

COUNCIL AGENDA

MONDAY, 25 MARCH 2019



GLENORCHY CITY COUNCIL

QUALIFIED PERSON CERTIFICATION

The General Manager certifies that, in accordance with section 65 of the *Local Government Act 1993*, any advice, information and recommendations contained in the reports related to this agenda have been prepared by persons who have the qualifications or experience necessary to give such advice, information and recommendations.

A blue ink signature of Tony McMullen.

Tony McMullen
General Manager

20 March 2019

Hour: 6.00 p.m.

Present:

In attendance:

Leave of Absence:

**Workshops held since
last Council Meeting**

Date: Monday, 25 February 2019

Purpose: To discuss:

- Tolosa Dam Remediation

Date: Monday, 18 March 2019

Purpose: To discuss:

- Budget Update
- Waste Management Strategy Feedback

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1. APOLOGIES

2. CONFIRMATION OF MINUTES (OPEN MEETING)

That the minutes of the Council Meeting held on 25 February 2019 be confirmed.

3. ANNOUNCEMENTS BY THE CHAIR

4. PECUNIARY INTEREST NOTIFICATION

5. RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE

Kaye Smith, Constance Avenue, Glenorchy

Q: Why can't the 'Announcements by the Mayor' (item 8) be included in the shortened version of the Council agenda that is made available to members of the public gallery?

A: An answer will be provided at the Council meeting.

Q: There was a dismal lack of Councillors at the recent launch of the Glenorchy CBD Revitalisation Project (only the Mayor and Ald. Dunsby attended). Can we also have a list (perhaps once every two months) of what events the other Aldermen have attended in their Aldermanic capacity.

A: An answer will be provided at the Council meeting.

Jim Bryan, 14 England Avenue, Montrose

Q: Where is the Schedule of Fees and Charges located on Council's website? Has it been taken down?

A: The Schedule of Fees and Charges can be found on the [Home > Council Documents > Budget](#) page on the website.

Q: How much of the Board of Inquiry Costs (of \$887,000) has been paid this year and how much has yet to be paid?

A: Council has not yet received an invoice for this financial year's payment. The scheduled payment for the 2018/19 financial year is \$134,000.

After the 2018/19 payment is made, there will be \$536k remaining. The fees are scheduled to be paid in instalments of \$134k per annum over the following 4 financial years.

6. PUBLIC QUESTION TIME (15 MINUTES)

Please note:

- the Council Meeting is a formal meeting of the Aldermen elected by the Glenorchy community. It is chaired by the Mayor
- public question time is an opportunity in the formal meeting for the public to ask questions of their elected Council representatives about the matters that affect ratepayers and citizens
- question time is for asking questions and not making statements (brief explanations of the background to questions may be given for context but comments or statements about Council's activities are otherwise not permitted)
- the Chair may permit follow-up questions at the Chair's discretion, however answers to questions are not to be debated with Council
- the Chair may refuse to answer a question, or may direct a person to stop speaking if the Chair decides that the question is not appropriate or not in accordance with the above rules
- the Chair has the discretion to extend public question time if necessary

PUBLIC QUESTIONS

Questions on Notice – Eddie Steenberg, Rosetta

Q: In mid January this year the Federal government wrote to all councils asking them to respond to proposed changes to the Australian Citizenship Ceremonies Code, a document that lays out the ground rules for how and when citizenship ceremonies should be held.

What was Council's response?

A: Council received a letter from the Minister for Immigration, Citizenship and Multicultural Affairs inviting feedback on the Australian Citizenship Ceremonies Code. Council did not provide any feedback on the code.

Q: At the January Council meeting we were told "Council officers have engaged KPMG to assist in the process of the DEC's potential sale. With KPMG's assistance, Council has drafted Request for Quotation (RFQ) documentation to engage a specialist real estate company to conduct the sale process. The RFQ documentation is currently being finalised is due for release in early February."

What progress has been made?

A: The RFQ documentation has not yet been released. The report on the proposed disposal of Wilkinsons Point which is to be considered at the current Council meeting recommends that further steps towards the disposal of the DEC are delayed until the section 178 public land disposal process for the Wilkinsons Point site has been completed.

Questions on Notice - Jan Bryan, 14 England Avenue, Montrose

In relation to the Proposal to Dispose of Public Land – Mill Lane (Existing Car Park) which was voted unanimously at Council meeting 25 February 2019, Mrs Bryan has asked the following questions.

- 1. Has consideration been given to the effect of the Right of Carriageway on the land to be acquired and the fact that this should not be included in the area to be swapped?**
- 2. Is it reasonable to exchange the land with established car spaces for land that will not render the same usability and number of car spaces especially when there appears to be a loss of 12 spaces from the Main Road at the present time? How was the car space surplus to requirement conclusion determined and was this methodology conveyed to aldermen prior to voting for this proposal?**
- 3. Has a Road Safety Assessment of the change in traffic flow been undertaken and was this conveyed to aldermen prior to voting for this proposal?**
- 4. The Glenorchy Health Centre has only 40 Car spaces and 40 employees have been identified on the Proposed Use and Development Report for the Health Centre. The approval for car spaces was based on the alternative parking available in proximity to the Site. On this basis how was the car space surplus to requirement conclusion determined and was this conveyed to aldermen prior to voting for this proposal?**
- 5. Where will the taxi rank for vulnerable members of the community be located when the car spaces on the Main Road are removed? This will have an impact on the community as well as the decision to change parking arrangements with this proposal.**

- 6. Has the environmental importance of the trees on this site including reference to Council's Tree Management policy and LGAT endorsed report also been addressed in the analysis and deliberations to dispose of this site?**

A: The Section 178 process that Council voted on in respect to the car park at Mill Lane was initiated in response to an expression of interest from a developer.

The questions raised are relevant, but it would be premature to give them detailed consideration until after the Community has been consulted as to whether it is happy for Council to dispose of the site and Council has made a decision as to whether to do so (i.e. until after the section 178 process is complete). The questions are of the type that would be asked as part of a development assessment process.

The advertising process for the section 178 process commences on Wednesday 20 March 2019. Representations will be accepted at the Council Chambers until the close of business on 11 April 2019.

It should also be noted that the community consultation process could expose additional developers interested in developing the site. Expressions of interest for the site were expressly welcomed in the report to Council.

7. PETITIONS/DEPUTATIONS

COMMUNITY

8. ANNOUNCEMENTS BY THE MAYOR

Author: Mayor (Ald. Kristie Johnston)

Qualified Person: General Manager (Tony McMullen)

ECM File Reference: Mayoral Announcements

Community Plan Reference:

Under the City of *Glenorchy Community Plan 2015 – 2040*, the Community has prioritised ‘transparent and accountable government’.

Strategic or Annual Plan Reference:

Objective 4.1 Govern in the best interests of the community

Strategy 4.1.1 Manage Council for maximum efficiency, accountability and transparency.

Reporting Brief:

To receive the announcement of events attended by the Mayor.

Proposal in Detail:

Mayor’s Diary for Period Tuesday 19 February 2019 to Monday 18 March 2019

The following is a list of events and external meetings the Mayor has attended during the period Tuesday 19 February 2019 and Monday 18 March 2019.

Tuesday 19 February 2019

- Attended a meeting with representatives from ABC Radio and the RSL
- Attended a meeting with a resident

Wednesday 20 February 2019

- Attended and laid a wreath at the Hobart Town First Settlers Association Memorial
- Attended a meeting with a community representatives
- Attended the opening of new furniture store Ashley Furniture Homestore

Thursday 21 February 2019

- Attended a Hobart City Deal briefing with Minister Gutwein
- Attended the Greater Glenorchy Group meeting

Friday 22 February 2019

- Attended the announcement of a \$30m social housing package as part of the City Deal
- Attended a meeting of metropolitan mayors
- Attended a Hobart City Deal briefing with Minister Gutwein

Saturday 23 February 2019

- Attended various media engagements in relation to the Hobart City Deal

Sunday 24 February 2019

- Participated in the signing of the Hobart City Deal

Monday 25 February 2019

- Attended via phone a meeting of the metropolitan mayors
- Chaired the Council meeting

Tuesday 26 February 2019

- Participated in Triple M's Angry Birds
- Attended a meeting with representatives of Aurora Disability Services and ABC Radio
- Attended a meeting with a business representative

Wednesday 27 February 2019

- Attended as guest of the Rail Action Group Committee meeting

Monday 4 March 2019

- Chaired the Council workshop

Tuesday 5 March 2019

- Attended the Dominic College's International Women's Day Breakfast
- Attended a meeting with Shadow Minister for Cities and Infrastructure Anthony Albanese, State Opposition Leader Rebecca White, Member for Franklin Julie Collins, Senator Carol Brown and Shadow Minister for Infrastructure David O'Byrne and the metropolitan mayors
- Attended the West Moonah Community House Eating with Friends Luncheon
- Attended the Claremont Men's Shed meeting

Wednesday 6 March 2019

- Attended a meeting with a resident

Thursday 7 March 2019

- Attended Andrew Wilkie's announcement of \$12.8m federal funding for the Football Federation Northern Soccer Hub

Friday 8 March 2019

- Attended a meeting with community housing providers
- Attended Andrew Wilkie's announcement of \$1m federal funding for redevelopment of the club rooms at Eady Street Recreation Ground
- Attended the Local Government International Women's Day luncheon and Awards for Excellence

Sunday 10 March 2019

- Attended Andrew Wilkie's announcement of \$2m federal funding and Council's commitment of \$1.4m for playgrounds at Giblins Reserve and Montrose Bay Foreshore

Tuesday 12 March 2019

- Attended a meeting of metropolitan mayors
- Chaired the Council workshop
- Attended the Royal Commonwealth Society's Government House Reception

Wednesday 13 March 2019

- Attended a site meeting with a local business
- Attended a meeting with representatives of Football Tasmania

Thursday 14 March 2019

- Attended the launch of the Working Together for 3 Year Olds program at Goodstart Claremont
- Attended the CBD Revitalisation Project Pop-Up stall at Northgate
- Attended the Goodwood Community Centre Committee meeting
- Attended a cocktail reception to meet the Lord Mayors' of Australia

Friday 15 March 2019

- Attended a meeting with a business representative
- Attended as guest speaker a Tasmanian Leaders event

Saturday 16 March 2019

- Attended the Greek Community of Tasmania 2019 Taverna Night dinner

Sunday 17 March 2019

- Attended the Claremont RSL Sub-branch Annual General Meeting
- Attended the community vigil for the tragic events in Christchurch

Monday 18 March 2019

- Attended and spoke at the launch of Harmonious Hobart and the Harmony Week Citizenship Ceremony
- Attended a special Southern Tasmanian Council Authority meeting
- Attended a General Manager's Performance Review workshop
- Chaired a Council workshop
- Chaired the Glenorchy Planning Authority meeting
- Attended and spoke at the launch of the Harmony week at the Multicultural Hub

A significant number of other internal Council meetings and administrative duties were also undertaken.

Consultations:

Nil.

Human Resource / Financial and Risk Management Implications:

Nil.

Community Consultation and Public Relations Implications:

Nil.

Recommendation:

That Council:

RECEIVE the announcements about the activities of the Mayor's office during the period from 19 February 2019 to 18 March 2019.

Attachments/Annexures

NIL

9. SAFER COMMUNITIES FRAMEWORK

Author: Community Development Coordinator (Jill Sleiters)
 Qualified Person: Director Community and Strategy (David Ronaldson)
 ECM File Reference: Safer Communities Framework

Community Plan Reference:

Making Lives Better

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

We continue to welcome new arrivals from all countries, and work with them to build on the multi-cultural traditions in our community through arts, food, music, entertainment and shared experiences.

Our lives will be enhanced by using good design to create safer, more welcoming public spaces. Community facilities and services are important to us; especially meeting places, parks and playgrounds.

Strategic or Annual Plan Reference:

Making Lives Better

- Objectives 1.1 Know our communities and what they value
- Strategy 1.1.2 Encourage diversity in our community by facilitating opportunities and connections
- Objective 1.2 Support our communities to pursue and achieve their goals
- Strategy 1.2.1 Encourage and support communities to express and achieve their aspirations
- Strategy 1.2.2 Build relationships and networks that create opportunities for our communities
- Strategy 1.2.3 Promote creative expression and participation and life-long learning as priorities for our communities
- Objective 1.3 Facilitate and/or deliver services to our communities
- Strategy 1.3.2 Identify and engage in partnerships that can more effectively deliver defined service levels to our communities

Reporting Brief:

To recommend that Council adopts the *Safer Communities Framework 2019 – 2029*.

Proposal in Detail:**Attachments**

The Safer Communities Framework is [Attachment 1](#) to this report.

The Safer Communities 12-month implementation plan is [Attachment 2](#).

Framework information

Council can play a significant role in fostering the development of safer communities by acknowledging that safety is not measured purely by the presence or absence of crime and understanding that community connectedness, pride of place, cultural interaction, equity, social justice and inclusion have the power to build safer communities.

Through consultations with people who live, work, study, create, volunteer, shop, visit, play or do business in the Glenorchy, a definition of what constitutes a safe community has been established. This collective definition is presented in the Safer Communities Framework and features:

- respect, acceptance and understanding
- knowing your neighbours
- community connectedness
- gatherings, celebrations, events and activities
- education and employment
- opportunities for young people
- safe, clean, welcoming spaces free from crime and anti-social behaviour
- police presence - engaging in the community
- fun and creativity, and
- a place where people genuinely care for each other.

Research and consultation for the framework identified the underlying, contributing factors, behind crime these include:

- trauma
- family disruption and parental neglect
- poverty (unemployment)
- inter-generational crime
- public tolerance (acceptance) of crime
- alcohol and drug abuse
- acquired brain injury

- homelessness
- low self-esteem
- being a victim of crime
- lack of support for people after release from prison
- criminal opportunity
- depression (or a mental disorder), and
- social exclusion.

To reflect the established definition of what constitutes a safe community and the underlying causes of crime, it is recommended that Council shifts its focus from crime rates, arrest rates and law enforcement. The new direction will take a people and place focused approach and aligns with Council's Community Plan goal of Making Lives Better. It is no longer about being 'tough on crime'. Instead, it is about being 'smart on crime' and 'tough on the causes of crime'. This approach has the potential to break cycles of crime and address the contributing factors that can lead to crime.

The *Safer Communities Framework 2019 – 2029* has identified five key elements that form the focus for building safer communities over the next ten years. These five key focus elements are:

1. creating connected communities
2. community cultural development
3. building a welcoming city
4. local area renewal, and
5. addressing social injustice

There is an initial 12-month implementation plan to support the framework. The implementation plan will:

- focus on the identified five key elements
- utilise a new, purpose-designed, priority matrix
- identify objectives and actions that contribute to addressing the five key elements
- take into consideration current trends, challenges and opportunities, and
- reflect the demonstrated or expressed needs of the community.

This first 12 months of implementation includes several trials which will form the basis for finalising the plan for the following 4 years.

Further review of the Safer Communities Implementation Plan will occur during the year in-line with the creation of Council's overarching Community Development Strategy. This strategy will describe Council's approach to community development and will establish high level community indicators to measure the progress of our

work in the community across a range of different demographics.

Community development principles will be utilised by Council to action the Safer Communities Framework and Implementation Plan. These processes will support the establishment of partnerships and encourage community participation. Council's Community Development Statement is [Attachment 3](#) to this report and was created to describe Council's role in community development and the principles underpinning this work. The statement will be included in all future Community Development strategies, frameworks and plans.

The framework identifies that a sense of belonging, ownership and pride can lead to the strengthening of communities. Facilitating collaboration and working collectively, to achieve mutually beneficial outcomes will play a major role in achieving the intended goals, objectives and actions identified in the *Safer Communities Framework 2019 - 2029*.

Consultations:

Director, Community and Strategy
Manager, Community
Safer Communities Committee
Co-ordinator, Community Development
Community Development Officer, Safer Communities
Community Development Team
Aldermen workshop
Council staff survey
Broad community consultation

Human Resource / Financial and Risk Management Implications:

Financial

The recommended resolution does not represent any additional expenditure to Council. Implementation of the framework will be carried out using existing resources. External grant funds and sponsorship will be sought to support away initiatives that may require further resourcing.

Human resources

Council's Community Development Officer – Safer Communities will work with the Safer Communities Advisory Committee to develop a plan to monitor and oversee the implementation of specific actions in the framework.

The Safer Communities Framework provides current information to be used by the whole of Council.

Specific actions will be addressed across Council and within the Community Development Team.

Risk management

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Adopt the recommendation Council is unable to implement actions associated with the Framework.	Minor (C2)	Possible (L2)	Moderate	The relevant Community Development Officer/s will develop 12-month action plans in line with identified priorities. The implementation plan will be reviewed annually to monitor progress.
Do not adopt the recommendation Council's ability to be supported by external partners and attract funding for specific initiatives is reduced.	Moderate (C3)	Almost Certain (L5)	Notable	Continue to utilise current data/research and engage with community and key services. Identify external organisations who can play a lead/facilitation role to access funding for specific initiatives.

Community Consultation and Public Relations Implications:

The *City of Glenorchy Community Plan 2015 - 2040* Over 7500 responses from nearly 2000 people of all ages, cultural backgrounds and locations in the City of Glenorchy were searched to identify links and feedback that were related to the concepts of safer communities. Internal Council surveys, Safer Communities Committee consultations and a multi-cultural online survey were also used to collect data and feedback.

The '*Conversation Couch*': a roving, colouring in couch was utilised as an interactive way to engage community members in discussions about what a safe community looks like; this feedback was utilised to form a collective definition of what constitutes a safe community.

The '*Couch*' was launched at the Moonah Taste of the World Festival 2017. In the following ten months feedback was collected from:

- Hear Our Voices Multi Cultural Women's Gathering
- LINC (now Glenorchy Library) and Service Tasmania - over a period of 4 weeks
- Claremont College
- Glenorchy Action Interagency Network (GAIN) and Youth Action Network Glenorchy (YANG) Forums
- Glenorchy City Council lawns
- Mental Health Week Event
- Northgate Shopping Centre
- Collinsvale Market
- Access Committee
- Chigwell Twilight Festival
- Glenorchy Youth Task Force

- RUOK Day Convoy
- Leprena (Uniting Aboriginal and Islander Christian Congress) Forum
- Moonah Business Community
- Rotary Club of Glenorchy
- Safer Communities Breakfast
- JusTas <https://justas.org/about-justas>
- Barwon Prison - Minimum Security
- WAVE Action Gathering

Public relations

Council's marketing and communications area will be consulted in relation to potential media releases and a community event will be held to officially launch the Framework.

Recommendation:

That Council:

1. ENDORSE the Safer Communities Framework 2019-2029 in the form of Attachment 1, and
2. NOTE the Safer Communities 12 Month Implementation Plan in the form of Attachment 2.

Attachments/Annexures

- 1 Safer Communities Framework 2019-29



- 2 Safer Communities 12 Month Implementation Plan



- 3 Community Development Statement



10. SUCCESSFUL AGEING FRAMEWORK 2019-2024

Author: Community Development Coordinator (Jill Sleiters)
Qualified Person: Director Community and Strategy (David Ronaldson)
ECM File Reference: Successful Ageing Strategy

Community Plan Reference:

Making Lives Better

Our ageing population, people with disabilities, and parents with young families will be able to access all public areas and have public facilities to support them. There will be community services and programs for people of all ages and abilities to connect, support and make lives better.

Strategic or Annual Plan Reference:

Making Lives Better

- Objective 1.1 Know our communities and what they value
- Strategy 1.1.2 Encourage diversity in our community by facilitating opportunities and connections
- Objective 1.2 Support our communities to pursue and achieve their goals
- Strategy 1.2.1 Encourage and support communities to express and achieve their aspirations
- Strategy 1.2.2 Build relationships and networks that create opportunities for our communities
- Strategy 1.2.3 Promote creative expression and participation and life-long learning as priorities for our communities
- Objective 1.3 Facilitate and/or deliver services to our communities
- Strategy 1.3.2 Identify and engage in partnerships that can more effectively deliver defined service levels to our communities

Reporting Brief:

To recommend that Council adopts the *Successful Ageing Framework 2019-2024*.

Proposal in Detail:

Attachments

The *Successful Ageing Framework 2019-2024* is Attachment 1 to this report.

The Successful Ageing Framework 12-month Implementation Plan is Attachment 2.

Council's Community Development Statement is Attachment 3. The Statement was created to describe Council's role in community development and the principles underpinning this work. The statement will be included in all future Community Development strategies, frameworks and plans.

Framework information

Council recognises that older people make a huge contribution to the life of our community and provide valuable experience, knowledge, wisdom, care and commitment. Supporting successful ageing not only improves the experience of older people but also has great benefits for people of all ages in the community.

Australia is an ageing population, and this is also reflected in the age population growth of Tasmania and in Glenorchy. It is projected that by the year 2021 there will be 9,753 people over the age of 65 in the city of Glenorchy, making up 25.5% of our population. This is above the expected proportion of people aged over 65 for the Tasmanian population - 21% in 2021 and the Australian population as a whole – 17.6% in 2021. It is now more important than ever to ensure that we are providing the necessary supports and opportunities to assist older people to live life to the full.

The *Successful Ageing Framework 2019-2024* will guide the work of Council over the next five years to increase and improve the experiences of successful ageing in our city.

Best practice models, including local, state, national and international plans and frameworks have been researched during the development of this framework. These include the national Cultural Respect Framework 2016-2026 for aboriginal and Torres Strait Islander Health, Tasmania's Active Ageing Plan 2017-2022 and the World Health Organisation (WHO) Age Friendly Cities Guide.

The Successful Ageing Framework identifies a vision, which is 'Creating a place where older people are living life to the full'. There are three (3) goals underpinning this vision.

1. Glenorchy City is a place where more people can age successfully by feeling confident and in control of their lives
2. older people are taking greater care over their body, mind, emotions and social life, and
3. there is a more positive attitude towards getting older from within individuals and the broader community.

Sixteen (16) specific strategies, each linked to one of the three goals of the vision, include the features of a WHO age-friendly city.

The Successful Ageing Framework implementation plan has been included for information and describes the actions for the first 12 months of this framework.

Further development of the implementation plan will occur during the year in line with the creation of Council's overarching Community Development Strategy. This strategy will describe Council's approach to community development and will establish high level community indicators to measure the progress of our work in the community across a range of different demographics.

Council will utilise a community development approach to address the ageing framework by:

- providing information and opportunities for older people to continue to participate in community life as they age
- working collaboratively with service providers, other levels of government and the broader community to ensure that there are choices of services and programs available to older people in Glenorchy
- facilitating partnerships and collaboration between groups and potential partners,
- assisting groups to gain resources, and
- offering expertise on program design and development where appropriate.

Consultations:

Safer Communities Officer
Healthy Communities Officer
Community Engagement Officer
Manager City Strategy and Economic Development
Acting Manager Infrastructure, Engineering and Design
Manager People and Safety
Coordinator Community Development
Manager Community
Director Community and Strategy
Community workshops
Community steering group

Human Resource / Financial and Risk Management Implications:Financial

The recommended resolution does not represent any additional expenditure to Council. Implementation of the Successful Ageing plan will be carried out within existing resources. External grant funds and sponsorship will be sought to support any initiatives that may require further resourcing.

Human resources

Council's Community Development Officer – Positive Ageing is responsible for monitoring and overseeing the implementation of the Successful Ageing Framework plan. The Successful Ageing Framework provides current information to be used by the whole of Council. Specific actions will be addressed across Council and within the Community Development Team.

Risk management

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Adopt the recommendation Council is unable to implement actions associated with the Framework.	Minor (L2)	Possible (L2)	Moderate	The relevant Community Development Officer/s will develop a clear 12-month action plan in line with identified priorities. The implementation plan will be reviewed annually to monitor progress.
Do not adopt the recommendation	Moderate (C3)	Almost Certain (L5)	Notable	Continue to collect current data and engage with older people in the community and key services. Identify external organisations who can play a lead/facilitation role to access funding for specific initiatives.

Community Consultation and Public Relations Implications:Community consultation

This plan was developed between 2017/18 through the support of a Successful Ageing Steering group in addition to consultation through focus groups and workshops in the community.

An appreciative inquiry process was used that focused on identifying the strengths and capacities within individuals, organisations, and the community.

117 individual community members attended forums and over 25 service provider organisations provided input into the framework.

Details of the consultation are included in Attachment 1 to this report.

Public relations

Council's communications team will be consulted in relation to potential media releases and initiatives to promote the framework.

Recommendation:

That Council:

1. ENDORSE the *Successful Ageing Framework 2019-2024*, and
2. THANK all who were involved in the development of the framework.

Attachments/Annexures

- 1 Successful Ageing Framework 2019 - 2024



- 2 Successful Ageing Framework 12 Month Implementation Plan



3 Community Development Statement



11. SAFER COMMUNITIES ADVISORY COMMITTEE

Author: Community Development Coordinator (Jill Sleiters)
 Qualified Person: Director Community and Strategy (David Ronaldson)
 ECM File Reference: Safer Communities Committee

Community Plan Reference:

Making Lives Better

We continue to be a safe, inclusive, active, healthy and vibrant community. There will be community services and programs for people of all ages and abilities to connect, support and make lives better. Our lives will be enhanced by using good design to create safer, more welcoming public spaces.

Our Communities' Priorities

- supporting and celebrating our diversity
- building city pride, appearance and reputation
- providing a safe city with quality open spaces and community and recreation facilities and services for all age groups
- education and lifelong opportunities
- family friendly city and community

Strategic or Annual Plan Reference:

Community Goal - Making Lives Better

- | | |
|----------------|---|
| Objective 1.1 | Know our communities and what they value |
| Strategy 1.1.2 | Encourage diversity in our community by facilitating opportunities and connections |
| Objective 1.2 | Support our communities to pursue and achieve their goals |
| Strategy 1.2.1 | Encourage and support communities to express and achieve their aspirations |
| Strategy 1.2.2 | Build relationships and networks that create opportunities for our communities |
| Strategy 1.2.3 | Promote creative expression and participation and life-long learning as priorities for our communities |
| Objective 1.3 | Facilitate and/or deliver services to our communities |
| Strategy 1.3.2 | Identify and engage in partnerships that can more effectively deliver defined service levels to our communities |

Reporting Brief:

To recommend that Council endorses updated Terms of Reference (**ToR**) for Council's Safer Communities Advisory Committee.

Proposal in Detail:

Council's Safer Communities Advisory Committee (**the Committee**) is a special committee of Council, established in July 2003 under section 24 of the *Local Government Act 1993*. At the 26 February 2018 Council meeting Alderman Dunsby was appointed as Aldermanic representative on the Committee. The Mayor is an automatic appointment as Chair.

On 27 September 2018, the Committee met to review its Terms of Reference (**ToR**) in accordance with Council's recently adopted Committee's Directive and Policy to reflect its role relating to the *Safer Communities Framework 2019-2029*.

The ToR was also provided to all committee members who were not in attendance at the September meeting requesting their feedback.

A proposed updated ToR is Attachment 1 to this report. A copy of the existing Committee Detail Sheet for the Committee is included, for the purpose of comparison, as Attachment 2.

Other than to comply with Council's new Committee terms of reference template, and the inclusion of 'Advisory' in the Committee's name, the ToR has been updated to reflect the role of the Committee in relation to the draft *Safer Communities Framework 2019-2029* and associated five key elements:

1. creating connected communities
2. community cultural development
3. building a welcoming city
4. local area renewal, and
5. addressing social injustice.

The Committee has provided input into the draft Safer Communities ten year framework and has agreed to review the ToR in line with the framework.

In support of this proposed revised structure, the Committee will provide strategic advice to Council, monitor progress and make recommendations specifically on matters relating to the *Safer Communities Framework 2019-2029*.

If the updated ToR is endorsed as recommended, Council officers will move to advertise the 6 community positions on the Committee in accordance with the Council's adopted Committees Framework.

Consultations:

Mayor, Alderman Johnston
 Alderman Dunsby
 Safer Communities Advisory Committee
 Director Community and Strategy
 Manager Community
 Coordinator, Community Development
 Community Development Officer – Safer Communities

Human Resource / Financial and Risk Management Implications:Financial

There are no material financial implications arising from the recommendations to this report.

Human resources

The existing and proposed ToR require the assistance of two (2) Council officers to serve on the committee. This is unchanged from the previous committee model.

Risk management

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Adopt the recommendation	Minor (C2)	Possible (L4)	Moderate	Monitor progress and review revised ToR in 12 months.
The updated ToR means that it does not function as intended.				
Do not adopt the recommendation	Moderate (C2)	Possible (L3)	Moderate	Monitor the effectiveness of the Committee and implementation of the Safer Communities Framework.
The committee may lose focus of the issues outlined in the Safer Communities Framework.				

Community Consultation and Public Relations Implications:Community consultation

The report relates to an internal operational matter. Accordingly, it was not necessary to undertake any public consultation.

Public relations

This is a potential 'good news story' for Council in aligning the committee with Council's Safer Communities Framework and to consider Council's work in implementing the framework.

Recommendation:

That Council:

1. APPROVE the revised Terms of Reference for the Safer Communities Advisory Committee, and
2. REQUEST a report on the community members recommended for appointment to the Committee once the application process is complete.

Attachments/Annexures

- 1 Draft Safer Communities Advisory Committee Terms of Reference



- 2 Safer Communities Advisory Committee Detail Sheet



12. ACCESS ADVISORY COMMITTEE

Author: Community Development Coordinator (Jill Sleiters)
Qualified Person: Director Community and Strategy (David Ronaldson)
ECM File Reference: Access Advisory Committee

Community Plan Reference:

Making Lives Better

We continue to be a safe, inclusive, active, healthy and vibrant community. There will be community services and programs for people of all ages and abilities to connect, support and make lives better. Our city is easy to get around, with a range of transport choices available to visit family or friends or to access services. The city is well connected by extensive and well-maintained walking and bike paths, public transport and road networks.

Leading our Community

The community will be strongly engaged to play an active part in designing our future.

Strategic or Annual Plan Reference:

Leading Our Community

- Objective 4.1 Govern in the best interests of our community
- Strategy 4.1.1 Manage Council for maximum efficiency, accountability and transparency
- Strategy 4.1.2 Manage the City's assets soundly for the long-term benefit of the community
- Objective 4.3 Build Strong relationships to deliver our communities goals
- Strategy 4.3.1 Foster productive relationships with other levels of government, other councils and peak bodies to achieve community outcomes

Reporting Brief:

To recommend that Council endorses updated Terms of Reference for Council's Access Advisory Committee.

Proposal in Detail:

Council's Access Advisory Committee (**the Committee**) is a special committee of Council, established under section 24 of the *Local Government Act 1993*. Aldermen Carlton and Dunsby are the appointed Aldermanic representatives on the Committee.

On 7 February 2019, the Committee met to review its Terms of Reference (**TOR**) in accordance with Council's recently adopted Committee's Directive and Policy to reflect its role relating to Council's *Access Action Plan 2016-2021*.

A proposed updated TOR is Attachment 1 to this report. A copy of the existing Committee Detail Sheet for the Access Committee is included for the purposes of comparison as Attachment 2.

The role of the Access Advisory Committee is to make Glenorchy a more accessible and inclusive community. The Committee is a point of contact for Council to consult on the impact of Council activities and projects on people with disability.

In accordance with the proposed revised TOR, the Committee will provide strategic advice to Council, monitor progress and request council action and recommendations specifically on matters relating to the *Access Action Plan 2016-2021*.

If the updated TOR is endorsed as recommended, Council Officers will move to advertise the 14 positions on the Committee, which include 8 persons with a disability, 1 person who is either a parent or carer to a person with a disability and 5 organisation representatives that work in a specific area of disability.

Consultations:

Director, Community and Strategy
 Manager Community
 Coordinator Community Development
 Positive Ageing and Access Officer
 Community members of the Access Advisory Committee

Human Resource / Financial and Risk Management Implications:

Financial

There are no material financial implications.

Human resources

The support currently provided by Council Officers to this Committee will be unchanged.

Risk management

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Adopt the recommendation The updated TOR mean that it does not function as intended.	Minor (C2)	Unlikely (L1)	Moderate	Monitor progress and review revised TOR in 12 months.

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Do not adopt the recommendation The committee may lose focus of the issues outlined in the Access Action Plan.	Moderate (C2)	Possible (L3)	Moderate	Monitor the effectiveness of the Committee and implementation of the Access Action Plan.

Community Consultation and Public Relations Implications:

Community consultation

The report relates to an internal operational matter. Accordingly, it was not necessary to undertake any public consultation.

Public relations

This is a 'good news story' for Council in aligning the committee with Council's Access Action Plan and for this committee who have lived experience to be a point of contact for Council to provide important advice in the area of disability.

Recommendation:

That Council:

1. APPROVE the revised Terms of Reference for the Access Advisory Committee, and
2. REQUEST a report on the community members recommended for appointment to the Committee once the application process is complete.

Attachments/Annexures

- 1 Draft Access Advisory Committee Terms of Reference



- 2 Access Committee Detail Sheet



13. ARTS AND CULTURE ADVISORY COMMITTEE

Author: Coordinator, Arts and Cultural Development (Eleanor Downes)

Qualified Person: Director Community and Strategy (David Ronaldson)

ECM File Reference: Glenorchy Arts and Culture Advisory Committee

Community Plan Reference:

Building Image and Pride

The entrances to our city are striking and welcome people to the city of arts, opportunity and partnerships.

Making Lives Better

We continue to be a safe, inclusive, active, healthy and vibrant community. We will focus on developing a hub of multiculturalism, arts and culture. We value our aboriginal communities' arts, culture and heritage. We continue to welcome new arrivals from countries, and work with them to build on the multicultural traditions in our community through arts, food, music, entertainment and shared experiences. Our social, recreational and cultural facilities, events and experiences will attract and retain people in Glenorchy to share our wonderful way of life.

Valuing our Environment

Our CBD areas of Glenorchy, Moonah and Claremont will be revitalised with a strong emphasis on great design, open spaces and public art. We will improve the amenity of our public spaces through public art.

Leading our community

The community will be strongly engaged to play an active part in designing our future.

Strategic or Annual Plan Reference:

Making Lives Better

- Objective 1.1 Know our communities and what they value
- Objective 1.2 Support our communities to pursue and achieve their goals
- Strategy 1.2.1 Encourage and support communities to express and achieve their aspirations
- Strategy 1.2.3 Promote creative expression and participation and life-long learning as priorities for our communities

- Objective 3.1.2 Enhance our parks and public spaces with public art and contemporary design
- Strategy 4.3.1 Foster productive relationships with other levels of government, other councils and peak bodies to achieve community outcomes

Reporting Brief:

To recommend that Council endorses updated Terms of Reference for Council's Arts and Culture Advisory Committee.

Proposal in Detail:

Council's Arts and Culture Advisory Committee (**the Committee**) is a special committee of Council, established under section 24 of the *Local Government Act 1993*. Aldermen Richardson and Sims are the appointed Aldermanic representatives on the Committee.

The Committee advises Council on arts and cultural development and provides input into the development of Council services and activities such as the Moonah Arts Centre, community cultural development projects, public art, festivals and events.

On 14 February 2019 the Committee met to review its Terms of Reference (**TOR**) in accordance with Council's recently adopted Committee's Directive and Policy.

A proposed updated TOR is Attachment 1 to this report. A copy of the existing TOR is included for the purposes of comparison as Attachment 2.

The revised TOR will facilitate the Committee's provision of strategic advice to Council, and will support the development and implementation of arts and cultural plans and policies of Council including Council's Community Plan.

If the updated TOR is endorsed as recommended, Council Officers will move to seek expressions of interest for the 10 member positions on the Committee. The positions will be advertised to various groups including to artists, arts organisations, education, cultural groups, culturally and linguistically diverse groups, disability and community groups, which can demonstrate a strong connection with the City of Glenorchy (although expressions of interest won't be limited exclusively to these groups).

Consultations:

Director Community and Strategy
Manager Community
Coordinator Arts and Culture
Cultural Program Officer
Visual Arts Program Officer
Arts and Culture Advisory Committee

Human Resource / Financial and Risk Management Implications:Financial

There are no material financial implications.

Human resources

The existing and proposed TOR require the assistance of Council's Coordinator Arts and Culture and other Council officers when available to serve on the committee. This is unchanged from the previous committee model.

Risk management

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Adopt the recommendation	Minor (C2)	Unlikely (L1)	Moderate	Monitor progress and review revised TOR in 12 months.
The updated TOR and scope of the committee mean that it does not function as intended.				
Do not adopt the recommendation	Moderate (C2)	Possible (L3)	Moderate	Monitor the effectiveness of the Committee and implementation of the vision outlined in the <i>City of Glenorchy Community Plan 2015 - 2040</i> .
The committee may lose focus of the vision outlined in the <i>City of Glenorchy Community Plan 2015 - 2040</i> .				

Community Consultation and Public Relations Implications:Community consultation

The report relates to an internal operational matter. Accordingly, it was not necessary to undertake any public consultation.

Public relations

This is a 'good news story' for Council in aligning the committee with the vision and its achievement as outlined in the *City of Glenorchy Community Plan 2015 – 2040*.

Recommendation:

That Council:

1. APPROVE the revised Terms of Reference for the Arts and Culture Advisory Committee, and
2. REQUEST a report on the community members recommended for appointment to the Committee once the application process is complete.

Attachments/Annexures

- 1 Draft Glenorchy Arts and Culture Advisory Committee Terms of
[⇒](#) Reference
- 2 Previous Glenorchy Arts and Culture Advisory Committee Terms of
[⇒](#) Reference

14. GLENORCHY YOUTH TASK FORCE (GYTF)

Author: Community Development Coordinator (Jill Sleiters)
Qualified Person: Director Community and Strategy (David Ronaldson)
ECM File Reference: Glenorchy Youth Task Force

Community Plan Reference:

Making Lives Better

Young people will be listened to, involved and included in decision making especially about recreation, entertainment and support services. Young people and their families will be encouraged to play an active part in their education and their community.

Leading Our Community

The community will be strongly engaged to play an active part in designing our future.

Building Image and Pride

We are proud to live here and proud to share our wonderful community.

Strategic or Annual Plan Reference:

Making Lives Better

Objective 1.2	Support our communities to pursue and achieve their goals
Strategy 1.2.1.01	Encourage and support communities to express and achieve their aspirations
Action 1.2.1.01	Support the operation of Council's Special Committees
Action 1.2.2.04	Implement Council's Youth Strategy

Reporting Brief:

To advise Council of the recent review of the Glenorchy Youth Task Force (**GYTF**) Terms of Reference and to recommend that the GYTF ceases to operate as a special committee of council.

Proposal in Detail:

Attachments

Council, under the direction from the Minister to review all committee processes, has recently reviewed the Glenorchy Youth Task Force (**GYTF**) purpose and Terms of Reference (**TOR**) in line with Council's recently adopted Committee's Directive and Policy.

The draft GYTF TOR in Council's new format is Attachment 1 to this report.

The current GYTF guidelines are Attachment 2.

GYTF History

In 1990, Council ran a six-month consultation program with Hobart City Council to identify ways in which Local Government could consult with young people.

In 1991, Council established a youth network which recruited young people from local secondary schools and paid them as information officers hoping to stimulate a consultative process of benefit to young people and Council. However, it was recognised that the network was not adequately supported and had no real function.

In October 1993, Council held a 'Safe City Conference' which explored crime and its effects in Glenorchy. To present a youth view, Council funded a camp and sixteen participants to produce a video presentation on youth and crime and to attend the conference.

The inaugural Glenorchy Youth Task Force was formed from the conference participants and, in March 1994, was recognised as a special committee under the *Local Government Act, 1993*.

The current voting membership of GYTF includes 13 young people aged between 17 and 22 years, with an average age of 17 years. GYTF is open to young people aged between 12 and 25 years.

Aldermen Sims, Carlton and Thomas are the nominated elected representatives on this committee.

Glenorchy Youth Strategy and Action Plan (2014-2019)

Council's Youth Strategy is aimed at all young people aged 12 to 25 years who live, work, study and/or visit the City of Glenorchy. It demonstrates a commitment to support young people by:

- promoting the active participation of young people in Council decision making processes and community life
- providing a framework for action to address the issues of concerns for young people in Glenorchy, and
- facilitating networks and partnerships which enable Council to more effectively address the needs of young people within the Glenorchy community.

Youth Leadership Toolkit

In 2009, Council developed a Youth Leadership Toolkit, a training resource to enhance the leadership skills of young people within the city. The topics included are:

1. What is Youth Leadership?
2. Developing a Group Code or Ground Rules
3. Leading the right behaviour in groups

4. Managing meetings
5. Communicating in groups
6. 'Fighting fair' to resolve conflict
7. Public speaking
8. Coaching people, and
9. Teamwork and team decision.

The toolkit is an important means for Council to assist GYTF members to develop communication, mentoring and leadership skills. Flexibility of the GYTF meeting structure and support provided by Council Officers to individuals is crucial in allowing young people a safe space to practice and build on these skills.

Review of GYTF TOR

A preliminary discussion of the existing TOR in-line with Council's recently adopted Committees Directive and Policy was held at the GYTF meeting on 6 November 2018. The information in this TOR was extracted from the existing GYTF Guidelines which is Attachment 2 to this report.

Thirteen GYTF members participated in a subsequent TOR review workshop on 30 January 2019 at their annual camp.

From these discussions, GYTF members expressed they would like:

- to further develop their mentoring and leadership skills
- autonomy to handle meetings in a suitable way for young people
- to strengthen work with Council's community development team
- to advocate on behalf of young people and offer a youth perspective on issues of community concern to all levels of government
- to facilitate stronger connections with other young people in the community, and
- to develop initiatives that contribute towards making positive change in the community.

The GYTF recognised that a more multifaceted approach to youth participation is necessary and has emphasised the following features in their discussions:

- development of a structure that encourages broader youth engagement
- ability to have higher numbers of members than usually acceptable for a special committee
- increased opportunity for older/more experienced members to continue with GYTF as mentors, support for newer members, and
- encouragement and support for young people who are not necessarily selected as school leaders.

Overall, from this review, the members cited youth empowerment, developing confidence, networking, providing a positive image of local youth, supporting council events, providing entertainment for young people and engagement with the community as the most important reasons for being part of GYTF.

They discussed that although they would like more involvement with all levels of government they didn't necessarily feel that they needed to be a special committee for this to occur.

Outcome and recommendation resulting from GYTF TOR review

Nine members were present at the GYTF meeting held 12 February 2019 who agreed that they would like to discontinue operating as a special committee of Council while continuing to function as the GYTF. They felt that working outside the confines of a special committee structure allowed them to be more adaptable and action based.

A further Facebook poll was conducted with the remaining members, which saw all members in agreement with this proposal.

The proposed informal structure demonstrates a community development, capacity building approach, utilising a more informal advisory group structure to hear the 'community voice' from a youth perspective. It is also more suitable for the age range of participants, allowing Council officers to support members at their own pace and deliver the Youth Leadership Toolkit to develop young people's communication, mentoring and leadership skills.

This approach means that Council would not appoint Aldermen to the Committee, although Alderman will retain the ability to attend meetings as appropriate.

This decision is timely, given that Council's Youth Strategy review will commence later in 2019 which will involve research and trialling of innovative youth participation models. The GYTF will play a central role in this process and Council officers will continue to support and work with the GYTF as it evolves.

Consultations:

Youth Participation Officer
Glenorchy Youth Task Force
Youth Development Officer
Director Community and Strategy
Manager Community
Coordinator Community Development
Alderman Sims
Alderman Carlton
Alderman Thomas
GYTF

Human Resource / Financial and Risk Management Implications:

Financial

There are no material financial implications arising from the recommendations to this report.

Human resources

The support currently provided by Council officers to the GYTG will be unchanged.

Risk management

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Adopt the recommendation	Minor (C2)	Unlikely (L1)	Low	Ensure that GYTF continues to have a clear purpose and TOR developed by young people. Monitor the progress in 12 months' time.
GYTF unable to implement actions, resulting from not being a special committee.				
Do not adopt the recommendation GYTF members become disengaged due to restrictions of operating as a special committee.	Minor (C2)	Possible (L3)	Moderate	Monitor the effectiveness of the Committee and implement changes where possible within Council's Committee Directive and Policy.

Community Consultation and Public Relations Implications:

Community consultation

The report relates to an internal operational matter. Accordingly, it was not necessary to undertake any public consultation.

Public relations

If the recommendation is accepted, this is potentially a 'good news' story for Council, highlighting Council's work in engaging with young people through a community led, age-based and peer supported approach.

Recommendation:

That Council:

1. RESOLVE that Glenorchy Youth Task Force ceases to operate as a special committee of Council, and
2. RESOLVE that the Glenorchy Youth Task Force review the outcomes of the change in 2 years time.

Attachments/Annexures

- 1 Draft Glenorchy Youth Task Force Terms of Reference



- 2 Glenorchy Youth Task Force Guidelines



15. COMMUNICATIONS STRATEGY - SOCIAL MEDIA

Author: Director, Community and Strategy (David Ronaldson)

Qualified Person: Director Community and Strategy (David Ronaldson)

ECM File Reference: Social Media

Community Plan Reference:

Leading our Community

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

The communities of Glenorchy will be confident that Council manages the community's assets soundly for the long term benefit of the community.

Strategic or Annual Plan Reference:

Making Lives Better

Objective 1.1 Know our communities and what they value

Strategy 1.1.1 Guide decision making through continued community engagement based on our community plan

Leading Our Community

Objective 4.1 Govern in the best interests of our community

Strategy 4.1.1 Manage Council for maximum efficiency, accountability and transparency

Strategy 4.1.3 Maximise regulatory compliance in Council and the community through our systems and processes

Objective 4.2 Prioritise our resources to achieve our community's goals

Strategy 4.2.1 Deploy the Council's resources effectively to deliver value

Reporting Brief:

To recommend that Council adopts a Social Media Policy, note the Social Media Strategy and approve the launch of a Glenorchy City Council Facebook page.

Proposal in Detail:

At its October 2018 meeting, Council adopted the Glenorchy City Council Communications Strategy. This report details a key action of the Communications Strategy being the entry of Council into the Social Media space.

As outlined in October 2018 Council report, Council's ability to clearly and effectively engage and communicate with our community and other stakeholders is critical to achieving Council's short and long-term goals. The effective communication of Council's decisions and actions allows the community to understand what Council is doing and why, and assists in Council to be open and transparent, and provide essential services and information to ratepayers.

The adopted strategy stated goals and effective delivery will result in:

- informed residents who feel they are part of their city and have a say in its future
- improved staff morale and ability to get 'the job done well'
- more effective and efficient use of limited resources
- more community pride and awareness of Glenorchy's strengths and assets, and
- minimisation of unnecessary conflict and delay because residents have been informed and consulted.

The three focus areas of the strategy are around digital and social media, internal communications, and media management. The Communications Strategy will underpin a range of actions over the short-to-mid-term.

Facebook page launch and policy framework

In adopting the Communications Strategy, Council made the following resolution:

"DIRECT the General Manager to develop a Council presence on social media through the operation of a Glenorchy City Council Facebook page as soon as practical and implement appropriate policies and procedures to manage the page."

In actioning this resolution, Council officers formed a cross-Council project team, with assistance from external communications experts, Timmins Ray, to assist, develop and guide the project.

Attachment 1 is a draft Social Media Policy (**Policy**) for Council's consideration and adoption.

Attachment 2 is a Social Media Strategy developed to support the policy and implementation of a Facebook page.

Attachment 3 is the existing Social Media Directive for officers employed by Council (this document applies predominantly to use of social media by Council employees and does not provide any strategic guidance on social media use).

The Policy sets out the key goals, governance structure and roles and responsibilities of officers that will apply to Council's use of social media for external communications.

The Policy also addresses that the nature of social media is a 24/7 proposition and that monitoring can fall outside the scope of normal position descriptions. It is for this reason that monitoring of social media platforms will only be expected during reasonable business hours, with the exception of during crisis situations.

The project team has recruited a group of administrators from across Council who will be responsible for monitoring and posting on Council's Facebook page within the boundaries of the Policy.

Regular reviews under the guidance of Council's lead communications officer will occur to refine postings, reviews response from the public and to plan a program of postings.

Launch date

Council officers are currently in the final stages of preparation for the launch of Council's Facebook page. This is targeted to occur before the end of March.

Consultations:

The project team who oversaw the project comprised:

Communications and Marketing Advisor

Director Community and Strategy

Executive Officer

Manager Community

Manager Customer Service

Coordinator Customer Service

Team Leader Customer Service

Coordinator Community Engagement

Depot and Systems Supervisor

Timmins Ray Public Relations

Human Resource / Financial and Risk Management Implications:Financial

Outside of the engagement of specialist external consultants, Timmins Ray, the Social Media Project has been designed to be achieved within Council's existing budget.

Human resources

In developing the project team and final administrative support for the Facebook Page and possible future engagements in the social media space, it must be noted that several officers across the organisation are involved and will be required to service this communication tool, adding to their existing workloads. It is considered that the additional workload is sustainable however, this will be subject to regular review.

Risk management

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Adopt the recommendation	Moderate (C3)	Possible (L3)	Moderate	The robust governance structure set out in the policy is implemented and monitored by senior management to ensure that content on the page is appropriately monitored and administered.
Adverse publicity and public comment amplified through social media, leading to reputational damage.				
Do not adopt the recommendation	Moderate (C3)	Almost Certain (L5)	Significant	Officers consider an alternative social media platform to join in implementing the Communications Strategy
Council will not be implementing a key plank of its Communications Strategy that Aldermen and the community alike have called for. Council will continue to not engage in the social media sphere, missing a significant opportunity for better engagement.				

Community Engagement /Public Relations Implications

As outlined in the previous report to Council in October 2018 regarding Council's Communication Strategy, Council officers conducted a public community communications survey from 24 May to 22 June 2018 and a communication forum consisting of a diverse range of community members was held on 28 June 2018.

An internal communications survey was held between 8 and 15 August 2018. The public relations implications are as detailed in the 2018 GCC Communications Strategy but overwhelmingly requested Council enter the social media space.

Recommendation:

That Council:

1. APPROVE the draft Glenorchy City Council Social Media Policy, and
2. AUTHORISE the General Manager launch Council's Facebook page once satisfied that the necessary preparations are complete.

Attachments/Annexures

- 1 Social Media Policy - March 2019



- 2 Social Media Strategy



3 Social Media Directive (current)



ECONOMIC

16. PROPOSAL TO DISPOSE OF PUBLIC LAND - WILKINSONS POINT

Author: Executive Officer (Bryn Hannan)

Qualified Person: General Manager (Tony McMullen)

ECM File Reference: DEC Proposals

Community Plan Reference:Leading Our Community

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

The communities of Glenorchy will be confident that the Council manages the community's assets soundly for the long-term benefit of the community.

Strategic or Annual Plan Reference:Leading our community

Objective 4.1 Govern in the best interests of our community

Strategy 4.1.1 Manage Council for maximum efficiency, accountability and transparency

Strategy 4.1.2 Manage the City's assets soundly for the long-term benefit of the community

Objective 4.2 Prioritise resources to achieve our communities' goals

Strategy 4.2.1 Deploy the Council's resources effectively to deliver value

Reporting Brief:

To recommend that Council:

- (a) forms an intention under section 178 of the *Local Government Act 1993* to dispose of public land, being the land in Certificate of Title Volume 157350 Folios 1 and 2, more commonly known as Wilkinsons Point, and
- (b) Delays taking any further steps towards the disposal of the Derwent Entertainment Centre until after the completion of the process under section 178 of the Act in respect of Wilkinsons Point.

Proposal in Detail:**Overview**

Under section 178 of the *Local Government Act 1993 (the Act)*, Council can sell, lease, donate, exchange or otherwise dispose of public land owned by it in accordance with the process set out in that section.

This report recommends that Council forms an intention under section 178 to dispose of the land in Certificate of Title Volume 157350 Folios 1 and 2, more commonly known as Wilkinsons Point.

If the recommendations in this report are adopted, the proposed disposal will be publicly advertised and public submissions invited in accordance the process under with section 178 before a final decision is made.

Background

At a special Council meeting on 20 August 2018, Council resolved to dispose of the Derwent Entertainment Centre (**DEC**) and the parcel of land it is situated on (Certificate of Title 110871, Folio 1) (**the DEC Site**). The decision followed a public consultation process undertaken under section 178 of the Act. Council has not yet acted on that decision and the DEC Site remains in Council's ownership.

At a later Council meeting on 29 October 2019, Council considered, and rejected, a proposal to purchase the DEC Site from a consortium led by Hydraplay Pty Ltd. In rejecting that offer, Council also resolved to proceed to an open expression of interest process for disposal of the DEC Site.

Since then, Council officers have been working to progress that resolution, and are now ready to release request for quotation documents to commercial real estate agents to undertake the considerable task of marketing the DEC Site for sale.

However, during Council's discussions with potential agents and other property experts, it has become clear that the DEC Site on its own, while a valuable and significant parcel of land, contains features that limit its attractiveness to the market if sold on its own. These include:

- its irregular shape
- its limited access from approaches other than the Brooker Highway, and
- the fact that the DEC itself has limited prospects as a viable business on its own without the addition of other developments to offset any costs of upgrading it.

Those discussions led officers to investigate whether it would be of greater benefit if Council and the Glenorchy community if Council could invite proposals for both the DEC Site and its adjacent parcels of land comprising the foreshore and Wilkinsons Point for sale to potential developers.

Council has subsequently received expert property advice to the effect that offering the wider Wilkinsons Point precinct (comprising the DEC Site and all of the surrounding foreshore land) has the potential to attract a much higher class of developers, particularly given the current level of interest in investment in the Hobart region, and the site's significance, location and other features. A copy of a letter received from Andrew Edwards (Edwards Property) and Scott Newton (Knight Frank) affirming that advice are Attachments 1 and 2 to this report.

To be able to lawfully dispose of the Wilkinsons Point site (which would be a necessary prerequisite for inviting formal proposals to develop it), Council is required to undertake the process set out in section 178 of the Act for the disposal of public land.

On that basis, this report recommends that Council forms an intention to dispose of the balance of the Wilkinsons Point in addition to the DEC Site and commences the section 178 process.

The Land - Wilkinsons Point

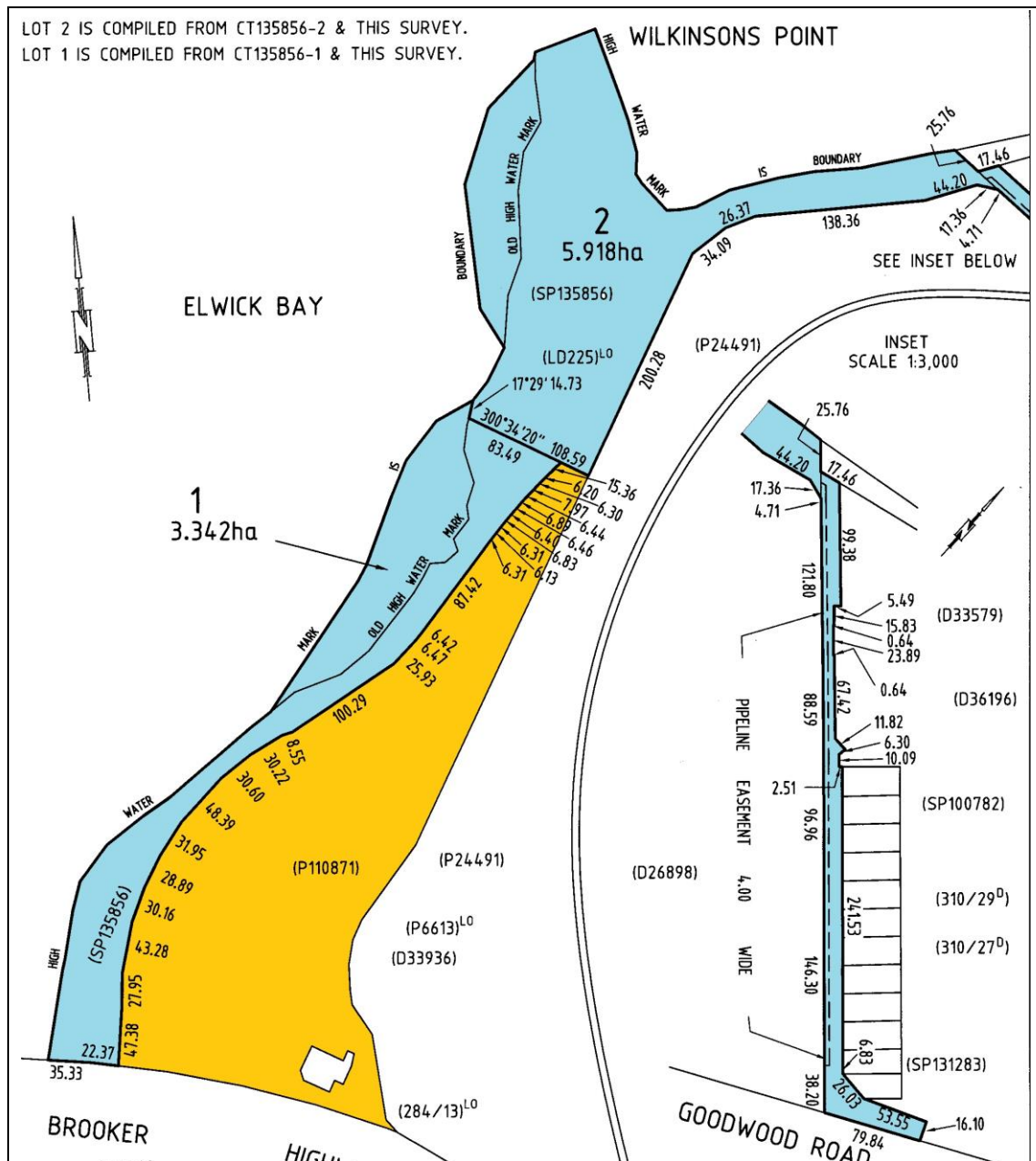
The Wilkinsons Point site is situated on the eastern side of the Brooker Highway, extending along the Elwick Bay foreshore and forms a prominent headland in the lower Derwent River. The site, including the DEC Site, is shown in the below photo.



The land itself is contained in three titles, as follows, the boundaries of which are also shown above:

- The DEC Site (CT110871, Folio 1) which was the subject of Council's resolution of 20 August 2018
- CT157350, Folio 1 comprising the Elwick Bay foreshore and remaining Brooker Highway frontage, and
- CT157350, Folio 2 comprising the Wilkinson's Point headland, Derwent River foreshore and access to Goodwood road via Loyd road (although it is not proposed that Council considers disposing of the road).

The land which is the subject of this report, and which it is recommended that Council resolve to deal with, is the land contained in CT157350, Folios 1 and 2, being the foreshore and Wilkinson's Point headland lots described above. Those lots are the area shown in blue on the below diagram. The area in orange is the DEC Site.



For ease and consistency of reference, this report will refer to the land that is sought to be disposed of, being CT157350, Folios 1 and 2 (the area in blue, above, as distinct from the DEC Site) as **'the Land'**.

The Land is a prominent and significant parcel of property with an area of 9.26 hectares, although some of that is the public roadway on Lloyd Rd which would not form part of any disposal. When combined with the DEC Site, the total area (including the road) is 16.425 ha.

The Land is the last significant north facing greenfield development site in the Hobart region. It has approximately 1.8 km of waterfrontage with views across Elwick Bay to MONA to the north, the Derwent River and Mt Direction to the East, and kunanyi/Mt Wellington and the Wellington Ranges to the south-west.

It is situated on a major arterial road (the Brooker Highway) less than 10 minutes drive from the Hobart CBD, and is largely vacant other than the GASP pavilion situated on the headland, the GASP walkway, and some carparking and road infrastructure.

The Land and the DEC Site together form one of the most significant parcels of developable land in the Greater Hobart region, with the potential to attract a significant and iconic development that would reshape the northern suburbs as the gateway to the Hobart CBD and bring exciting and new opportunities to the Glenorchy municipality. In addition to its potential development opportunities, the sale of the entire site would be expected to generate a significant financial return for Council.

Maintenance of Access to Foreshore and Public Road

The recommendations to this report are to the effect that Council considers disposing of the Land, subject to the condition that full public access to the entire foreshore, and the access road must be maintained.

Council has recognised and endorsed the significance of the Wilkinsons Point and the Elwick Bay foreshore area for the Glenorchy municipality for many years and sought to ensure public access and quality development in the area. The vision for Wilkinsons Point is one of an iconic waterfront location integrating with and contributing to a richly vibrant, mixed use waterfront precinct – a place that is engaging, contemporary and culturally relevant. This vision strongly aligns with the priorities in Council's Community Plan.

It is officers' firm recommendation that it be made clear from the outset that any decision to dispose of the site is made on the express understanding that Council will not consider any proposal to purchase the Land that does not include full and complete access to the foreshore. While the Land has significant value as a saleable asset, the maintenance of connectivity to open space and the Derwent River and its preservation for the use of the community is something to which a price arguably cannot be assigned.

The mechanism by which that access could be preserved would be a matter for consideration if, and when, a proposal for the Land was received and was under consideration by Council. Naturally the public roadway on Loyd road would not be offered as part of any sale.

History of the site

In considering officers' recommendations, it is useful to provide Council with details of the recent history of Wilkinsons Point and previous attempts by Council to facilitate its development.

Council has sought to ensure public foreshore access while encouraging appropriate commercial development at Wilkinsons Point since the State Government transferred ownership of it to Council in 2001.

Initially, this was envisaged through the development of a master plan which outlined the design of outdoor public areas, landmarks, and structures to achieve environmental, social-behavioural and aesthetic outcomes.

Following the master plan's implementation, Council developed and undertook an expression of interest process to develop the site in 2008 but received no viable submissions (the global financial crisis likely contributed to this).

Between 2010 and 2012, with GASP Stage One and Two funding secured and implemented, Council received some interest in the Brooker Highway frontage area but decided not to proceed with ad-hoc development on the site. As a strategic response to the success of GASP and the international profile of MONA, Council endorsed a recommendation to review the master plan and adopted a revised master plan in April 2013.

To facilitate development, surveyors prepared a subdivision plan for Council to suit the proposed sites in the master plan. In August 2013, consultants were engaged to provide valuations of the subdivision lots.

In June 2014 Council staff prepared plans to support subdivision of Wilkinsons Point for consultants to provide infrastructure cost estimates. A cost of \$3.2 to \$3.5 million was estimated to construct the infrastructure required for the subdivision project, based on the consultants' report and in-house calculations.

The current revised master plan was incorporated into the Glenorchy Interim Planning Scheme 2015 as a Special Area Plan.

It should be noted that all prior attempts to encourage development of the point have been made on the basis that the DEC Site was not included. Council's resolution to dispose of the DEC Site presents a unique opportunity for Council to offer the entire parcel for sale and encourage a much more significant development.

Previous resolution to dispose of the Land

Prior to entering into the 2008 expression of interest process, Council undertook the process required under section 178 and resolved to dispose of the Land. That process and the subsequent resolution to sell the site, does not have an expiry date and is technically still valid meaning that, legally, Council does not have to go through another s. 178 process to dispose of the Land.

However, given the amount of time that has elapsed and Council's desire to engage and consult with its community on any matters of significance and to be transparent in its dealings, the only reasonable course of action available is to undertake a new s. 178 process to test the community's current appetite to dispose of the site.

GASP Licence

Large parts of the Land are currently licenced to GASP for various purposes. The terms of that arrangement would need to be resolved as part of any disposal process. GASP was notified of the recommendations in this report prior to the agenda being released.

Process under section 178

Section 178 of the the Act, sets out the process that must be followed by a council which intends to dispose of public land.

Council's *Disposal of Council Land Policy (the Policy)* deems all land owned by Council to be 'public land' for the purposes of the Act.

A resolution of the Council to dispose of public land is required to be passed by an absolute majority of Council. If such a resolution is passed:

- the intention must be advertised on two (2) occasions in a daily newspaper circulating in the municipal area, and
- a copy of the notice must be displayed on any boundary of the public land that abuts a highway and notifies the public that objection to the proposal may be made to the General Manager within 21 days of the date of the first publication.

The Policy also provides that, in addition to the notification requirements in section 178, Council is required to:

- display a plan and relevant property information on the community notice board in Council's chambers (near the chambers' rear public entrance), and
- notify the owners of neighbouring and affected properties advising of the proposed disposal.

If Council resolves to commence the public notification and consultation process, officers will ensure that the requirements of section 178 and the Policy are complied with.

Following the completion of the notification, Council is required to consider any objections lodged and provide objectors with an opportunity to appeal a decision to dispose of the land. This will be provided in a future report to Council.

Specific requirements of the Policy

The Policy requires that the initial report to Council under section 178 contains information about how the matters set out below have been considered and addressed.

1. The Council Land can be disposed of in a way which:

- ***transparently demonstrates achievement of the best value for the community, and***
- ***does not expose Council or the community to unacceptable risks around the process or the outcome.***

Council is following the process set out in section 178 of the Act, and the additional requirements over and above that process which are set out in the Policy.

The Glenorchy community and the general public will have the opportunity to make submissions to Council about the process, which Council will consider when making a final determination as to whether to dispose of the Land.

At this early stage, there are no unacceptable risks. A resolution to commence the Section 178 process does not commit Council to a sale, or to any particular course of action, other than going through the required public notification and consultation process.

2. *Any transaction can be justified if questions are asked about market testing and competition*

The method or terms of any disposal have not yet been determined and will not be until public consultation under section 178 is complete and a preferred proposal is identified (this is likely to take some time).

3. *The community is given the opportunity to provide feedback about any potential alienation of Public Land*

The community will be given the opportunity to comment through the section 178 public notification and consultation process.

4. *The disposal of the Council Land would be consistent with Council's Open Space Strategy*

It is too early to make a determination about this, given that any disposal would be on the basis of a proposal to develop the site, which would be required to ensure that appropriate open space and public access is provided.

5. *Access to areas to and connectivity with any adjacent Public Land is maintained to a level that is acceptable and in keeping with reasonable community expectations*

If Council resolved to proceed with a disposal of the Land, it will be a condition of any agreement that full public access to the foreshore and road is maintained, preserving open space amenity for the community.

6. *Any cost associated with creating saleable parcels of land is considered*

Council has previously received estimates of between \$3.2m and \$3.5m to construct infrastructure (roads, services etc) to enable a subdivision consistent with the current master plan for the area.

However, there is no barrier to Council selling the land without that infrastructure, and if this were to be avoided through a sale process, the cost of establishing saleable parcels of land would be negligible (resulting in a considerable saving to Council).

7. *Compliance with all applicable planning requirements is achieved*

This is not able to be considered until the method and terms of any disposal are determined.

8. Any other relevant matters are considered.

All relevant matters at the current stage of the process have been considered. There will be other matters of relevance at the point at which Council is required to consider whether it wishes to proceed with the disposal, which will be after consideration of any representations received during the s. 178 process.

Consultations:

Mayor
Executive Leadership Team
KPMG (Matthew Wallace)
Edwards Property Consultants (Andrew Edwards)
Knight Frank (Scott Newton)

Human Resource / Financial and Risk Management Implications:Financial

There will be minor expenses incurred in conducting the section 178 process, including advertising and postage costs. These are expected to be less than \$1,000.

Human resources

Council staff will be required to coordinate the receipt of public submissions, which may be numerous. This will be handled using existing resources.

Risk management

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Adopt the recommendation	Minor (C2)	Possible (L3)	Moderate	Continue to emphasise publicly that: - the decision to commence the s. 178 process is not a decision to dispose of the site. - if there is a future disposal, it will not result in loss of access to the foreshore or public road.
Council does not achieve best value for the community on disposal of the land. Loss of Wilkinsons Point as a public asset, or loss of foreshore access.				
Do not adopt the recommendation	Major (C4)	Likely (L4)	Significant	Council reconsiders its strategy for Wilkinsons Point to attempt to capitalise on the current investment interest in Hobart and obtain a sound community outcome that can work with the potential sale of the DEC Site.
Lost opportunity to disposal of the DEC Site and Wilkinsons Point as a single asset, leading to limitation of development potential for the site and a potentially significant lost opportunity.				

Community Consultation and Public Relations Implications:Community consultation

The community will be consulted as part of the section 178 process.

Public relations

The potential sale of Wilkinsons Point has the potential to generate considerable media and public interest, given the significance of the land.

Recommendation:

That Council:

1. RESOLVE under section 178 of the *Local Government Act 1993* (**the Act**) to form an intention to dispose, exchange or lease public land, being the land in Certificate of Title Volume 157350 Folios 1 and 2 situated at Wilkinsons Point (**the Land**) in whole or in part, subject to the condition that public access to the entire foreshore and roadway (Loyd Road) be maintained
2. AUTHORISE the General Manager to take all actions necessary to complete public notification of Council's intent to exchange, sell or lease the land in accordance with section 178 of the Act and Council's Disposal of Council Land Policy
3. AUTHORISE the General Manager to consider and acknowledge any objection received pursuant to section 178(6) of the Act and report to a future Council meeting, and
4. DELAY taking any further steps towards the disposal of the Derwent Entertainment Centre until after the completion of the process under section 178 of the Act in respect of the Land.

Attachments/Annexures

- 1 Letter - Edwards Property



- 2 Letter - Knight Frank



ENVIRONMENT

17. WASTE MANAGEMENT STRATEGY REVISED 2019

Author: Director, Infrastructure and Works (Ted Ross)
Acting Manager, Property Assets (Alex Woodward)
Project Officer (Vanessa Cooling)

Qualified Person: Director, Infrastructure and Works (Ted Ross)

ECM File Reference: Waste Management Strategy

Community Plan Reference:

The Waste Management Plan intersects across all areas of the Community Plan:

Building Image and Pride

Our streets are clean and attractive. We are proud to live here and proud to share our wonderful community. We are a great city with a positive reputation.

Making Lives Better

Young people and their families will be encouraged to play an active part in their education and their community. Community facilities and services are important to us.

Valuing our environment

We will value and enhance our natural and built environment. Our natural environment and created open spaces will be inviting places to be. We will work actively to clean up and enhance the River Derwent and foreshore so that we can enjoy it.

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

The communities of Glenorchy will be confident that Council manages the community's assets soundly for the long-term benefit of the community.

Community and business leaders will be a key part of decision making, enabling the vision to become a reality. The community will be strongly engaged to play an active part in designing our future.

Strategic or Annual Plan Reference:

Making Lives Better

- Objective 1.2 Support our communities to pursue and achieve their goals.
- Strategy 1.2.2 Build relationships and networks that create opportunities for our communities.
- Objective 1.3 Facilitate and/or deliver services to our communities.
- Strategy 1.3.2 Identify and engage in partnerships that can more effectively deliver defined service levels to our communities.

Valuing Our Environment

- Objective 3.1 Create a liveable and desirable City.
- Strategy 3.1.4 Deliver new and existing services to improve the City's liveability.

Leading our Community

- Objective 4.1 Govern in the best interests of our community.
- Strategy 4.1.2 Manage the City's assets soundly for the long-term benefit of the Community.
- Objective 4.2 Prioritise resources to achieve our communities' goals.
- Strategy 4.2.1 Deploy the Council's resources effectively to deliver value.
- Objective 4.3 Build strong relationships to deliver our communities' goals.
- Strategy 4.3.1 Foster productive relationships with other levels of government, other councils and peak bodies to achieve community outcomes.

The 2013-2023 Glenorchy City Council Waste Management Strategy adopted by Council had a key action to undertake a 5-year review of this strategy and strategic actions.

Reporting Brief:

To recommend that Council adopts the Waste Management Strategy, Revised 2019.

Proposal in Detail:

Council's Waste Management Strategy, Revised 2019 ([Attachment 1](#)) is presented to Council and recommended for adoption.

The revised vision in the Waste Management Strategy is that:

Glenorchy is a clean, safe and vibrant city that makes all of us proud. A city where we work together to minimise waste and conserve resources for the future.

The strategy is underpinned by three goals:

1. *To promote the sustainable management of resources*
2. *To provide convenient and affordable waste services that meet the needs of the community*
3. *To minimise negative impacts of waste on the natural and built environments.*

The revision of the 2013-2023 Glenorchy Waste Management Strategy was a key action to be undertaken during the 2018/19 financial year. It has also come at a time where Council is having to make some big decisions in respect to the future of waste management.

Council has already made the decision to commence the optimisation of landfill operations at Jackson Street. This included decisions to value and encourage the diversion of waste to landfill through pricing in-line with the market, encouraging better separation of waste from recyclable materials, and making the decision to install a weighbridge to more accurately calculate the material going to landfill.

These changes have already brought about significant change. The rate of waste to landfill at Jackson Street has halved since late last year, the amount of recycling is increasing, and a new weighbridge will be installed prior to the end of financial year. Businesses within Glenorchy are working with Council to look at ways in which they can continue to separate and divert waste saving them money and reducing waste to landfill further.

These changes will have a significant impact on the amount of revenue that Council receive from the waste stream. Prior to this financial year Council was receiving around \$3 million in profit from the landfill that was assisting in subsidising other services. This was not sustainable with limited void space at Jackson Street landfill.

From 2019/20 onwards, Council will see a reduction of \$1.7 million in profit from the landfill through reduced revenue from waste and additional fees to divert waste.

The current landfill is due to close in 2020 unless Council makes the decision to extend the landfill's life through to 2030 by lining another cell. The business case for a landfill extension will be considered at a future Council Meeting.

Even with the extension, Council would only be able to accept waste at the current optimised rate. The landfill will not be able to provide the \$3 million annual profit of the past and any profits from the future landfill will need to be considered in the context of developing a long-term solution to Glenorchy's management of waste.

The revised strategy identifies the need to continue to separate and divert waste by not only working with business and community, but through the introduction of new services like a kerbside food organics garden organic (**FOGO**) collection service. The business case for a FOGO service will be considered by Council. If implemented, FOGO will assist in not only further diverting waste from landfill but also meeting the needs of the community.

The strategy also considers the day-to-day requirements of delivering waste services, Council's ongoing participation in national initiatives, our education program that we roll out in schools across Glenorchy, the management of our kerbside services, the requirement to meet environmental regulation at the landfill, and the management of litter collection and illegal dumping.

The actions within the strategy focus on the measures that Council needs to undertake to deliver the vision for our community. It recognises what we have control over and while we will continue to work with the region we understand that our Council has a key role in both educating and leading our community. We are not waiting for someone else to show us how, or lead us into the future, the strategy provides a clear plan on where we want to be and how to get there.

Key changes from previous strategy

The revised strategy:

- has a simpler, clearer layout with streamlined objectives. The document format provides a clear line of sight from vision to action items. A summary flowchart is included to provide an 'at-a-glance' overview
- aligns with Council's strategic plan and specific linkages to community goals
- includes a progress report against actions in previous strategy and an updated action plan, (to be updated annually)
- has an updated context section, and
- removes unmeasurable or poorly defined targets. Specific targets are now included against individual action items.

Consultations:

Aldermen

Executive Leadership Team

FOGO Survey participants – broad feedback from over 1300 residents

Landfill Extension Survey participants – including adjoining businesses

Southern Waste Solutions

City of Hobart

Council's Waste Management Team

Glenorchy's Recovery Shop (the tip shop)

Human Resource / Financial and Risk Management Implications:

Financial

The current estimated financial impact from changes to landfill operations is in the order of a net reduction in profits by \$1.7 million per annum.

Other financial impacts are detailed in the business cases to extend the landfill and introduce a FOGO service, the latter which is being considered separately by Council at the current meeting.

Human resources

The optimisation of landfill operations has resulted in the reduction of staff by 1 FTE as a retirement position that will not be replaced. Resourcing considerations are included as part of the business cases.

Risk management

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Adopt the recommendation	Moderate (C3)	Possible (L3)	Moderate	Goals in the strategy have been made sufficiently broad to allow flexibility. Actions within the strategy will be reviewed and reported on as part of an annual process. The strategy will be reviewed in five years.
Strategy is not flexible and does not allow Council to adapt to the changes that are occurring in Waste Management				
Community has high expectations in relation to what Council will deliver in terms of waste services	Moderate (C3)	Possible (L3)	Moderate	Delivery of the communication and education campaign as part of the launch of the Waste Management Strategy Council to make decisions on FOGO and extension of the landfill based on business cases that includes community engagement, identifies service levels and cost.
Do not adopt the recommendation	Major (C4)	Likely (L4)	Significant	Continue to deliver core services only and wait for leadership and collaboration from the region.
Lack of clear direction because Council continues the path of an outdated Waste Management Strategy				
Reactive approach to delivering waste services to the community results in higher costs	Moderate (C3)	Likely (L4)	Notable	Manage changes as part of the annual planning and budget processes

Community Consultation and Public Relations Implications:

Council has undertaken community engagement with key stakeholders as part of the review of FOGO and the extension of the landfill.

Council is also developing a communication and education campaign that will go hand in hand with the roll out of the Waste Management Strategy and the initiatives to be actioned as part of the annual plan.

This campaign is tag line “It all comes back to U” and identifies that what we do now will make a difference. As a community, we can’t keep doing what we have always done and wait for someone else to fix it, we all need to take some responsibility to ensure the success of the strategy.

Recommendation:

That Council:

ADOPT the Waste Management Strategy Revised 2019 (Attachment 1).

Attachments/Annexures

1 Waste Management Strategy Revised 2019



18. FOOD ORGANICS GARDEN ORGANICS (FOGO) BUSINESS CASE

Author: Director, Infrastructure and Works (Ted Ross)
 Acting Manager, Property Assets (Alex Woodward)
 Project Consultant – Resonance Consulting (Killian Halpin)

Qualified Person: Director, Infrastructure and Works (Ted Ross)

ECM File Reference: FOGO

Community Plan Reference:

Making Lives Better

Young people and their families will be encouraged to play an active part in their education and their community. Community facilities and services are important to us.

Valuing our environment

We will value and enhance our natural and built environment.

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.

Leading Our Community

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

The communities of Glenorchy will be confident that Council manages the community's assets soundly for the long-term benefit of the community.

Community and business leaders will be a key part of decision making, enabling the vision to become a reality. The community will be strongly engaged to play an active part in designing our future.

Strategic or Annual Plan Reference:

Making Lives Better

Objective 1.3 Facilitate and/or deliver services to our communities

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

Valuing Our Environment

Objective 3.1 Create a liveable and desirable City

Strategy 3.1.4 Deliver new and existing services to improve the City's liveability

Leading our Community

Objective 4.1 Govern in the best interests of our community

Strategy 4.1.2 Manage the City's assets soundly for the long-term benefit of the Community

Objective 4.2 Prioritise resources to achieve our communities' goals

Strategy 4.2.1 Deploy the Council's resources effectively to deliver value

The 2013-2023 Glenorchy City Council Waste Management Strategy adopted by Council has a key action to consider the introduction of a food organics garden organics kerbside service.

Reporting Brief:

To recommend that Council commences a fortnightly food organics and garden organics (**FOGO**) kerbside service in 2020 using 240L bins, and, due to the significant size of blocks, that residents in the Rural Living and Rural Resource zones are provided with the option to opt in to the service.

Proposal in Detail:

As part of its annual plan for 2018/19, Council provided funding for officers to undertake an investigation into the delivery of a food organics and garden organic (**FOGO**) service.

The development of this service was an action in the 2013-2023 Glenorchy City Council Waste Management Strategy and is also a key action in the revised Waste Management Strategy Revised 2019 which is also being considered at this Council meeting.

A FOGO service is being considered for several key reasons:

- organics make up nearly half of the general waste collected from Council's kerbside services and the separation and composting of this material will remove this material from landfill and reduce the generation of greenhouse gases
- the Glenorchy community, for a long period of time, has campaigned for improved waste services and the increase in frequency of general waste kerbside service from fortnightly to weekly. The introduction of a FOGO service provides the community with similar services provided in other cities throughout Australia, and
- almost half of the residents in Glenorchy utilise some form of additional service to manage organic waste, be that via a trash pack service, private weekly kerbside pickup, increase in the size of the general waste bin, private gardening service, or taking green waste to the landfill. The introduction of a FOGO

service will provide all residents in Glenorchy with an affordable organic service to their property.

As part of the consideration of a FOGO service, Council undertook a community engagement process in September through to October 2018. Council invited the community to provide comments via a survey to better understand how they felt about the introduction of a service and to allow Council to better understand any concerns they might have.

Council received strong engagement and support for the introduction of a service with over 1,300 responses to the survey and 90% indicating that a FOGO service was either very important or important. As indicated by the FOGO community feedback report (See Appendix 1 in Attachment 1), these responses were a very good representation from all areas within the Glenorchy municipality.

The surveys also provided Council with valuable information in relation to concerns about the cost to residents of the service, whether people would be able to opt in or out of the service, what is the bin size, frequency of the service, and dealing with issues like odour from FOGO bins.

Officers have prepared a FOGO business case (Attachment 1) which goes into more detail about how the feedback from the community has been incorporated into the service Council is proposing, along with a technical and financial analysis.

The business case has been developed with the view to delivering an affordable service to all Glenorchy residents within an achievable time frame.

This has resulted in the following recommendations:

- a fortnightly FOGO kerbside service delivered all residents (except as specified below) in 240L bins
- the ability for residents in mainly large allotments in rural resource and rural living areas to opt-in to the FOGO service
- the cost of the service to be in the order of \$96 per annum per rateable property, and
- the estimated roll out of the service to occur by February 2020.

Council can consider varying the service from the above specification and the business case includes estimates on the impact to cost and effectiveness of these variations.

Council can also consider deferring the introduction of the service or deciding to not introduce any service.

By far the most contentious issue associated with the introduction of a FOGO service is cost. While the business case provides Council with an estimated cost to deliver the service, it does not deal with the setting of fees or the on charge to residents in Glenorchy.

For many residents, this will be a new charge that is not offset by savings in the removal of other services they currently receive.

If the business case is endorsed and the introduction of the service is approved to commence in 2020, Council will need to fund the service in future budgets. This process would include increasing expenditure in the operating budget of \$0.9 million in 2019/20 and \$1.8 million per year thereafter and a capital budget of \$1.3 million in 2019/20.

The increase in expenditure will need to be offset through the introduction of a fee and/or subsidised through the general rate or a reduction in the delivery of other services.

The business case identifies that the cost of providing this service is in the order of \$96 per rateable property. This provides Council with an indication of the fee required for total cost recovery.

As identified in the business case, this cost is comparable with the cost of other FOGO services currently provided in Tasmania. It also represents a saving when compared against other organic waste disposal alternatives residents are currently paying for.

The question as to whether the cost of this service could reduce in the future is considered in the business case. There are scalability efficiencies if Council was delivering a service to 100,000 people rather than 20,000. The City of Hobart (**CoH**) is the only other southern council currently actively considering a FOGO service. As part of the implementation plan, Council will collaborate with CoH on a disposal contract.

In discussions to date there has been limited interest in collaboration with CoH in relation to a collection and transport contract. So, in the southern region, there is limited opportunity in the short term to consider a large-scale collaboration.

The transport of the organic waste from Glenorchy to the disposal facility at Interlaken is 38% of the total cost. If a facility was located closer to Hobart this could provide significant savings. The development of a facility would require significant investment and time.

The above saving is unlikely to be realised until Councils commit to a FOGO service and tenders for long-term contracts that will justify private investment. No local government or authority has indicated any interest in developing and operating this type of facility.

Therefore, there are unlikely to be any savings on pricing in the short term and deferring a decision on FOGO for one or two years is unlikely to result in any savings. Meanwhile, the benefits of the service will not be realised.

While at an officer level, the potential for collaboration with other councils on a FOGO service appears to have gained little traction, there is perhaps an opportunity at an Aldermanic level to bring Councils together. The prospect of collaboration was recently raised by the General Manager at a meeting of greater Hobart GM's and received a positive response. This has raised the prospect of collaborating with other councils to deliver a FOGO service. If common service levels, pricing, and

timing could be agreed, there could be a significant benefit to the community in providing more affordable services through collaboration.

Rather than introduce a FOGO service and charge a separate fee, Council may decide to introduce a general waste levy that includes all waste services (landfill operation, recycling, kerbside services etc.). The advantage of doing this is that the cost of waste services is separated out from the delivery of other Council services. It would allow Council to better understand the challenges around delivering sustainability in this area into the future.

Consultations:

Aldermen

Executive Leadership Team

FOGO Survey participants – broad feedback from over 1300 residents

City of Hobart

Council's Waste Management Team

Human Resource / Financial and Risk Management Implications:

Financial

The following table is the financial impact to the Long-Term Financial Plan (LTFP):

Financial Year	2019/20	2020/21-2029/30
Capital Cost	\$1.3m	\$7k
Operating Expense	\$0.9m*	\$1.8m

* Assuming service commences in February 2020

Human resources

The introduction of a FOGO kerbside service will require the engagement of a FOGO project officer to assist with the ongoing administration of the service including roll out of the bins, managing customers, community education, contract management, and auditing.

Council will be required to engage a project manager to ensure the success of the project. This role will include the development of an implementation plan, co-ordination of the tendering and procurement of the service, collaborating with other Councils, ensuring the roll out the education and communication campaign, and managing the fine tuning that is required as part of introducing this type of service.

Risk management

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Adopt the recommendation				
Community dissatisfaction at the cost of providing a FOGO service	Moderate (C3)	Possible (L3)	Moderate	Education and communication strategy explaining the benefits of FOGO. Collaboration with adjoining Councils to look for opportunities for decreasing the cost of providing the service. Looking at opportunities within the budget process to subsidise the cost of providing the service.
Cost of providing the service increases because of higher than expected costs.	Moderate (C3)	Likely (L4)	Notable	Contingency has been provided against each of the cost line items recognising the degree of certainty. If, through the tender process, costs are outside of budgets, then ability for Council to reconsider the delivery of the service.
Low utilisation of the service by the community or higher than acceptable contamination.	Minor (C2)	Almost Certain (L5)	Notable	Ongoing review of the data including bin set out rates, quantity of waste, and auditing of bins. Monitoring of community feedback and review of education and communication strategy to ensure that it remains current and addresses key issues.
Do not adopt the recommendation				
Community dissatisfaction at not getting a FOGO service	Major (C4)	Possible (L3)	Notable	Communicating to the community the reasons behind deferring or not delivering service e.g. affordability, waiting for more regional collaboration, allowing time for development of a disposal facility closer to Hobart etc. Consideration of providing alternative waste services e.g. look at the feasibility of delivery of a garden waste service, expansion of general waste services, hard waste collection, free green waste days at the landfill etc.
Concern regarding environmental impacts of greenhouse emissions	Minor (C2)	Almost Certain (L5)	Notable	Council could invest in an environmental offset program to mitigate the emissions of organic waste in landfill.

Community Consultation and Public Relations Implications:

Council has undertaken community engagement with the broader community as part of developing the business case for FOGO.

Council is developing a communication and education campaign that will include a specific program to roll out the FOGO service.

Recommendation:

That Council:

1. ENDORSE the food organics and garden organics (**FOGO**) business case and accept the recommendation to deliver a service commencing in 2020 to the following service level:
 - (a) a fortnightly service using 240L bins for all residents (except as specified in recommendation 1b)
 - (b) residents in areas zoned rural resource and rural living have the option to opt in to the service, and
 - (c) an implementation plan be developed to consider in more detail the roll out of the service including timing, servicing of units and commercial developments.
2. RESOLVE that fees and charges associated with the provision of a FOGO service be considered as part of the 2019/20 budget process, and
3. RESOLVE that the Mayor write to Councils to initiate discussions on the provision of a common and affordable FOGO service to all communities in the southern region.

Attachments/Annexures

- 1 FOGO Business Case



GOVERNANCE

19. NOMINATIONS FOR GENERAL MANAGEMENT COMMITTEE OF LOCAL GOVERNMENT ASSOCIATION OF TASMANIA (LGAT)

Author: General Manager (Tony McMullen)

Qualified Person: General Manager (Tony McMullen)

ECM File Reference: LGAT

Community Plan Reference:

City of Glenorchy Community Plan 2015 - 2040

Leading Our Community

Our community's priorities:

Transparent and accountable government

Strategic or Annual Plan Reference:

Glenorchy City Council Strategic Plan 2016-2025

Leading Our Community

Objective 4.3 Build strong relationships to deliver our communities' goals

Strategy 4.3.1 Foster productive relationships with other levels of government, other councils and peak bodies to achieve community outcomes

Reporting Brief:

To seek Council's nomination of an eligible Alderman to a position on the General Management Committee of the Local Government Association of Tasmania (**LGAT**) and Council's consideration of whether to make a nomination for position of President of LGAT.

Proposal in Detail:

Background

The Tasmanian Electoral Commissioner has invited nominations for President of LGAT and for membership of the Local Government Association of Tasmania (**LGAT**) General Management Committee (**GMC**). Nominations close on 5.00pm Tuesday 30 April 2019.

Council is entitled to make only a single nomination under the LGAT rules. The person nominated may be a Glenorchy City Council Aldermen or an alderman or councillor from Clarence City Council or Kingborough Council. The Lord Mayor of Hobart has an ex officio position on the GMC.

The CEO of LGAT has confirmed that if Council wishes to also nominate a candidate for President, it is not obliged to nominate the same person.

The nomination invitation letter from the Tasmanian Electoral Commissioner is [Attachment 1](#).

The nomination form is [Attachment 2](#).

About LGAT

The Local Government Association of Tasmania is the voice of Local Government to other spheres of government, stakeholders and the wider community.

LGAT has been the peak body for Local Government in Tasmania for over 100 years and is part of a national network of associations. It is funded by councils and earns other income through projects delivered on behalf of Local Government, services to members and sponsorships.

LGAT provides specialist services to its member councils including policy and strategic support, capacity building for Local Government elected members and officers and procurement of goods and services. LGAT also coordinates the Tasmanian Local Government Awards for Excellence, the LGAT Annual Conference and the LGAT Assist Program.

LGAT works collaboratively with members to support council staff and elected members. The communities our 29 councils serve are represented by 263 elected members and supported by nearly 4000 staff.

General Management Committee

The election to the GMC is governed by the LGAT Rules which are [Attachment 3](#).

Apart from the Lord Mayor, who has an *ex officio* position on the GMC, all positions, including the President will be vacant. The President is elected at large by all Member councils. The six other Members are elected by their electoral districts and population grouping.

The Term of Office is 2 years.

The rules most relevant to the GMC election, with summary comments are as follows:

17. Function of the General Management Committee

The functions of the GMC include performance review/appointment of the CEO, providing strategic direction, providing for the good management and administration of the Association and nominating representatives to the ALGA Board.

18. Composition of the General Management Committee

The General Management Committee is made up of:

- (i) the President;*
- (ii) provided the Hobart City Council is a current Member, the Lord Mayor of the Hobart City Council or his or her proxy; and*

- (iii) *six members to be elected, as provided in Rule 18(b), from the three electoral districts.*

For each electoral district, one candidate is elected from councils with a population of 20,000 or more and one from councils with a population of less than 20,000

19. Electoral districts for the purpose of electing members to General Management Committee

These districts correspond to the 3 local government regions as set out in the Local Government Act, with Glenorchy City Council located in the Southern electoral district.

20. Conduct of elections for membership to the General Management Committee

The Electoral Commissioner of Tasmania as returning officer asks for nominations from members within the 3 electoral districts.

Each Member is entitled to make only one nomination and if more than one is received all nominations from that Member will be null and void.

In making a nomination, a Member is not restricted to nominating an elected member from its own Council provided that the nomination is for an elected member from a Member Council in the same electoral district and the same Population category as the nominating Member.

When a President is elected, a recount is held to backfill his or her GMC position from the same electoral district and population category.

25. President

- (a) *The President shall be a Councillor or Alderman of a Member Council.*

- (b) *The functions of the President are to:*

- (i) *chair Meetings of the Association and the General Management Committee;*
 - (ii) *be the spokesperson of the Association;*
 - (iii) *provide leadership and direction in furthering the objects of the Association.*

The President is elected for a two year term.

Nominations are called. If there is only 1 nomination, the candidate is elected unopposed. If there is more than one candidate, the Electoral Commissioner conducts a postal ballot of member Councils to determine the successful candidate.

Timeframes for 2019 GMC Election

The schedule of dates applying to the GMC election is as follows:

Nominations Open	Thursday 28 February
Nominations Close	5.00pm Tuesday 30 April 2019
Ballot Material posted	Friday 3 May 2019
(If a ballot is required)	
Close of Postal Ballot	10.00am Wednesday 19 June 2019
Declaration of the Result	Wednesday 19 June 2019

Committee Nominations and Appointments Policy

Council's Committee Nominations and Appointments Policy is applicable to this process because its scope states:

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

The Policy requires the following procedure to be adopted in respect of nominations:

- (1) *Where it is necessary to appoint Aldermen to committees (including as a result of a casual vacancy), the General Manager will circulate a notice to Aldermen which—*
 - (a) *notifies Aldermen that appointments, re-appointments and nominations for appointment to committees and external bodies are to be made at the relevant meeting, and*
 - (b) *lists the appointments and nominations to be made, and, for each, identifies—*
 - (i) *the committee or external body*
 - (ii) *the position available (including, for an external body, whether Council will be making a nomination only)*
 - (iii) *the nature of the duties to be undertaken*
 - (iv) *the proposed term of the appointment*
 - (v) *whether the position is to be held ex-officio by the Mayor or Deputy Mayor, and*
 - (vi) *any other information the General Manager considers relevant.*
 - (c) *requests that Aldermen submit nominations for the available positions one (1) week before the next council meeting.*

- (2) *The notice is to be circulated to all Aldermen by email no later than five days before nominations close (or as soon as practicable if it is not possible to circulate the notice five days before nominations close), and*
- (3) *Nominations may contain a statement in support of the nomination, to a maximum of 150 words.*
- (4) *Nominations may be for a position or a proxy position.*
- (5) *the General Manager will present a report to Council for consideration at the relevant council meeting which will contain, for each available position—*
 - (a) *the information specified in clause 2(1)(b), and*
 - (b) *a list of the nominations received and the documentation provided in support of each.*
- (6) *Where the number of nominees for a position does not exceed the number of positions available, the Council will determine the appointment in accordance with its ordinary meeting procedures.*
- (7) *If the number of nominees for a position exceeds the number of positions available—*
 - (a) *a ballot will be held to select the appointee or appointees (or nominees for a position on an external body, if applicable), and*
 - (b) *once the result of the ballot is determined, the chair will call for the appointment to be confirmed in accordance with Council's ordinary meeting procedures.*
- (8) *Where Council's nominee for a position on an external body is required to be confirmed by the external body, the General Manager is to write to the external body advising it of Council's decision.*
- (9) *For the avoidance of doubt, where a committee detail sheet that has previously been adopted by Council provides for a position to be held ex officio by the Mayor or the Deputy Mayor, the appointment of the Mayor or Deputy Mayor to that position is automatic, and no other Aldermen are entitled to nominate for that position.*

Notice to Aldermen

Notice to Aldermen was given on 20 March 2019.

Consultations:

Mayor
Executive Officer

Human Resource / Financial and Risk Management Implications:Financial

There are no material financial implications.

Human resources

There are no material human resources implications.

Risk management

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Adopt the recommendation Council's nomination is unsuccessful.	Insignificant (C1)	Possible (L3)	Low	Establish an effective working relationship with GMC representatives from other Councils.
Do not adopt the recommendation Council loses the opportunity to nominate a candidate for the General Management Committee and or Presidency of LGAT.	Minor (C2)	Almost Certain (L5)	Notable	Establish an effective working relationship with GMC representatives from other Councils.

Community Consultation and Public Relations Implications:Community consultation

No community consultation was undertaken as the nomination process is considered an internal matter for Council.

Public relations

The GMC election process is an external process, independently conducted by the Tasmanian Electoral Commission. It is anticipated that the announcement of election results will be a matter for the TEC and LGAT.

Recommendation:

That Council:

1. NOMINATE an eligible alderman or councillor to a position on the General Management Committee of the Local Government Association of Tasmania (LGAT)
2. CONSIDER whether to nominate an eligible alderman or councillor for President of LGAT.

Attachments/Annexures

- 1** Electoral Commissioner's GMC nomination invitation letter



- 2** GMC Nomination Form



- 3** LGAT Rules adopted July 2018



20. MEMBERSHIP OF SOUTHERN TASMANIAN COUNCILS AUTHORITY

Author: General Manager (Tony McMullen)

Qualified Person: General Manager (Tony McMullen)

ECM File Reference: STCA

Community Plan Reference:

Leading Our Community

Our community's priorities:

Transparent and accountable government

Strategic or Annual Plan Reference:

Leading Our Community

Objective 4.2 Prioritise resources to achieve our communities' goals.

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

Objective 4.3 Build strong relationships to deliver our communities' goals.

Strategy 4.3.1 Foster productive relationships with other levels of government, other councils and peak bodies to achieve community outcomes.

Reporting Brief:

To review Council's membership of the Southern Tasmanian Councils Authority (STCA).

Proposal in Detail:

Background

Council resolved at its meeting on 30 April 2018 to withdraw from Waste Strategy South, which operates under the auspices of the Southern Tasmanian Councils Authority (STCA), from the end of the (then) current contribution year.

At the Council meeting on 30 July 2018, Alderman Stevenson brought a Notice of Motion in relation to STCA membership, which resulted in the following resolution:

That Council conduct a workshop to consider withdrawing its membership of the Southern Tasmanian Council Authority (STCA).

At a Council workshop on 14 January 2019, the informal indication of the Council was to invite further discussion about this issue at the forthcoming STCA meeting on February 2019.

At the STCA's 18 February 2019 meeting, a discussion paper was provided which presented three future operating options for consideration. These options were:

- retain in current format or increase subscriptions to enable a secretariat and policy arm to be established
- new model for growth – Southern Regional Councils Authority continues alongside new Metropolitan Councils Greater Hobart Committee, and
- disband with key regional initiatives to continue and quarterly networking

At that meeting, member councils passed the following motion:

That the STCA continue in its current format with:

- *2019/20 secretariat support being funded out of reserves;*
- *2019/20 member subscriptions being set at nil;*
- *Waste Strategy South and the Regional Climate Change Initiative continue for a further 12 months, subject to appropriate due diligence.*

A report be provided to the Board prior to 31 March 2019 on proposed 2019/20 STCA actions and what advocacy role it can play for the Southern region

A further paper was put to a special meeting of the STCA held on 18 March 2019. It found that there were sufficient funds in reserve to entirely fund the operation of the STCA at current activity levels in 2019/20, allowing members more time to undertake a review of STCA operations. The paper also explored a range of fee scenarios for the forthcoming financial year, namely:

- no subscriptions levied in 2019/20
- a 50% reduction in subscriptions in 2019/20
- maintenance of current STCA subscriptions, and
- even distribution of subscriptions.

The STCA Board met on Monday 18 March 2019 and discussed the paper provided in response to the February resolution and reaffirmed its recommendation from the February meeting, namely:

- Waste Strategy South and the Regional Climate Change Initiative continue for a further 12 months (at an estimated cost of \$243,395)
- 2019/20 secretariat support be funded out of reserves (at an estimated cost of \$30,000), and
- 2019/20 members subscriptions be set at \$0.

The Board noted that based on the financial analysis undertaken that it is anticipated that there will be approximately \$136,715 in funds available for 2020/21 given the 2019/20 financial commitments for administrative support, Regional Climate Change Initiative, Waste Strategy South and the Regional Planning Initiative.

A Mayor's workshop will be convened in mid-May 2019 to discuss ongoing regional collaboration, the role of the STCA after June 2020 and that this be supported by a communications strategy. Councils are to provide key priorities for regional collaboration for discussion at the workshop to the secretariat by end of April.

Clarence City Council considered its membership of the STCA at its meeting on 18 March 2019 and resolved by majority vote (7/5) as follows:

"That [Clarence City] Council sees no demonstrable benefit provided to Clarence by the Southern Tasmanian Council Authority (STCA), accordingly Council will notify all STCA member Councils of its intention not to renew its membership in 2019-2020 financial year and seek their views on winding up the Authority."

Kingborough Council is considering its membership of the STCA at its 25 March meeting.

About the STCA

The STCA commenced on 1st July 2006.

Its predecessor, the Southern Tasmanian Councils Board (**STCB**), was established in November 2000 under a voluntary Agreement between the 12 Southern Councils - Brighton, Central Highlands, Clarence City, Derwent Valley, Glamorgan/Spring Bay, Glenorchy City, Hobart City, Huon Valley, Kingborough, Sorell, Southern Midlands and Tasman. The STCB was not a Joint Authority established under Division 3 of the Local Government Act (1993), and did not, therefore, have the status of an incorporated body.

The STCA operates in accordance with its approved rules, which, as a prelude to it becoming a Joint Authority, were endorsed by all twelve Southern Tasmanian Councils that are listed above.

The Board of the Authority comprises the Mayor of each Member or an Elected Representative of that Member as the Mayor's nominee. The General Manager of each Member may attend Board meetings and act in place of the Mayor or nominee of their Council if the Mayor or the nominee is absent from a Board meeting.

The Authority has entered into an agreement with Hobart City Council for the provision of employment and accounting services.

Principal objective and functions

The principal objective of the STCA is to enable members to work together to facilitate and coordinate agreed regional development strategies and actions to achieve sustainable economic, environmental and social outcomes for the Southern Region.

The functions of the STCA are (in summary):

- monitor, identify and agree on regional development issues, strategies and priorities ('regional priorities') that are intended to progress the collective interests of the Southern Region

- develop and promote reports, plans, programs and other actions to address regional priorities
- facilitate communications, cooperative working relationships and joint action between members and with the State and Commonwealth Governments and other identified stakeholders to address regional priorities
- monitor progress of regional programs, and
- perform any lawful function consistent with the principal objective.

Membership contributions

Member contributions to the STCA are tiered based on capacity to pay, with the larger metropolitan councils contributing \$14.4K in 2018/19 (down from approximately \$37.5K in 2017/18 as a result of subsidisation from reserves).

Smaller councils pay a lower contribution, with the 4 smallest councils paying 2%, 4 councils paying 5%, Kingborough paying 12% and the 3 largest councils, including Glenorchy paying 20%.

Voting

Unlike LGAT, there are equal voting rights for all member councils on the STCA, regardless of contribution.

Under the approved rules, questions arising at a Board meeting in relation to the functions of the authority (which appear to be the matters of strategic direction) are to be determined by consensus.

Questions in relation to the powers of the authority (which appear to be the operational decisions of the STCA) are determined by simple majority.

Rules about withdrawal

If Council was to withdraw from the STCA, it would be required under the approved rules to give not less than 3 months' written notice of its intention to withdraw to each of the other Members and the Board and provide an effective date on which it would no longer be a member.

An exiting member is liable for the full amount of financial contribution for the financial year in which they withdraw. Departure does not absolve an exiting member of any prior indemnities or liabilities incurred while a member.

Accordingly, the current Council meeting represents the last opportunity for Council to withdraw from the STCA without incurring the financial contribution for 2019/20.

Membership considerations

There are a range of key questions to ask around STCA membership:

Does the STCA provide value for money?

The STCA is currently operated on a minimalist secretariat model, with a total subscription level in 2018/19 of \$70,400 with membership contributions subsidised from reserves.

The STCA currently runs three projects:

- Waste Strategy South (cost \$211.8k in 2018/19)
- Regional Climate Change Initiative (cost \$120k in 2018/19)
- Regional Planning Project (winding down – cost \$20k in 2018/19).

When the minimal 2018/19 operating expenses are taken into account, the current level of membership contributions is insufficient to fund the projects.

The entire STCA is currently running on the basis of \$70,000 in operating costs per annum at present.

Is the STCA effective?

The interests of local government within the region are diverse, ranging from the capital city and inner metropolitan councils (4 members) to urban fringe councils (3 members) to small rural councils (5 members). As a result, it is often difficult to achieve common agreement on a particular issue, especially when the STCA operates on a consensus model. If it were to come to a vote, the interests of the different groupings of councils can sometimes be diametrically opposed rather than aligned. This has the potential to paralyse the organisation and hinder its development of a coherent program for regional development and advocacy.

The STCA is destined, at its core, to be largely ineffectual because its membership comprises inner metropolitan, urban fringe and small rural councils which have limited commonality of interest and, in some instances, divergent or opposing interests. The rules of the organisation rely upon a consensus approach to strategic issues and resolution by voting for operational issues. Fringe metropolitan and small rural councils together hold the balance of power in the organisation, with all councils having an equal vote despite a scale-based funding formula.

The STCA has been effective in relation to the regional planning project - which has seen close co-operation between council planners over a sustained period of time. This project has been supported by State government funding.

The regional climate change initiative has also delivered a range of benefits to members which would be difficult to achieve on an isolated basis.

Council has withdrawn from Waste Strategy South because of a perceived lack of value from membership and a need to focus on pressing local waste management priorities. This withdrawal has had no impact on the level of membership contributions.

Are there any alternative local government collectives?

The STCA is the only body that expressly represents the interests of local government in the Southern Region.

The Greater Hobart Bill proposes the establishment of a Greater Hobart Committee to improve the planning and co-ordination of inner metropolitan Hobart. It would comprise of the mayors of the 4 inner metropolitan councils and relevant State ministers. It would be supported by a Greater Hobart Advisory Panel, made up of the 4 inner metropolitan General Managers, relevant Departmental Secretaries and CEO of Infrastructure Tasmania. It is likely that the inner metropolitan councils would look to shared contributions to support local government's Greater Hobart Act obligations, with a contribution in the order of \$50,000 per council likely to be recommended.

Council is a member of the Local Government Association of Tasmania (LGAT), which is the peak body for local government in Tasmania. Its focus and membership are State-wide.

Advocacy role

Advocacy has been a challenge for the organisation because of divergence of member interests and the minimalist nature of the current operating model.

Options

The primary options are to leave the STCA or to remain within it.

The advantages and disadvantages of each option is set out below.

Remain in the STCA

Advantages
Remain part of a regional grouping of councils representing the entire Southern region as a forum for joint discussion and a peak body for advocacy and liaison with other tiers of government;
Continue to participate in regional projects - regional planning initiative and regional climate change initiative,
The STCA is currently only operating at a maintenance level - so there would be a minimal tangible short-term resource impact from remaining.
Continued access to an established Joint Authority "vehicle" for potential third-party funding and shared services activities.
A council needs to remain a member of the STCA to participate in any distribution in the event of wind up. Council's share of a potential wind up at the end of 2019/20 would be in the order of \$27,000 based on current projections.

Disadvantages

Potential future liability for costs depending upon the subscription level decided in 2019/20 and beyond. The STCA cannot continue to operate sustainably in the longer term by drawing down its reserves - and at some future point, depending on the scale of operations, funding commitments would be likely to increase.

The advocacy activities of the STCA have been hampered by a lack of commonality of interest and the minimalist operating model to the extent that there are questions as to its effectiveness and the utility of remaining within the authority.

There may be additional expenditure agreed during a financial year beyond the annual subscription - which would be referred to each member for approval.

It would be in the interests of the smaller member councils to exhaust any reserves prior to a wind up to maximise the benefit arising from the cross-subsidised contributions in those reserves, rather than seeing them distributed.

Leave the STCA

Advantages

Council's energy and resources can be more effectively focused upon the Greater Hobart Committee, with greater commonality of interest and, it is hoped, a stronger entrée to State (and potentially Commonwealth) funding opportunities;

There is a funding saving from not participating in the STCA, although this may be negligible in 2019/20 if full funding of operations occurs from reserves;

Departure from the STCA does not prevent Council from engagement with fellow Southern councils on joint projects or participation in joint advocacy on matters of shared concern.

With the decision of Clarence City Council to withdraw, the STCA will no longer represent the entire Southern region.

The STCA has been ineffectual because of a lack of commonality of interest on a range of key local government concerns.

Disadvantages

Possible adverse impact on perceptions of Council in the eyes of fellow Southern councils and relationships with those other councils if seen as an outlier in departing from the STCA - though Clarence City Council has been the first mover and Kingborough Council is considering its membership;

Need to negotiate continued access to the regional planning and climate change projects.

Conclusions

On balance, having considered the benefits and disadvantages of both options, withdrawal from the STCA is recommended.

While withdrawal will create some issues that need to be addressed around future advocacy for the Southern region and project governance, it is considered that the benefits of withdrawal outweigh those of remaining in the STCA.

Consultations:

Council workshop 14 January 2019

STCA meetings on 18 February 2019 and 18 March 2019

Human Resource / Financial and Risk Management Implications:

Financial

It was resolved that 2019/20 membership contributions be set at zero and operations funded from reserves. This is clearly not a sustainable position for the organisation – and, if Council were to remain in the STCA, membership contributions would be likely to increase in future years.

Please refer to Attachment 1 which gives details of the projected finances of the STCA under different scenarios.

Human resources

There are no direct human resources implications flowing from this decision. The secretariat functions of the STCA are provided by Hobart City Council staff as a part of their role.

Risk management

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Adopt the recommendation	Unlikely (L2)	Minor (C2)	Low	Join with Councils in the region on an as required basis. Participate in the Greater Hobart Committee (when formed).
Loss of a regional voice for advocacy on issues of joint concern to Southern councils.				
Loss of access to regional projects.	Possible (L3)	Minor (C2)	Moderate	Develop alternative governance arrangements akin to e.g. the Transit Corridor Steering Committee to oversight funding and project delivery.
Loss of the distribution of remnant funds upon the winding up of the organisation. (\$27,000 estimate).	Almost certain (L5)	Insignificant (C1)	Moderate	Seek clarification as to the carry-over of tied project specific funding in the event of a winding up.
Do not adopt the recommendation	L5 Almost certain	C2 Minor	Notable	Maintain a minimum level of participation in the STCA and closely monitor any increases in membership subscriptions, with a view to future review of membership.
Suffer the direct and opportunity cost of staff and financial resources being diverted to an organisation that is inherently ineffectual due to the lack of commonality of interest of members.				
Likely future increase in membership subscriptions to enable the STCA to be sustainable.	Almost certain (L5)	Minor (C2)	Notable	Closely monitor any increases in membership subscriptions, with a view to future review of membership.
Diminished inner metropolitan council participation in the STCA further erodes the position of the STCA in relation to matters of concern to inner metropolitan councils, including Glenorchy City Council with significant strategic implications around the metropolitan settlement pattern.	Almost certain (L5)	Major (C4)	High	Membership of the Greater Hobart Committee once established.

Community Consultation and Public Relations Implications:

Community consultation

No community consultation has occurred on this governance issue.

Public relations

The following key messages are suggested:

- the STCA has been operating on a 'maintenance' model for some time and has been of limited effectiveness because the interests of the metropolitan, urban-fringe and rural councils in the south are so different
- one metropolitan council has already resolved to withdraw and others are actively considering it
- an alternative structure is expected to be set up for inner metropolitan councils under a future Greater Hobart Act that would allow councils and the State government to work closely together on future planning for Greater Hobart, and
- withdrawal from the STCA allows Council to focus its scarce resources on the best outcomes for the Glenorchy community.

Recommendation:

That Council:

1. RESOLVE to withdraw from the STCA at the conclusion of the current membership period, and
2. NOTIFY the STCA Board each of the other STCA Members in accordance with the STCA's rules that Council gives notice (of not less than 3 months) of its intention to withdraw from the STCA and advise that it will no longer be a member after 30 June 2019.

Attachments/Annexures

- 1 STCA Financial Analysis and Future Options



21. COUNCIL POLICIES

Author: Executive Officer (Bryn Hannan)
Qualified Person: Director, Corporate Services (Jenny Self)
ECM File Reference: Council Policy

Community Plan Reference:

Leading our Community

We will be a progressive, positive community with strong Council leadership, striving to make Our Community's Vision a reality.

The communities of Glenorchy will be confident that Council manages the community's assets soundly for the long-term benefit of the community.

Strategic or Annual Plan Reference:

Leading our Community

- 4.1 Govern in the best interests of our community
- 4.1.1 Manage Council for maximum efficiency, accountability and transparency

Reporting Brief:

To present one (1) new Council policy and one (1) revised Council policy to Council for adoption.

Proposal in Detail.

New Policy - Business Continuity Policy

Attachment 1 is a copy of a proposed Business Continuity Policy. The policy is recommended to Council for adoption.

The policy is a high-level policy document that will facilitate the development of an updated business continuity plan for Council, which is currently in the early stages of procurement.

Update Policy – Legal Services Policy

Attachment 2 is a marked-up copy of Council's current Legal Services Policy showing minor amendments to 'Objective 3'.

The amendments insert requirements that management reports monthly to Council on the amount spent on external legal services in the preceding month, and also require that Council is notified of and approve expenditure on any individual legal matter where the expenditure exceeds \$25,000.

These requirements have been included at the request of the Director of Local Government who has advised that they are necessary for compliance with the ministerial directions which relate to the use of external legal services by Council.

The review period for the Policy has also been reduced from four (4) to two (2) years to enable greater oversight by Council.

Consultations:

General Manager

Director Corporate Services

Manager Corporate Governance

Human Resource / Financial and Risk Management Implications:

There are no material human resource or financial implications.

Risk management

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Adopt the recommendation	Minor (C2)	Unlikely (L2)	Low (4)	Responsible officers continue to monitor compliance with policies and ensure that any amendments are made in a timely manner, as required.
Neither the proposed updated or the new policies represent any significant departure from established practices or statutory requirements. There is a chance that procedural difficulties may be identified once they are implemented, leading to operational inefficiencies.				
Do not adopt the recommendation	Moderate (C3)	Likely (L4)	Notable (12)	Council officers are instructed to review the policies and implement any changes requested by Council as soon as practicable.
Governance administration will be less optimal due to the presence of outdated and less effective policies.				

Community Consultation and Public Relations Implications:

There has not been any community consultation undertaken.

There are not expected to be any material public relations impacts.

Recommendation:

That Council:

1. ADOPT the updated Business Continuity Policy in the form of Attachment 1, and
2. ADOPT an updated Legal Services Policy containing the changes outlined in Attachment 2

Attachments/Annexures

- 1** Business Continuity Policy



- 2** Legal Services Policy - Updated



22. ADOPTION OF CUSTOMER SERVICE CHARTER

Author: Manager Customer Services (Robbie Shafe)
Qualified Person: Director Development & Customer Service (Samantha Fox)
ECM File Reference: Customer Service - Guideines & Standards (Customer Service)

Community Plan Reference:

Leading Our Community

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

Strategic or Annual Plan Reference:

Making Lives Better

Objective 1.3 Facilitate and/or deliver services to our community

Strategy 1.3.1 Directly deliver defined service levels to our communities

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

Reporting Brief:

To recommend that Council readopts its Customer Service Charter, and notes the Service Level Commitment required under recent amendments to the *Local Government Act 1993*.

Proposal in Detail:

Background

In May 2017, Council adopted the current Glenorchy City Council Customer Service Charter after comprehensive consultation with both internal and external stakeholders and the community.

In December 2018, amendments were made to the *Local Government Act 1993*, including to section 339F(4), which states:

339F. Customer service charter

(1) A council must adopt a customer service charter on or before 1 January 2006.

- (2) *The customer service charter is to –*
- a. specify the principles relating to services provided by the council; and*
 - b. specify a procedure for dealing with complaints relating to services provided by the council; and*
 - c. include any prescribed matter.*
- (3) *The General Manager is to make the customer service charter available –*
- a. for public inspection at the public office during ordinary office hours; and*
 - b. on the council's internet site free of charge; and*
 - c. for purchase at a reasonable charge.*
- (4) **A council is to review its customer service charter within 12 months after a council election.**
- (5) *The General Manager is to provide the council with a report at least once a year of the number and nature of complaints received.*

The current Council was elected in January 2018. Under subsection (4), a review is therefore required.

The existing Glenorchy City Council Customer Service Charter has been reviewed and is presented for readoption (without change) as Attachment 1.

As part of the original creation of the Customer Service Charter and its included consultations, a Service Level Commitment was created. This has also been reviewed, updated and is presented for Council to note as Attachment 2.

Consultations:

Management Team
Customer Service Coordinator

Human Resource / Financial and Risk Management Implications:

Financial

Nil

Human Resources

Nil

Risk Management

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
No material risks have been identified.				

Community Consultation and Public Relations Implications:

Initial consultation for the creation of the Charter had been undertaken with the community through the following special committees of Council:

- Access Advisory Committee
- Cultural Diversity Advisory Committee
- Glenorchy Arts and Cultural Advisory Committee
- Glenorchy Youth Task Force
- Safer Communities Committee, and
- Sport and Recreation Advisory Committee.

It is worth noting that Council is not aware of any complaints made about the Customer Service Charter since the election of the current Council.

Recommendation:

That Council:

1. READOPT the Customer Service Charter in the form of Attachment 1
2. NOTE the Service Level Commitment in the form of Attachment 2
3. NOTE that the General Manager is required to:
 - (a) provide a copy of the Charter to the Director of Local Government within 14 days, and
 - (b) make a copy of the Charter available for public inspection, free of charge, at Council Chambers during ordinary office hours and on Council's website.

Attachments/Annexures

- 1 Attachment 1 - Customer Service Charter



- 2 Attachment 2 - Service Level Commitment



23. UPDATED SCHEDULE OF FEES AND CHARGES

Author: Executive Officer (Bryn Hannan)

Qualified Person: Director Corporate Services (Jenny Self)

ECM File Reference: Finance

Community Plan Reference:

Leading Our Community

The communities of Glenorchy will be confident that the Council manages the community's assets soundly for the long-term benefit of the community.

Strategic or Annual Plan Reference:

Leading our community

Objective 4.1 Govern in the best interests of our community

Strategy 4.1.1 Manage Council for maximum efficiency, accountability and transparency

Reporting Brief:

To recommend that Council adopts an updated version of the 2018/19 Schedule of Fees and Charges to correct an error and improve accessibility.

Proposal in Detail:

Council adopted its 2018/19 Schedule of Fees and Charges at its meeting on 25 June 2019. The Schedule was subsequently updated by a resolution made on 17 December 2018 to incorporate revised fees and charges for waste management that were adopted by Council at the same meeting.

Recently, it was identified that the Schedule contained an error in that the fees for the hire of the Derwent Entertainment Centre were incorrectly recorded.

The Schedule has subsequently been updated to correct that error, and to re-format the document for better readability. The updated Schedule of Fees and Charges is Attachment 1.

Because the Schedule was adopted by a resolution of Council, any amendments to it are also required to be approved by resolution. It is therefore recommended that Council adopts the updated Schedule of Fees and Charges for 2018 in the form of Attachment 1.

Consultations:

Manager, Finance and ICT
Financial Accountant

Human Resource / Financial and Risk Management Implications:

There are no material human resources or financial implications.

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Adopt the recommendation	n/a	n/a	n/a	n/a
No material risks have been identified.				
Do not adopt the recommendation	Minor	Likely	Moderate	Council instructs the General Manager to write to the Director of Local Government to seek clarification about how to address the error in the Schedule.
Council will have either an incorrect Schedule of Fees and Charges, or alternatively will be required to publish the corrected version without a supporting resolution, leading to a minor regulatory breach.				

Community Consultation and Public Relations Implications:

There are no material community consultation or public relations implications.

Recommendation:

That Council:

1. ADOPT an updated version of the 2018/19 Schedule of Fees and Charges in the form of Attachment 1.

Attachments/Annexures

- 1 Updated Schedule of Fees and Charges



24. FINANCIAL PERFORMANCE REPORTS TO 31 JANUARY AND 28 FEBRUARY 2019

Author: Manager, Finance and ICT (Tina House)
Qualified Person: Director, Corporate Services (Jenny Self)
ECM File Reference: Corporate and Financial Reporting

Community Plan Reference:

Leading Our Community

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

Strategic or Annual Plan Reference:

Leading Our Community

Objective 4.1	Govern in the best interests of our community
Strategy 4.1.1	Manage Council for maximum efficiency, accountability and transparency
Action 4.1.1.04	Implement the performance reporting system for corporate strategic planning
Objective 4.2	Prioritise resources to achieve our communities' goals
Strategy 4.2.1	Deploy the Council's resources effectively to deliver value
Action 4.2.1.07	Develop the annual budget estimates in line with the Financial Management Strategy and provide regular reporting of actuals to budget

Reporting Brief:

To provide the monthly Financial Performance Reports to Council for the periods ending 31 January and 28 February 2019.

Proposal in Detail:

Historically, the monthly financial report has been presented to Council at the second meeting after the end of the reporting period. As a result, the data is almost two months old by the time Council is given the opportunity to review the financial position.

At the request of senior management and the recommendation of Council's Audit Panel, Council's finance section has streamlined its end of month processes to allow next month reporting. This ensures that Council can now consider Council's financial position at the first Council meeting after the end of the reporting period.

The consequence of this change is that two financial reports are presented to this meeting.

1. the Financial Performance Report for the year-to-date ending 31 January 2019 is Attachment 1. This highlights that at 31 January the operating result was \$267k ahead of the budgeted position.
2. the Financial Performance Report for the year-to-date ending 28 February 2019 is Attachment 2. This highlights that at 28 February the operating result is \$833k ahead of the budgeted position.

A summary of the key indicators as at the latest Report 2 is as follows:

Revenue

- revenue is \$744k¹ above budget² representing a favourable variance of 1.4%

Expenditure

- expenditure is \$88k below budget² representing a favourable variance of 0.2%

Capital Works

- capital works expenditure is \$6.060m against an overall annual budget of \$13.765m

Notes:

1. *there are event funds currently held by the Derwent Entertainment Centre that are subject to final settlement with promoters in March. When settled, this will reduce the overall favourable result reported in February.*
2. *the reduction in budgeted Landfill revenue and expenditure approved by Council at the 17 December 2018 meeting is reflected in Report 2.*

Potential Influences

While it is noted the financial position to 28 February is reporting favourable revenue and expenditure variances, the mid-year review presented to Council at the last Council meeting did detail potential unfavourable variances in the forecast to 30 June 2019 which may impact the current position.

Consultations:

General Manager
Executive Leadership Team
Acting Chief Financial Officer
Capital and Operational Budget Responsibility Officers

Human Resource / Financial and Risk Management Implications:

There are no material risk management or human resources implications.

Community Consultation and Public Relations Implications:

No public relations implications have been identified, and no community consultation has been undertaken.

Recommendation:

That Council:

RECEIVE and NOTE the Financial Performance Reports for the year-to-date, ending 31 January and 28 February 2019 (in the form of Attachment 1 and Attachment 2) respectively.

Attachments/Annexures

- 1 Attachment 1 - Financial Performance Report to 31 January 2019



- 2 Attachment 2 - Financial Performance Report to 28 February 2019



25. MINISTERIAL DIRECTIONS - MONTHLY REPORT

Author: Executive Officer (Bryn Hannan)

Qualified Person: Director, Corporate Services (Jenny Self)

ECM File Reference: Ministerial Directions

Community Plan Reference:

Under the *City of Glenorchy Community Plan 2015 – 2040*, the Community has prioritised 'transparent and accountable government'.

Strategic or Annual Plan Reference:

Leading our Community

Objective 4.1 Govern in the best interests of our community

Strategy 4.1.1 Manage Council for maximum efficiency, accountability and transparency

Strategy 4.1.3 Maximise regulatory compliance in Council and the community through our systems and processes

Reporting Brief:

To inform Council of the progress towards completing the action items out of the Ministerial Directions Implementation Plan for the period ending 19 March 2019.

Proposal in Detail:

At its meeting of 29 January 2019, Council was informed of the progress of satisfying the Ministerial Directions as at 18 January 2019.

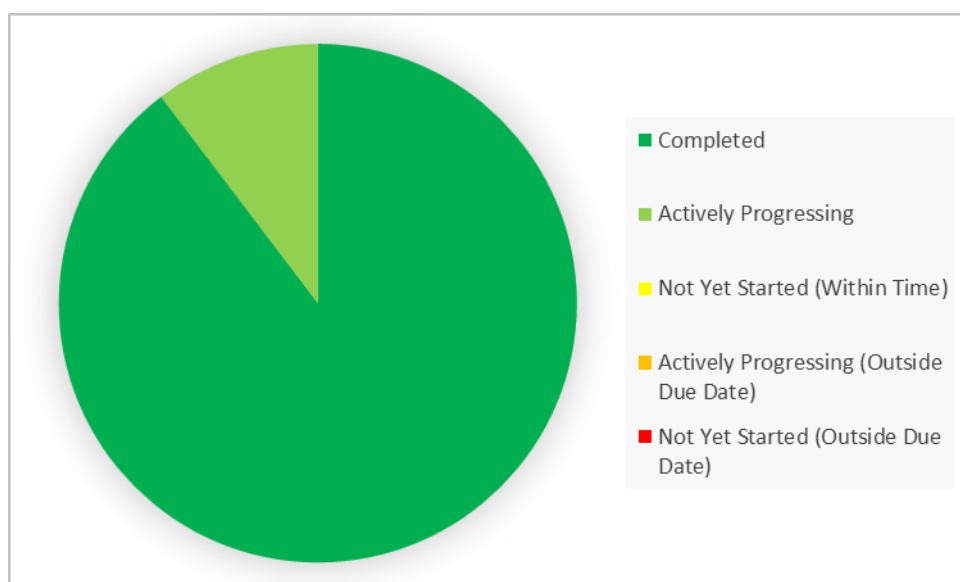
As per Attachment 1, there are 58 Ministerial Direction actions that are required to be undertaken by Council.

Council completed following two (2) additional action over the reporting period, bringing the total actions completed to date to 53:

Item	Directive	Date completed
2(c)	Implementing a professional development program for all Aldermen as a result of the first annual review as specified in Direction 5(a)	19 March 2019
3(f)	Ensuring the General Manager provides sufficient budget and financial reporting to Council consistent with BOI recommendation 50	25 February 2019

Council's progress of actions required to comply with the Directions is summarised as follows:

• Actions completed	53
• Actions being actively progressed	5
• Actions not yet started but within time	0
• Actions being actively progressed and outside due date, and	0
• Actions not yet started and outside due date	0
	<u>58</u>



Consultations:

Mayor
General Manager
Director, Corporate Services

Human Resource / Financial and Risk Management Implications:

There are not considered to be any material financial or human resources implications.

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Do not adopt the recommendation				Council continues to progress actions required to comply with these Directions
If Council does not comply with the Ministerial Directions as provided under section 225(2) of the <i>Local Government Act 1993</i> there is potential for a complaint to be lodged for non-compliance under section 339E and further scrutiny and sanction by the Director of Local Government	Major (C4)	Likely (L4)	Significant	

Community Consultation and Public Relations Implications:

There has been no community consultation due to the nature of the document.

Recommendation:

That Council:

NOTE the monthly report on the progress satisfying the Ministerial Directions as at 19 March 2019.

Attachments/Annexures

- 1 Ministerial Directions Monthly Report - March 2019



26. PROCUREMENT AND CONTRACTS - MONTHLY REPORT

Author: Executive Officer (Bryn Hannan)

Qualified Person: Director, Corporate Services (Jenny Self)

ECM File Reference: Procurement

Community Plan Reference:

Leading our Community

The communities of Glenorchy will be confident that Council manages the community's assets soundly for the long-term benefit of the community.

Strategic or Annual Plan Reference:

Leading our Community

- | | |
|----------------|---|
| Objective 4.1 | Govern in the best interests of our community |
| Strategy 4.1.1 | Manage Council for maximum efficiency, accountability and transparency |
| Strategy 4.1.2 | Manage the City's assets soundly for the long-term benefit of the community |
| Strategy 4.1.3 | Maximise regulatory compliance in Council and the community through our systems and processes |

Reporting Brief:

To inform Council of exemptions that have been applied to the procurement requirements under Council's Code for Tenders and Contracts for the period 19 February to 19 March 2019, and provide updates on other relevant procurement matters.

Proposal in Detail:

Exemption Report

Council's Code for Tenders and Contracts (the **Code**) has been made and adopted by Council as required under section 333B of the *Local Government Act 1993*.

Under clause 10.2 of the Code, the General Manager is required to provide a regular report to Council on exemptions that have been authorised to the procurement requirements under the Code. Clause 10.2 relevantly provides:

*In accordance with Regulation 28(j), the General Manager will establish and maintain procedures for reporting to Council **at the first ordinary meeting of Council after the event** in relation to the procurement of goods and/or services **in circumstances where a public tender or quotation process is not used**. Such report will include the following details of each procurement:*

- a) a brief description of the reason for not inviting public tenders or quotations (as applicable);*
- b) a brief description of the goods or services acquired;*
- c) the approximate value of the goods or services acquired; and*
- d) the name of the supplier.*

A copy of an extract from Council's Purchasing Exemption Register (**Exemption Report**), which is delivered to Council as required under clause 10.2 is Attachment 1 to this report.

The Exemption Report covers the period from 19 February to 19 March 2019. There have been four (4) exemptions approved for the period, accounting for \$33,429.45 in budgeted operational expenditure.

Expenditure on external Legal Services

Ministerial Direction 3(i) relates to the management of Council's expenditure on external legal services. That direction requires, among other things, that clear and transparent disclosure of legal expenditure is reported to Council. At the recommendation of the office of the Director of Local Government, Council has submitted a draft revised Legal Services Policy to Council for approval.

Proposed revised clause 2.6 of the draft policy provides that Council will:

"report monthly to Council on the amount spent on external legal services in the preceding month."

For the month of February 2019, the total amount spent on external legal services for all of Council was \$3,359.

Expenditure update - Sugden & Gee (KGV consultancy services)

At its meeting on 29 October 2018, Council approved additional expenditure of \$100,000 with Sugden & Gee Pty Ltd for ongoing services in relation to the KGV project, bringing the total expenditure on Sugden & Gee to \$500,000 (inc GST).

Council also approved the non-application of the tender process for the contract with Sugden & Gee on the basis that extenuating circumstances meant that a satisfactory result would not be achieved by inviting tenders. The reasons for that decision are outlined in the report to Council's October 2018 meeting.

Council has requested that it be kept informed of the running total of expenditure on Sugden & Gee for its services in relation to KGV.

At the date of this report, the total expenditure on Sugden & Gee is \$376,147.68. This amount has not increased during the previous two months, as no additional invoices have been issued.

Consultations:

Executive Leadership Team
Accounts Payable Supervisor

Human Resource / Financial and Risk Management Implications:

Human resources

There are no material human resources implications.

Financial

The Exemption Report identifies \$33,429.45 in budgeted operational expenditure that has been approved. Accordingly, there are no material financial implications.

Risk management

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Adopt the recommendation	Minor (C2)	Unlikely (L2)	Low (4)	Council notes the reasons identified for the exemptions and satisfies itself that each is sound and in accordance with approved procedures.
Criticism of Council's acceptance of procurement process exemptions and associated expenditure.				
Do not adopt the recommendation	Moderate (C3)	Possible (L3)	Moderate (9)	Council communicates reasons for refusal and identifies preferred practices and information required for future exemptions.
Council officers less likely seek exemptions in accordance with approved processes, leading to business inefficiency and excessive administrative burden on staff and suppliers.				

Community Consultation and Public Relations Implications:

Community consultation was not required or undertaken.

There is unlikely to be any material public relations impact.

Recommendation:

That Council:

RECEIVE and NOTE the Procurement and Contracts Monthly Report for the period from 18 February to 19 March 2019.

Attachments/Annexures

- 1 Procurement Exemption Register - 2019



27. NOTICES OF MOTIONS – QUESTIONS ON NOTICE / WITHOUT NOTICE

27.1 QUESTION ON NOTICE - ALDERMAN S. FRASER (TRAFFIC MANAGEMENT, GROVE AND ELWICK ROADS)

Author: Manager Infrastructure, Engineering and Design (Frank Chen)
Qualified Person: General Manager (Tony McMullen)
ECM File Reference: Question on Notice

Question on Notice:

To consider a Question on Notice from Alderman Simon Fraser submitted in accordance with the requirements of Regulation 30 of the *Local Government (Meeting Procedures) Regulations 2015*.

Question:

Q: A number of Glenorchy residents are concerned about the difficulty and safety of turning out of Grove Rd onto Elwick Rd, Glenorchy, due to increased traffic congestion. Has Council investigated traffic management options such as traffic lights for this intersection? If so, what plans are there to implement them?

Answer:

There is a Keep-Clear zone painted at the intersection where Grove Road turning onto Elwick Road to ensure that, in a congested traffic situation, drivers can still exit Grove Road in a safe and effective manner.

Council staff have previously investigated traffic management options such as traffic lights and roundabout for this intersection, including traffic modelling. The investigation indicated that both options would reduce the performance of the intersection such as causing delays and queuing.

Council acknowledge the benefit of a change in the traffic management at this intersection in terms of improving accessibility and safety and have previously sought external funding from the Blackspot Program managed by the Department State Growth. This grant request was unsuccessful as it did not provide sufficient benefit.

Council currently does not have any plans or budget allocated for works at this junction. Council's preference is to retain the efficiency of Elwick Road. Road users from this area can turn left to access the Brooker Highway and have options to travel in the other direction to access Main Road.

Attachments/Annexures

NIL

27.2 QUESTION ON NOTICE - ALDERMAN S. FRASER (NORTHERN SUBURBS TRANSIT CORRIDOR PROJECT)

Author: Director Development and Customer Services (Sam Fox)
Qualified Person: General Manager (Tony McMullen)
ECM File Reference: Question on Notice

Question on Notice:

To consider a Question on Notice from Alderman Simon Fraser submitted in accordance with the requirements of Regulation 30 of the *Local Government (Meeting Procedures) Regulations 2015*.

Question:

Q: As part of the recently signed City Deal, \$25 million has been granted for the Northern Suburbs Transit Corridor project. What plans are in place to change zoning/planning laws to allow for higher density residential/mixed residential developments around the corridor? If this work has not started what are the main impediments to doing so? Can some of the money granted through the City Deal be used to prioritise this work?

Answer:

City Deals are partnerships between three levels of government and the community to work towards a shared vision for productive and liveable cities. The Hobart City Deal includes (amongst other things):

- Creating a *Greater Hobart Transport Vision* to guide a coordinated approach to transport planning, including for private vehicles, busways, light rail and ferries. This will include considering ways to support the future use of the Northern Transport Corridor (running from Hobart through Glenorchy), and
- Establishing a *Greater Hobart Act* to provide a strategic framework for the Tasmanian Government and the Clarence, Glenorchy, Hobart and Kingborough councils to collaborate and support the achievement of outcomes that enhance liveability, connectivity, and operational efficiencies across the municipal areas.

Under the Hobart City Deal, the Australian Government has committed an additional \$25 million to ease congestion and improve access in and around the city's Northern Suburbs by activating the Northern Suburbs Transit Corridor.

Since 2009, various ideas have been put forward for development of the Northern Transit Corridor along the unused rail corridor between Hobart and Brighton. Several independent consultancies have examined the economic viability of a rapid transit service along the Corridor, under a range of operational scenarios. In 2016, the *Glenorchy to Hobart Public Transport Corridor Study* was prepared by GHD for the Glenorchy City Council and Hobart City Council Joint Steering Committee. The report found that Corridor has the potential to deliver significant economic benefits to the area, attract higher density forms of development, enable urban renewal, provide stimulus to strengthen the critical mass of commercial, retail and residential activity, and facilitate the development of a series of transit precincts along the Corridor. It has been estimated that the total cost of developing the Corridor, including costs associated with urban renewal, would be approximately \$200 million.

Along with Hobart City Council, Glenorchy City Council has provided direct investment totalling an estimated \$100,000 as well as in-kind support for studies/reports on the Northern Transport Corridor. Council has also committed an estimated \$3 million over 10 years to maintenance and renewal of the Council-managed portion of the Corridor, \$5.795 million towards the Glenorchy CBD revitalisation and between \$2 million and \$2.5 million p.a. to renew, upgrade and construct new footpaths/cycleways in the municipality.

To enable future development along the Northern Transport Corridor, Glenorchy City Council has carefully considered and implemented appropriate land use zoning. It has applied Utilities zoning to the Corridor to protect it from inappropriate conversion to other uses. In addition, the *Glenorchy Planning Scheme 2015* includes the Glenorchy and Moonah activity centres within a Central Business and General Business Zone, respectively, and substantial land close to these centres within an Inner Residential Zone. These zones encourage mixed use development at higher residential densities. These zones are proposed to be carried over into the State Planning Scheme under the *Draft Glenorchy Local Provisions Schedule*.

As such, there are currently large areas of land along the Northern Transit Corridor that are zoned and available for residential development. Over the coming months, Council staff will review the controls on height, density and design in these areas to see if they can be changed to encourage appropriate mixed used development. As these zones are part of the State controlled Scheme, Council will advocate for the Tasmanian Government to review these zones (and other non-planning tools – such as housing grants or pilot projects), to incentivise higher density mixed use development on land in the Corridor already zoned for housing.

Prior to pursuing any additional rezoning for residential use along the Corridor, Council will consider the possible economic impacts if industrial and commercial land is lost from these areas. This will form part of Council's analysis of supply and demand for residential, commercial and industrial uses across the whole municipality. This work may identify precincts within or near the Corridor where industrial uses are no longer viable and where land could be rezoned for housing.

Glenorchy City Council will undertake required planning work and will encourage densification and redevelopment along the Corridor as part of its contribution to the City Deal. Glenorchy City Council will also consider providing Council land where appropriate to enable development along the Corridor.

Attachments/Annexures

NIL

CLOSED TO MEMBERS OF THE PUBLIC

28. CONFIRMATION OF MINUTES (CLOSED MEETING)

29. APPLICATIONS FOR LEAVE OF ABSENCE

ENVIRONMENT

30. TOLOSA DAM DECOMMISSIONING AND REMEDIATION PROJECT UPDATE

This item is to be considered at a closed meeting of the Council by authority of the Local Government (Meeting Procedures) Regulations 2015 Regulation 15(2)(g) (Information of a personal and confidential nature or information provided to the Council on the condition it is kept confidential).

GOVERNANCE

31. KGV SPORTS AND COMMUNITY PRECINCT - PROJECT UPDATE

This item is to be considered at a closed meeting of the Council by authority of the Local Government (Meeting Procedures) Regulations 2015 Regulation 15(2)(b) (Information that, if disclosed, is likely to confer a commercial advantage or impose a commercial disadvantage on a person with whom the Council is conducting, or proposes to conduct, business.) and 15(2)(g) (Information of a personal and confidential nature or information provided to the Council on the condition it is kept confidential).

32. GENERAL MANAGER'S 2018 PERFORMANCE REPORT

This item is to be considered at a closed meeting of the Council by authority of the Local Government (Meeting Procedures) Regulations 2015 Regulation 15(2)(a) (Personnel matters, including complaints against an employee of the Council and industrial relations matters) and (g) (Information of a personal and confidential nature or information provided to the Council on the condition it is kept confidential)

33. GENERAL MANAGER'S KPIS 2019

This item is to be considered at a closed meeting of the Council by authority of the Local Government (Meeting Procedures) Regulations 2015 Regulation 15(2)(a) (Personnel matters, including complaints against an employee of the Council and industrial relations matters) and (g) (Information of a personal and confidential nature or information provided to the Council on the condition it is kept confidential)

34. NOTICES OF MOTIONS – QUESTIONS ON NOTICE / WITHOUT NOTICE (CLOSED)
