. The process was delayed as a result of the asset officer being on extended leave.	Estimated time to be advised following completion of a 'trial' area to assess resource needs.

Council Meeting Date	Clause Number	Subject/Issue	Council Adopted Action	Department Responsible	Comments/Update	Estimated Completion Date
31/08/2015	10	Community and Multi-Cultural feasibility Study - Election Commitment Grant Deed	a) Council call for expressions of interest in developing a feasibility plan to meet the needs of the community for a Multi-Cultural Centre/ Community Spaces Plan. b) Confirm with the Department of Premier and Cabinet that the proposed grant timelines are acceptable - expenditure within the 2015/16 financial year.	Community, Economic Development and Business Development	A report was presented to Council for consideration at its meeting on 26 September 2016 at which the Multi-Cultural Community Spaces Plan was adopted. The Department of Premier and Cabinet has now approved the extension of the grant term.	Complete
23/11/2015	10	Bushfire Management	2. That Council APPROVES the implementation of an improved, on-going bushfire management program (stages 1 -3) to meet statutory responsibilities that is expected to cost, on average, \$343,000 per year over the first 10 years and thereafter have an on-going cost of \$273,000. 3. That Council APPROVES a budget variation of \$45,000 for the 15/16 financial year to commence stage 1 of the bushfire management program for policy and strategy development.	City Services and Infrastructure	Council's Bushfire Management Policy, Strategy and Management Plan are to be developed by a new Coordinator, Bushfire Management. The new Coordinator, Bushfire Management commenced at Council on 3 October 2016.	30-Dec-16
21/12/2015	9	Main Road Transit (Public Transport) Corridor, Bus Priority and Bus Stop Optimisation Measures	3. Requires a further report be provided to Council on completion of detailed design and prior to the implementation of bus priority measures at the intersection of Main Road and Derwent Park Road/Springfield Avenue	City Services and Infrastructure	The General Manager and Director City Services met with the Deputy Secretary of the Department of State Growth in early September 2016, at which they were advised that detailed design drawings currently being prepared by the State would likely be provided by 31 December 2016. The timeline for the completion of the project will be dictated by the content of those drawings. A meeting will occur with DSG in early Oct 2016 to progress the design.	Subject to a review of detailed design drawings to be provided by the State
25/01/2016	9	Development Opportunities along the Potential Public Transit Corridor	That Council (to) subject to the matched support of Hobart City Council: (i) INITIATE a Public Transit Corridor Urban Utilisation and Economic Benefit project for the current rail corridor, based on that Project Proposal, in partnership with Hobart City Council; (ii) EXCHANGE Memoranda of Agreement to proceed with the project on terms and conditions agreed by the General Managers of the respective Councils; (iii) PREPARE a brief requesting expressions of interest from suitably qualified and experienced public transport and urban development consultants demonstrating their capacity to fully develop a report and recommendations satisfying the combined requirements of the two Councils. (iv) AGREE to requesting submissions from consultants that have demonstrated through their expressions of interest submissions that they have the capacity to provide a report capable of satisfying the requirements of the brief. (v) ALLOCATE up to \$75,000 as Glenorchy City Council's contribution to the cost of engaging a consultant, subject to Hobart City Council agreeing to allocate \$75,000 with the total fee for the consultancy not exceeding \$150,000.	Community, Economic Development and Business Development	GHD have now submitted a draft Final Report for review. The Joint Working Group met on 12 September 2016 to review and consider the draft report. Officers' detailed comments on the draft report and draft Funding Analysis were forwarded to GHD on 15 September and 19 September, respectively. HCC and GCC officers met on 21 September to confirm that the draft final report addresses all of the deliverables contained in the Project Brief. Comments were provided to GHD on 22 September. GHD has advised (on 11 October 2016) that the final report is imminent.	31-Oct-16
25/01/2016	11	Actions List - Update Report	Corporate Performance Reporting • Management to provide a framework at February workshop. • Clarification as to reporting requirements of the Council.	Community, Economic Development and Business Development	An Aldermanic Workshop was facilitated by Blackadder Consultants on Monday, 10 October 2016. Outcomes of this workshop to be presented to Council through General Manager following the receipt of a report from Blackadder Consulting. A further workshop may need to be held, depending on the content of that report.	31-Oct-16
15/02/2016	10	KGV Skate Park	That Council: RECEIVES and notes the update on the relocation and construction of the Skate Park and that there be extended community consultation about the location of the Skate Park and further report come back to Council, giving consideration to Council's strategic plan and projects, before the final location is determined by Council.	Corporate Governance	Community engagement for the new skate park has commenced. Preliminary activities undertaken included presentations made to special committees and other stakeholders, and an information display in the foyer of Council chambers. Approximately 320 letters containing information have been sent out to stakeholders, and discussions held with anyone who chose to respond. (all responses so far have been positive). Community consultation is expected to be completed by mid-November 2016, with a further report presented to Council before the end of 2016.	31-Mar-17
15/03/2016	9	Intercity Cyclway Proposed Chicane Gate Changes at Road Intersections	That Council remove one of the existing "paired" chicane gates, to replicate what the Hobart City Council has completed, at all road crossings along the Intercity cyclway.	City Services & Infrastructure	Project planning has commenced. The project was reliant on funding being made available from savings from other projects. The savings which were previously identified were unable to be carried forward to the 2016-17 budget. A report will be presented to Council at the 24 October 2016 meeting requesting approval to use funds from the Strategic Asset Management Reserve to fund the project. Completion is now estimated for 31 March 2017.	31-Mar-17
13/04/2016	10	Smoking Ban Along the Intercity Shared Pathway	That this item lay on the table for further information and consideration of this item at a future Council Workshop.	City Services and Infrastructure	A Council workshop was held on 20 June 2016. Council is liaising with HCC and other bodies such as Quit Tasmania, the Heart Foundation, the Cancer Council and the AMA to request their support for the initiative. Once support is confirmed, the State Government will be lobbied with the aim of having the Shared Pathway declared a smoke free site.	Dec 2016

Council Meeting Date	Clause Number	Subject/Issue	Council Adopted Action	Department Responsible	Comments/Update	Estimated Completion Date
9/05/2016	11	Proposed Environmental Amenty By-law	That Council: DECLARES its intention to make the Environmental Amenty By-law No. 1 2016 pursuant to s156 of the Local Government Act 1993; and APPROVES the initiation of the statutory process required under Part 11 of the Local Government Act 1993 for making the proposed Environmental Amenty By-law No. 1 of 2016.	City Services and Infrastructure	A draft Regulatory Impact Statement was developed and sent to DPac for approval on 8 May 2016. DPac's feedback was received in early September 2016. Council has been considering a number of recommendations made by DPac in respect to the first draft RIS, and will provide a revised RIS to DPac for approval by 31 October 2016. Advertising for public consultation will commence DPac has approved the RIS is provided.	Dec 2016
6/06/2016	17	Question without Notice -Alderman Lucas	What's the time cost of the harassment of senior staff or senior management to answer the questions put to them before every Council Meeting?	General Manager	This is being considered by Management and will be dealt with in due course. 1. The Mayor and Council staff continue to work with AngliCare on this issue. 2. The Legislative Council has now extended the deadline for submissions to 9 December 2016. 3. Council is currently awaiting the release of the State government's terms of reference for the inquiry into Gambling before finalising its submission. 4. It is anticipated that a report will be put before Council for consideration in November. It is currently proposed that Council will make separate submissions to the Coalition, and to the Inquiry. It is proposed that any submissions will be informed by prior engagement with the Glenorchy community. 5. Council officers are currently working with the Coalition to prepare a submission to the State Government.	42674
4/07/2016	9	Request to Join Coalition of Community Organisations Concerned About Gambling	That Council: AGREE to join the Coalition of Community Organisations Concerned About Gambling; and AUTHORISE the General Manager to provide a submission on Council's behalf to the State Government expressing its concern over the high number of EGMs in Glenorchy's Clubs and Hotels and the consequent impact on the Glenorchy Community. The submission also strongly urge, that if the State Government choose to make change to the industry, transitional arrangements be put in place to manage any potential impact on the industry and employment	General Manager		2017
4/07/2016	11	Acquisition and Disposal of Land - Bosco Drive AND Dalmacia Place	That Council: APPROVE Council Officers negotiations and settlement of the purchase of private land at 2/1 Dalmacia Place for the purpose of allowing Council to formalise and maintain a public walkway through Dalmacia Place to Bosco Drive APPROVE Council Officers to continue negotiations to dispose of part of the public land at 23 Bosco Drive for the purpose of extending the private rear yard of 19 Bosco Drive, subject to the compliance of the requirements of section 178 of the Local Government Act 1993 (noting the investigation of the possibility of a similar sale to the owners of 21 Bosco Drive, to establish a safe, easily maintained and monitored piece of land which will comprise part of the public walk way). APPROVES the advertising of Council's intention to dispose of any part of the public land at 23 Bosco Drive under section 178 of the Local Government Act 1993.	Corporate Governance	The owners of 19 Bosco and 2/1 Dalmacia Place have been notified of Council's decision. Discussions with the owners of 21 Boscoe Drive regarding a potential sale of part of the public land on 23 Bosco Drive have progressed since last month.	30-Jun-17
4/07/2016	14	Greater Hobart Traffic Congestion Summit Meeting 2	That Council: ... ENDORSE in principle support for a budget contribution for a Greater Hobart transport model for an estimated amount of \$37,500, which is to be confirmed and approved as a budget variation when the exact amount is established, contingent on: (a) budget assessment (b) that all Council's contribute as expected.	City Services and Infrastructure	The Minister and Department of State Growth was advised of Council's decision on or about 17 August 2016. Traffic modelling will now be progressed, subject to final costings and commitment from other Councils involved.	Subject to final traffic modelling costings are commitment from all Councils involved
4/07/2016	19.1	Notice of Motion - Alderman M. Stevenson	That Council: REFER the budget development process to the Audit Panel for their review and request that a report on their findings be presented to Council for consideration	Corporate Governance	This request was considered by the Audit Panel at its meeting on 19 July 2016 at which it was noted that the matter would form part of the internal audit plan for the 2017 financial year. The Audit Panel's Annual Work Plan was considered at its meeting on 21 September 2016. The review of the annual budget process was part of that plan and is targeted for action in April/May 2017.	31-May-17
1/08/2016	13.3	Notice of Motion - Alderman D. Pearce	That Council ends its formal relationship with the Community Precinct Consultation System. That Council re-direct the money used to support the precincts to provide small one-off grants to facilitate community based initiatives on merit.	Community, Economic Development and Business Development	Council officers are actively working through a transition plan with the former precinct convenors to address: * the transition of Committees * the auspicing of programs, projects and events, and * interim public liability insurance coverage Council has written to precinct members to advise them of the transition arrangements. A thank you event was held on 28 September 2016 to thank precinct members for their contribution to the Community Precinct Program. A report is being presented to the 24 October 2016 Council meeting in relation to the ongoing operating model for the Claremont Community Library.	31-Oct-17
29/08/2016	11	Council Policy - Dog Management Policy	That Council notes that the revised draft Dog Management Policy 2016 will go out to public consultation with the view of submitting the Policy at a future Council meeting for consideration and adoption.	Corporate Governance	The public consultation period has commenced and is due to finish on Friday, 28 October 2016. It is anticipated that a report will be taken to Council meeting (21 November 2016) with the view of adopting the revised Dog Management Policy in December 2016.	30-Nov-16

Council Meeting Date	Clause Number	Subject/Issue	Council Adopted Action	Department Responsible	Comments/Update	Estimated Completion Date
29/08/2016	17.1	Notice of Motion - Alderman J Branch-Allen	1. That Aldermen be on a rotating roster system at Council once a month to meet with the community. 2. Appointment could be pre arranged for members of the community who wanted to book or a drop-in system. 3. Advertising to be put in the Glenorchy Gazette each month of who is on duty and day and time they will be at Council. 4. That the office down stairs used by the JP on duty be used with similar signage outside the door, and 5. That this be conducted on a 3 month trial.	Community, Economic Development and Business Development	Planning is underway to implement this process in the first quarter of 2017.	1-Jun-17
29/08/2016	17.2	Notice of Motion - Alderman J Branch-Allen	(a) The Glenorchy City Council investigates establishing a similar program for free weekend entry to Jackson Street Waste Management site as has Hobart City Council. (b) That a report be brought back to Council at the December meeting.	City Services and Infrastructure	In accordance with Council's resolution, Waste Services are currently preparing a report on the feasibility of this proposal. The report will be presented to Council for consideration at the council meeting on 19 December 2016.	30-Dec-16
29/08/2016	17.3	Notice of Motion - Alderman M. Stevenson	That Council writes to all State owned utilities and departments requesting they adequately resource graffiti management in our municipality and ensure that graffiti is removed promptly to improve the amenity of our city.	City Services and Infrastructure	Draft letters to State and Federal agencies requesting that they act to ensure graffiti is removed in a timely manner have been prepared and will be finalised and sent soon. The process of identifying all of the owners of utilities and other agencies has been a significant exercise but is now complete.	31-Oct-16
26/09/2016	11	Community and Multi-Cultural Feasibility Study - Election Commitment Grant Deed	That Council conducts an Expression of Interest process to find an entity to lease the usage of the Hopkins St Centre for the specific purpose outlined in the plan.	Community, Economic Development and Business Development	Officers are currently preparing EOI documentation.	30-Jun-16
26/09/2016	19	Notice of Motion - Alderman D. Pearce	That the Mayor has the authority to represent this Council at the Owners Representative meeting of TasWater on 6 October 2016 and that the report will be brought back to Council in relation to the meeting	Mayor	A detailed report on the outcomes of the meeting was presented by the Mayor at the Aldermanic Workshop on 10 October 2016. A report is to be presented to Council at its meeting on 24 October 2016 (closed session)	24-Oct-16
26/09/2016	-	Request - Ald. K. Johnston	That Council receives updates on the progress of the draft Strategic Plan through the Outstanding Actions List.	Community, Economic Development and Business Development	Council workshop held on 10 October 2016 including advice on timelines. Report seeking authorisation for community consultation being presented to Council meeting on 24 October 2016.	31-Dec-16
26/09/2016	-	Request - Ald. K. Johnston	That Council receives updates on the progress of quarterly Annual Plan Progress Reporting through the Outstanding Actions List.	Community, Economic Development and Business Development	Quarterly annual plan progress report for year ending 30 June 2016 is being reported to Council on 24 October 2016. Council on 24 October 2016. A report is to be presented to Council at its meeting on 24 October 2016 for input and comments on Annual Plan status as at 30 September 2016.	Ongoing
26/09/2016	-	Request - Ald. K. Johnston	That Council receives updates on the progress of the Waste Management Strategy through the Outstanding Actions List.	City Services and Infrastructure	A report seeking Council's endorsement and approval to release a publically available version of the Waste Management Strategy 2013-2023 is to be presented at the Council meeting on 24 October 2016	24-Oct-16